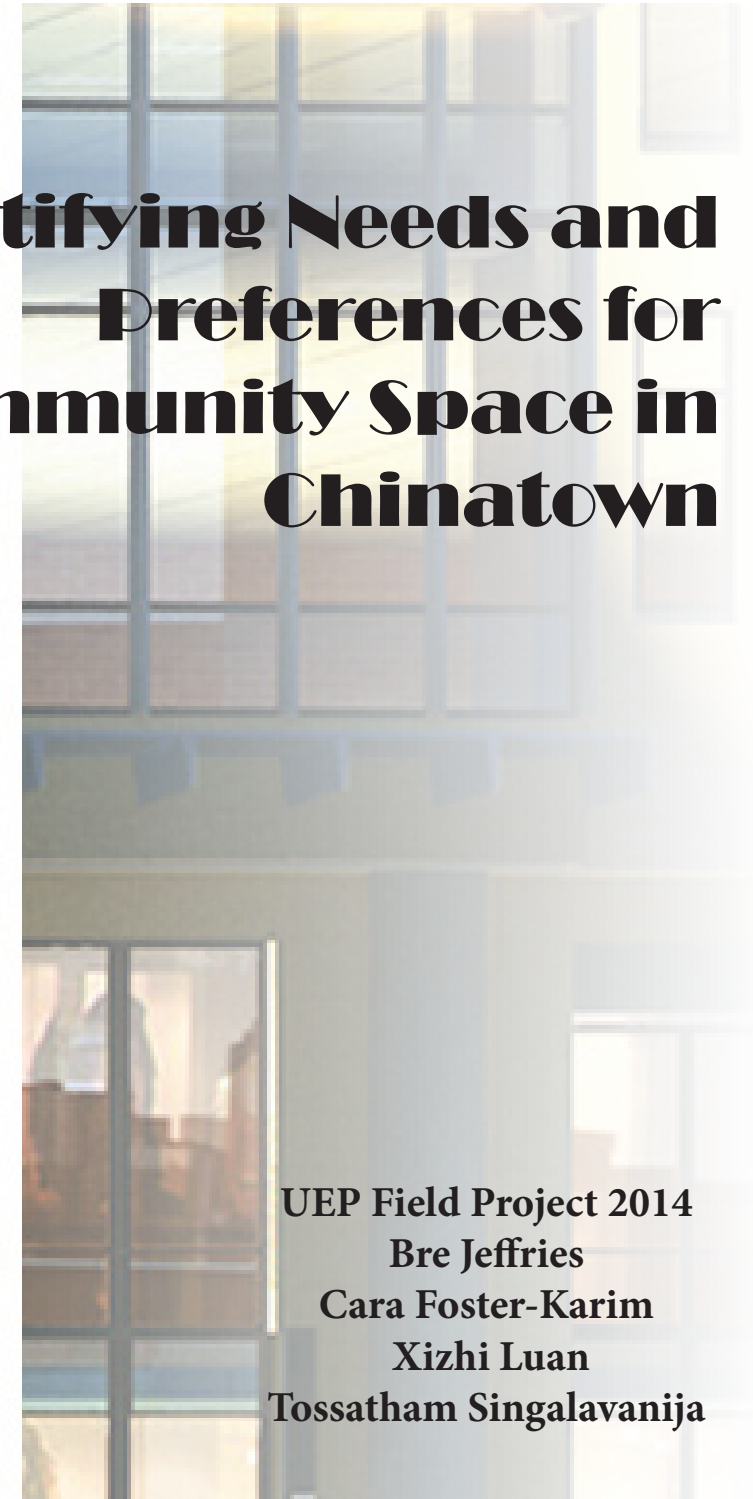




Identifying Needs and — Preferences for Community Space in Chinatown



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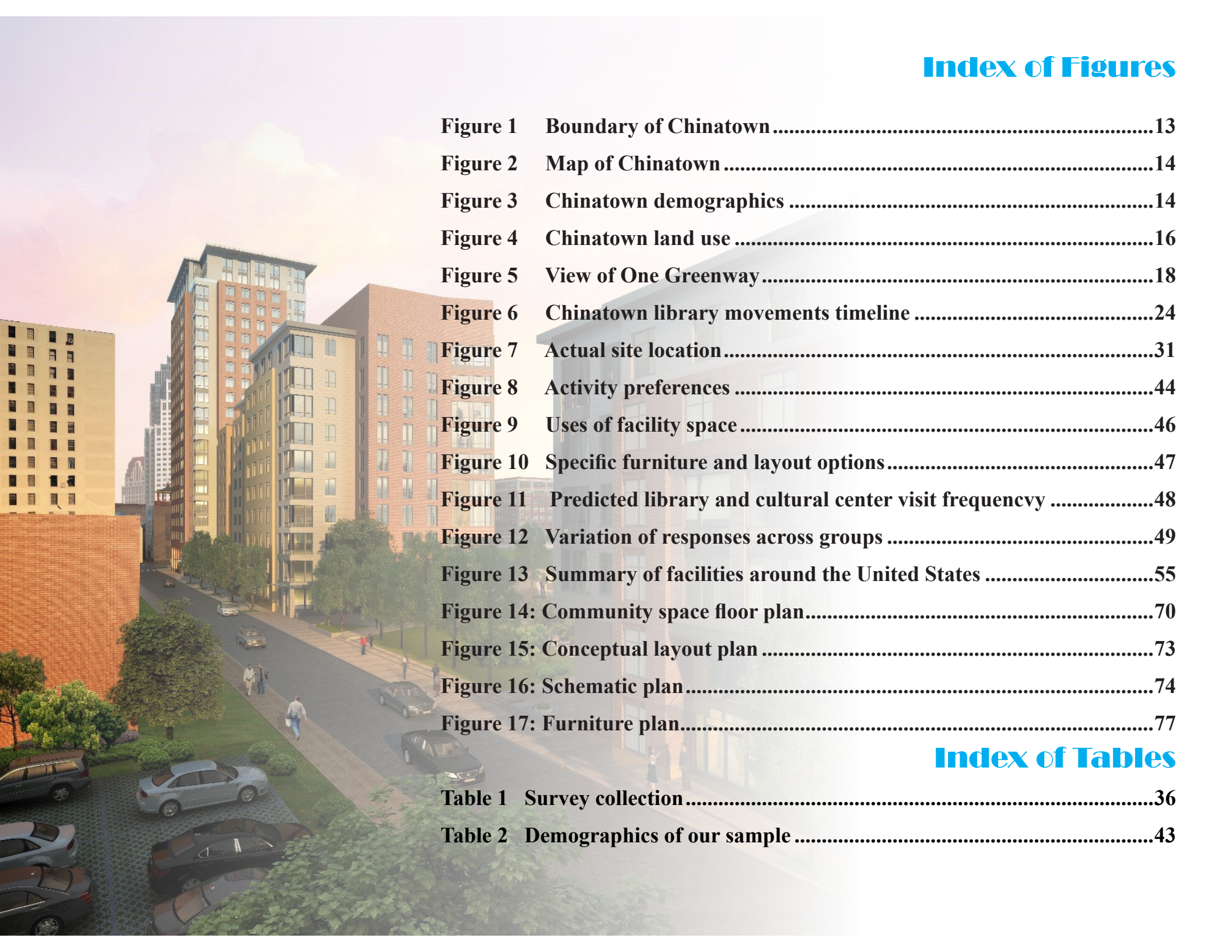


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Background Image 3: Conceptual layout plan, Image adapted from One Greenway Project's floor plan



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Executive Summary




The purpose of our project is to assist the Asian Community Development Corporation (ACDC) in conducting research to inform a comprehensive proposal for how to develop the One Greenway community-use space in Chinatown. One Greenway is being developed as a joint venture of ACDC and New Boston Fund and is currently under construction. ACDC is hoping to optimize the ground floor into a space that best serves the Chinatown community. Chinatown has a history of campaigning for a library with various milestones that will be further discussed. ACDC would like to build upon the momentum from the library movement while exploring options for diversifying the space. The voice and role of the Chinatown community in helping shape

the recommendations put forth for the One Greenway community-use space are central to our project.

Our team utilized three primary research methods to formulate our final recommendations for the One Greenway community-use space. First, we conducted a thorough literature review of similar multi use community centers, libraries, and Asian American cultural centers throughout the United States. Second, informed in part by our literature review, we distributed a community survey to various organizations and populations within Chinatown. Finally, we conducted five expert interviews with professionals who have a significant connection to the Chinatown community and library movement in some capacity.

We used these methods in order to





identify the most important needs and preferences of the community in order to propose key features of a successful multi use space. The aforementioned features of our proposal are outlined as the following: suggestions on how to provide accommodations for multi-lingual and multi-aged populations, how to include historical acknowledgment of Chinatown's history, provide a furniture and configuration model, estimate the budget necessary for the outfitting of the space, propose programming options for the center based on the assessed needs of the community, estimate foreseen operating and maintenance costs and finally, to suggest possible means of generating revenue over time.

From what we've gathered in our research, two key characteristics the commu-

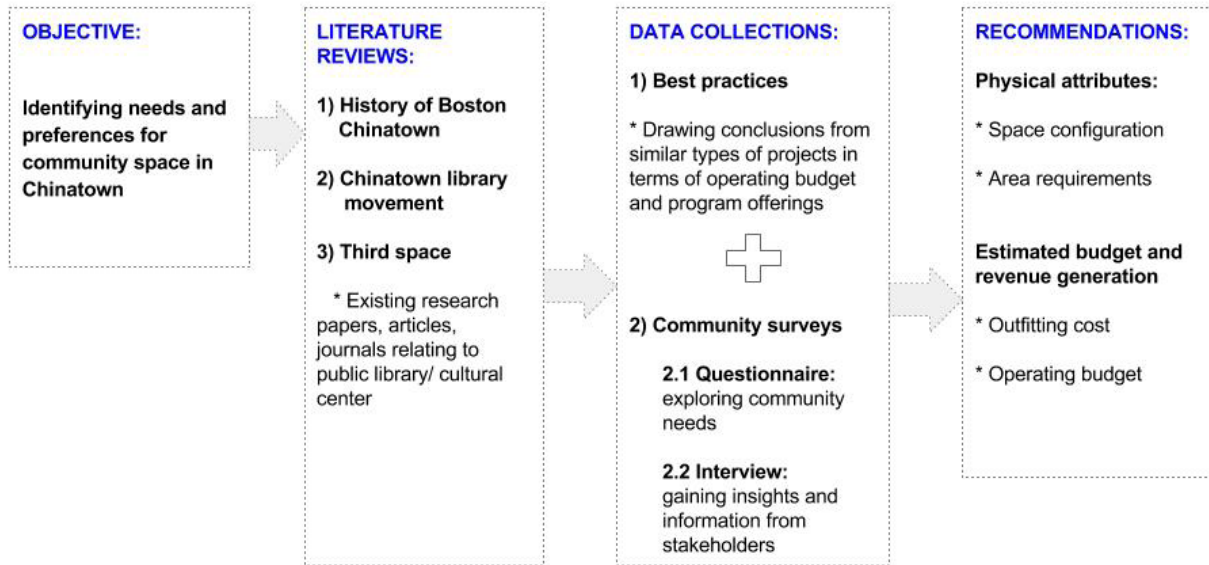
nity and ACDC may benefit from in the One Greenway community-use space are flexibility and the ability to serve multiple purposes. Chinatown lacks an adequate social space other than home or work, except for restaurants, which cannot be used for free. Also, Chinatown is in need of a large space for performances and events that can simultaneously accommodate at least 50-100 people at one time. Regarding the demographics of the target population, while the goal is to accommodate all visitors, three particular groups should be considered: young children, the elderly and non-residents of Chinatown. Children, unlike teenagers, are not mobile or independent enough to travel outside of Chinatown alone, so to have books, materials and programming for them would be bene-

ficial. The elderly are also not as mobile and may prefer to stay in Chinatown, which could make them a regular demographic to visit the community-use space. Finally, Chinese and Chinese-American non-residents regularly spend time in Chinatown as it is the primary center for Chinese culture in the greater Boston area. Many non-residents work, take classes, and utilize services in Chinatown already, so the space could be marketed as one that can serve them as well.

Our preliminary recommendations outline suggested furniture and space configuration of the One Greenway community-use space, the programming to be offered, estimates of a possible operating budget, and strategies for generating revenue to cover operating costs. The community-use

space should have at least one large space for events, open space with mobile furniture and dividers that can be used to section off smaller rooms, and an area with comfortable chairs and bookshelves for reading and relaxing. A bilingual, qualified resource staff should be available who can provide verbal and written information about amenities offered at the community-use space and throughout Chinatown. For programming, we recommend having regular children's classes or events available. Further, we recommend a variety of adult classes be offered that can be facilitated by organizations and professionals in the community willing to rent the space.

RESEARCH FRAMEWORK:



Finally, to generate revenue to cover a portion of the estimated operating costs of the One Greenway community-use space, our primary recommendation is to regularly rent the space out to Chinatown and greater Boston area groups for a fee. Weekly rental of the large event space could cover a portion of the annual rental costs, contingent upon the fees that are established. Discounts may be

available for some non-profits and smaller community groups. Rental of smaller spaces and the classroom, revenue from a possible cafe and funding from grants could aim to cover the remainder of the operating costs. Consistent rental appointments may be possible if new and existing relationships between ACDC and active non-profits in Chinatown and other professional connections are able to secure financing arrangements. We provide local and nationwide models of cafes as a means for revenue generation in order to assist in continued research on methods for earning income. However, we highly recommend further research be done in order to finalize operating and outfitting costs through a detailed line item budget.

Chapter 1: Introduction



The ACDC Field Project focuses on identifying strategies for community building in Chinatown through the use of a community-use space. Our client, ACDC, has asked us to create a series of recommendations for a community space to be created in the first floor of a mixed income housing facility at One Greenway at the corner of Hudson and Kneeland Streets. Through qualitative research in the form of surveys and interviews, and a literature review of existing models for similar community spaces, our team is working to identify community needs and make recommendations about the types of designs and uses for the space that would best meet those needs. Finally, we will estimate start-up

costs and operating costs for the community space and identify possible sources of revenue generation.

The ACDC Field Project aims to produce several key deliverables. Our final report will include a literature review and content analysis of similar programs and cultural centers around the country and presentation of the results from our qualitative research. The qualitative portion of the research project involves surveying and interviewing members of the Chinatown community to determine what the highest priority needs and preferences for the One Greenway community-use space are. We will also compile a list of services and resources already provided in China-

town. Finally, based on information from existing libraries, cultural centers, and other similar organizations, we will create an estimated budget for outfitting and operating the community space as well make some recommendations about potential methods for revenue generation.

Project background

Boston's Chinatown is located in the heart of downtown, in a strategic area between the Boston Common and South Station. However, there are a number of conflicting definitions of the boundaries of Chinatown. According to the Boston Redevelopment Authority (BRA), the boundary of Chinatown is defined as: Essex Street on the north, Marginal Road on the south, Surface Road on the east and Tremont Street on the west (Boston Redevelopment Authority 2010). (See Figure 1). The Chinatown South Cove Neighborhood Council define Chinatown as bounded by West Bedford Street to the North, Surface Artery/Albany Street to the East, East Berkeley Street to the South,

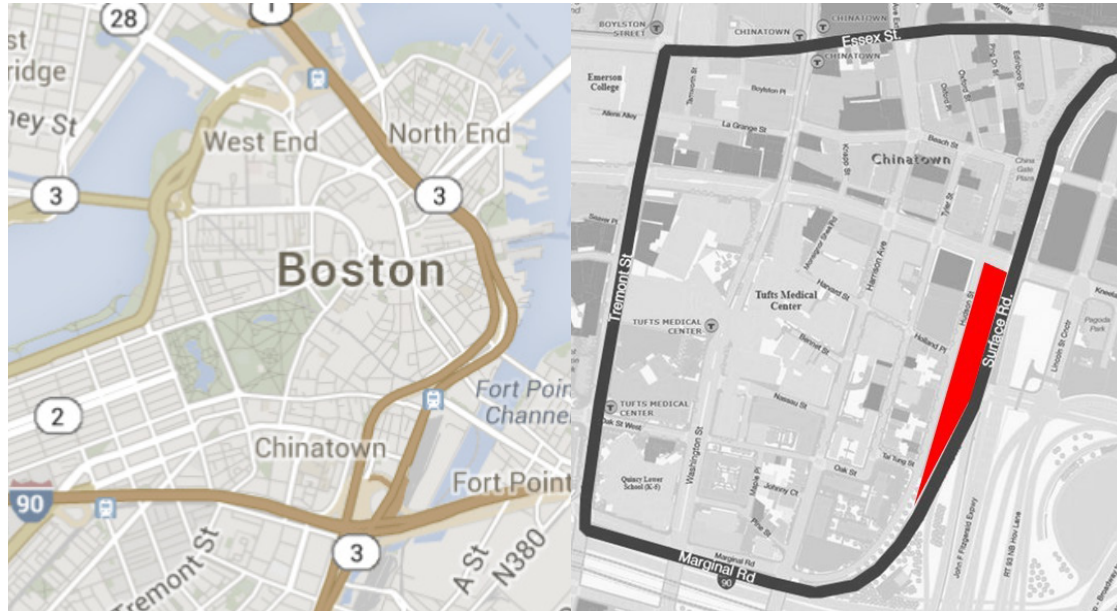
Figure 1: Chinatown boundary



Source: Chinatown Master Plan (2010)

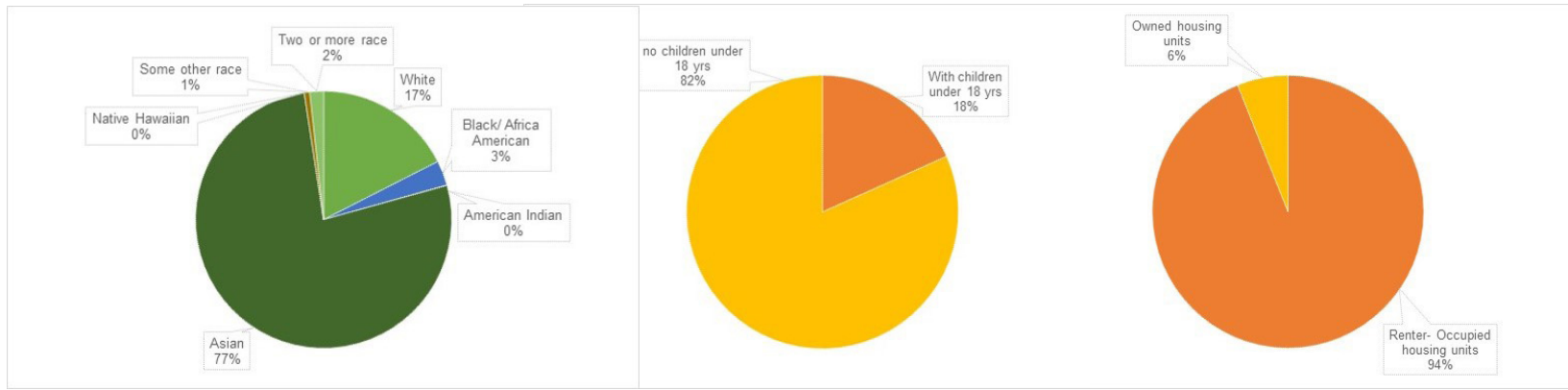
and Tremont/Charles Street to the West (Chinatown Master Plan 2010). The authors of the Chinatown Master Plan combined the two areas as defined by the Chinatown South Cove Neighborhood Council and the BRA for their study area. (See Figure 2). This larger area has a population of approximately 9,275 (Chinatown Master Plan 2010). For the purposes of this report, we chose to use the BRA boundaries and demographic data, because they had the most up to date information for this specific area. However we are fully aware that this may not be the most accurate or representative measure of this dynamic neighborhood.

Figure 2: Boston's Chinatown Map



Source: Google map (2014)

Figure 3: Chinatown demographic



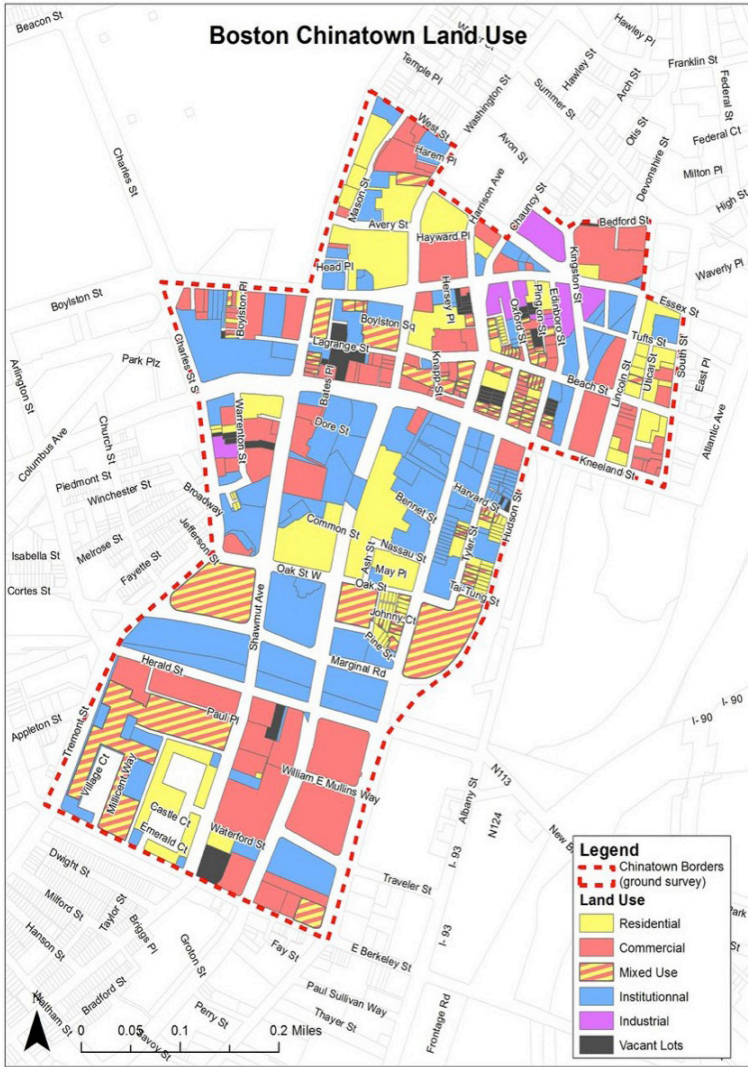
Source: Boston Redevelopment Authority (2010)

According to the 2010 Census data reported by the Boston Redevelopment Authority, the population of Chinatown is 4,444. The neighborhood is 77% Asian, 17% White, and 6% Black or Other, based on 2010 Census data (Boston Redevelopment Authority 2010). The income level for the neighborhood is predominantly below the median income for Boston (American Community Survey). For housing and family structure, the residents of Chinatown live in rented-housing units at 94% while only 6% own their housing units. Moreover, the majority of families have children above 18 years old at 82%, while 18% have children below 18 years old. (See Figure 2)

Chinatown is a diverse neighborhood with a long history. The first Chinese residents of Boston's Chinatown moved from California

in the 1860's. The neighborhood expanded until 1882 when the Chinese Exclusion Act was passed (Rausch et al 2005). The community has faced many challenges over the years, including buildings being destroyed during the Great Depression and families being displaced during Urban Renewal and construction of highways during the 1950's. Since then, the expansion of the Tufts University Medical School and increased property values have displaced more residents and encroached on the existing community (Rausch et al 2005). At present, Chinatown is still one of the most vibrant areas in Boston with a mix of land use patterns, consisting of residences, retail, hospitals, industries, restaurants, institutions, and mixed-use projects. (See Figure 4)

Figure 4: Chinatown’s land use




Source: Asian American Legal Defense and Education Fund (2013)

One Greenway

The One Greenway site has a long and complex history. One of the parcels along the Central Artery that were seized in the 1950’s through eminent domain is Parcel 24, which is where One Greenway is now located. Numerous homes and local shops were displaced at the time to make way for the highway expansion. A highway on-ramp displaced row-houses and was in place until the Central Artery project (also known as the Big Dig) moved the on-ramp underground and made the site available for development. (Source: Personal communication with Janelle Chan) In 2002, this parcel became available for development to create affordable housing with retail space, community-use space, and open space





and re-knit the neighborhood. In 2006, The Asian Community Development Corporation and New Boston Development Partners LLC successfully bid for the development of this parcel owned by the former Massachusetts Turnpike Authority (now Massachusetts Department of Transportation), with a plan that included a high percentage affordable rental and condominium housing in Chinatown (Hillman 2005). Since then the project has been undergone a series of public meetings to refine the design and uses. In 2008, although they had been granted approval from Boston Redevelopment Authority, the developers decided to revise the project's unit mix and design due to the financial constraint from home sales recession and the availability of mortgages. The changes were done in a way

that demonstrate more economically feasible design: decrease the number of affordable condo units, increase the affordable rental units and convert market-rate condominium to market-rate rentals. (Fox 2011). The Parcel 24 development was later named One Greenway.

The One Greenway building (See Figure 5) has a footprint of 65,422 square feet and is bounded by Kneeland Street on the north, Hudson Street on the west, and Albany Street on the east. The final design of the project consists of a 21-story high rise at the northern portion of the parcel with a 10-story section at the southern portion of the parcel. A landscaped open space bisects the parcel. The project has a total of 363 residential units with 95 affordable rental, 51 affordable con-

dominiums and 217 market-rate rental units. Construction of One Greenway commenced in the fall of 2013, and it is expected to be complete in the summer of 2015.

ACDC's One Greenway project is the

the neighborhood and provide more resources for residents by building a library in Chinatown. The neighborhood has been without a public library since 1956 when the last public

Figure 5: One Greenway's drawing



Source: Asian Community Development Corporation (2013)

in order to build what is now Interstate 93 (Mehta 2010). An affordable housing development, Tai Tung Village, now stands on the former library site (Mehta 2010). From the 1950's to the 1980's a book van served the Chinatown community sporadically, which only met a tiny portion of the community's need (Mehta 2010). In 2001, youth in Chinatown along with the Chinese Progressive Association began a campaign to bring back a Boston Public library (Chinatown Lantern, n.d.). Community meetings and a feasibility study were conducted. In 2005, a Tufts UEP field projects team created an advocacy plan and generated possible design ideas (Rausch et al 2005).

Since then, two temporary pilot libraries have been attempted in Chinatown. For

three months from 2009-2010, the Storefront Library operated at a prominent location on Washington Street in Chinatown. The Storefront Library was very successful, but it was funded by private donations and was not able to sustain itself for a long period of time. Over time, the group of Chinatown library supporters coalesced as the Chinatown Lantern Cultural and Educational Center, also known as the Chinatown Lantern. Currently the Chinatown Lantern group is operating a small reading room at Oak Terrace, in space provided by Asian Community Development Corporation, using books and furniture from the Storefront Library (Chinatown Lantern, n.d.). ACDC has taken the lead on the next steps of the process.


Chinatown Library Movement

The first library in Boston's Chinatown neighborhood was located at 130 Tyler Street and opened on January 6, 1896. Library members were of Chinese, Greek, Jewish, Italian, Polish, French, Spanish, German descent. So the Tyler Street Branch Library could not necessarily be referred to as just Chinatown's facility because of the diverse group of immigrants that lived in the surrounding area. To help educate and Americanize foreigners, the library provided a lot of valuable services and information such as reading materials in several languages which also included children's literature and "easy English" books, citizenship coaching and job training, 'Story Hour' for children, as well as concerts, recitals and

community meetings. The Tyler Street branch served the community for just over forty years and was closed in July, 1938. Over 200 school children, carrying placards reading 'No Library-No School' and 'Closed Library-Closed Minds', protested its closing (Fan 2006). However, the city responded to the community's demands in 1951. On December 7, 1951, Mayor John B. Hynes announced the reopening of the Tyler Street library and it served as a reading room for five years. Unfortunately, it was permanently closed in 1956, and was demolished in order to build more housing and what is now Interstate 93 (Mehta 2010). Therefore, the neighborhood has been without a public library since 1956.

In the years after its closing, book vans served the community for a short time, but





they only came to Chinatown once a week since these book vans were shared with other Boston neighborhoods. The book vans only met a tiny portion of the community's need and according to many of the residents that remember it, the van was also very inconsistent and did not seem to adhere to a proper schedule (Boston City Council Hearing, 2006).

This service later stopped in 1980s (Mehta 2010).

In 2001, young Chinatown residents began asking, "Why don't we have our own branch library?" Through the Chinese Progressive Association Youth Initiative, a new movement was formed. The Chinese Youth Initiative (CYI) is a program the CPA runs to engage youth in learning, organizing and leadership skills. First, the CYI collected the need


for a library by listing reasons for a library to be reestablished in Chinatown which included: community meeting space, resources for student study and a nearby facility for the neighborhood's elderly residents. From the 301 surveys CYI conducted in Chinatown neighborhood, the results were overwhelmingly supportive—only one respondent did not desire a library. Then the Chinese Youth Initiative held a meeting in September 2001. This initial kickoff meeting for the library committee was attended by 4 agencies, the Asian American Civic Association, Tufts University, the Asian Community Development Corporation and the Chinese Progressive Association (in addition to the Chinese Youth Initiative). The committee was formed in order to generate more publicity and to begin the work nec-

essary to bring a library back to Chinatown. On June 13, 2006, the Boston City Council convened a hearing around the issue. At the hearing, advocates explained that while it seemed that Chinatown might not need their own library because of the proximity to Copley and the South End branch, there were several barriers preventing residents from utilizing these establishments. These challenges included language barriers, the distance for elderly and young children, as well as lack of desired Asian materials. When the recession hit hard in 2008, all forward movement with opening a new branch in Chinatown stopped due to a constrained municipal budget (Mehta 2010).

In 2009, Boston Street Lab, a local non-profit started the Storefront Library with

the Friends of the Chinatown Library to loan books and provide other cultural programming from inside a vacant, commercial space in Chinatown. The experimental Storefront served as a living testimony to the City that Chinatown was in dire need of the facility (Mehta 2010). The Storefront Library was a temporary library in Boston's Chinatown from October 2009 through January 2010. National real estate firm Archstone donated temporary use of a 3,000 square-foot storefront space at 640 Washington Street, allowing use of the space while it was in between tenants and not on the market. The library offered approximately 5,000 books in both Chinese and English, computer terminals and Internet access, newspapers, children's reading area, and a mix of programs and activities—all



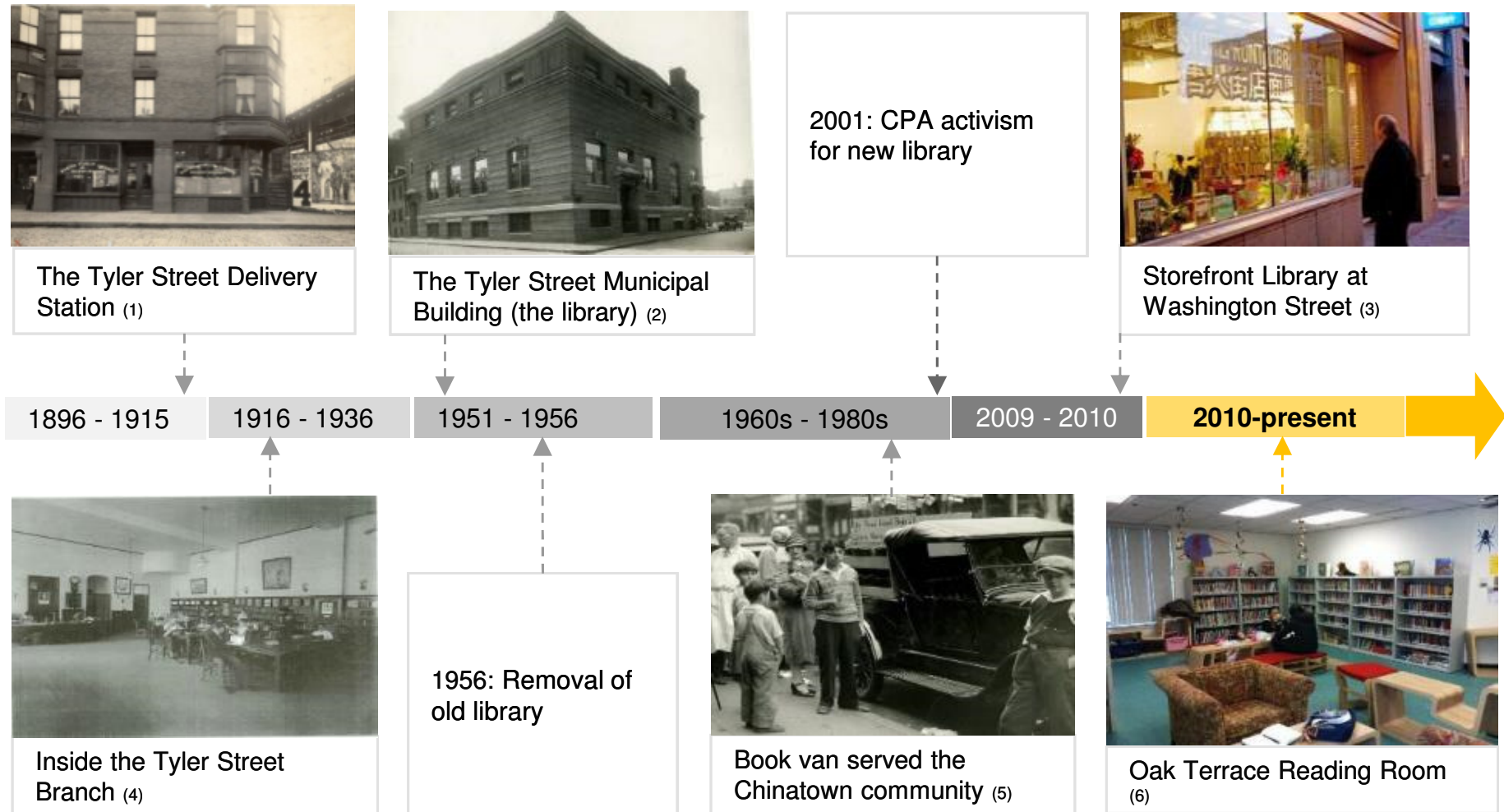


visible to passersby on the street. Volunteer staff provided the public with translation help, general information and orientation. It was so successful that people from inside and outside of Chinatown frequented the small space to take advantage of its services. But the Storefront Library was not intended to be a substitute for a permanent branch. The project's purpose was to use a vacant storefront to demonstrate the potential impact of a library in the neighborhood. It also modeled how communities can move forward in tough economic times to activate urban space (StreetLab 2010).

After its closure, books and furniture from the Storefront Library were moved to a small reading room at Oak Terrace, which is operated by Chinatown Lantern group, and

the space is provided by Asian Community Development Corporation. Therefore, the reading room at Oak Terrace is currently the only one space for people to use as a substitute for a library (See Figure 6).

Figure 6: Chinatown library movement timeline



Source: See Image References

Third Space

ACDC believes that Chinatown does not merely need a library in order to gain access to books. What the Chinatown community needs is what is known as a third space--a social space that is neither home nor workplace (Street Lab 2010b). The concept of a third space was originally developed by Ray Oldenburg in *The Great Good Place* (1999). In this book Oldenburg explained how having a welcoming, convenient social gathering space is an essential part of community building and civic engagement for a neighborhood. While coffee shops may be the most ubiquitous examples of a third space in the United States, they are not open to the public for free. A library, however, because it is free, has

the potential to be a true third space. Boston Streets Lab describes what was found by the organizers or the Storefront Library:

some patrons simply drop in after work or school before heading home for dinner, usually for newspapers or internet access. Others...have discovered that we're open late on Thursday and that we have a collection of donated board games. And everyone knows that you can sit and read anytime, without have to buy a cup of coffee, or shop, (or pretend to shop) (Street Lab 2010b).

As an ethnic minority neighborhood, Chinatown has a unique need for a third space. Chinatowns around the world face problems in trying to define and take ownership of their space. The idea of a "Chinatown" is often a social construction based on stereotypes and rooted in a history of discrimination. Nonetheless, Boston's Chinatown is

still a real community: “The tension in understanding Chinatowns ‘as real, living, breathing communities’ or as imaginary constructions of the West” (Montagna and Hatziprokopiou 2009).


Boston’s Chinatown is located in a desirable part of Boston, close to transit and downtown businesses. Property values are extremely high, and new development occurs despite community organizing movements by organizations like the Chinese Progressive Association (CPA). As a result, many Chinese immigrant residents have been displaced by the high rents; many more would be displaced if not for the affordable housing developments in the neighborhood (Breger and Gellerman 2013). In this threatening context, a third space which is specifically designed for and

with the input of the Chinatown community may prove to be an extremely powerful tool to strengthen and build community in the neighborhood. An effectively designed third space can also have the effect of bringing people together and building connections between different cultural groups and different socioeconomic groups, as in the case of the the Community Garden Center in Los Angeles (Matsuno 2012).

Benefits of libraries as a type of third space

The goal for the One Greenway location is that it will become a third space for the entire Chinatown community, not just a library. Libraries are, however, one of the most well-known types of third spaces. A majority of those surveyed reported positive experi-





ences with libraries in a Pew Research Study (Zickuhr et al 2013). But a library can be more than just a place to borrow books. A downtown Chattanooga library cleared the 4th floor to make it a collaborative community space including printers, computers and other mediums of technology. The library formed a partnership with a non-profit that encourages education in computer technology, and a library board member supports a fund to help female entrepreneurs work while their kids are entertained. This Chattanooga library emphasizes transforming the physical space within the library to make it welcoming and flexible, as library patrons are less dependent on libraries as a source of information today. Furthermore, the library works to adapt to community needs in deciding what classes

and services to provide. Libraries can be an important part of the “shared economy” that allows people to share and pay for things as they need them rather than owning them (Resnick 2014).

Libraries are excellent breeding grounds for social capital (Svendsen 2013). They can provide a safe, neutral space where everyone is welcome. Expectations for behavior are clear, but also flexible. A study of libraries in Denmark found a host of social and personal benefits that came from the use of libraries as a third space. (Svendsen 2013)

Besides the social benefits, and social capital which can translate into economic capital, libraries and similar community spaces can have important economic impacts for communities. While the identifiable economic benefits

are significant, public libraries' economic impacts are far greater than we can estimate as many economic benefits are difficult to quantify. In Texas' public libraries, case profiles were developed about specific libraries' activities with business organizations and assistance to self-employed individuals, entrepreneurs, small businesses, employees, and employers. Many of the 40 case profiles illustrate a public library's significant role for job seekers, job training, and workforce development. Others highlight unique and innovative service approaches or ongoing collaborations with Chambers of Commerce. These examples describe the wide spread, unmeasured economic impacts of public libraries of all sizes and in all types of locations (rural, suburban, and major metropolitan areas) (Jarrett et

al 2013).

In a study conducted in Florida, library patrons reported that having access to a public library improved their lives financially by providing them with resources for career and job information, educational and professional development services, and tax preparation assistance (McClure 2000). Being able to borrow books and movies also save people money. Finally, the study found that libraries even attracted some local businesses, with business owners citing the library as a reason to move to a particular location. (McLure 2000). In another study conducted in South Carolina, library patrons and business owners were surveyed about how the library benefitted them, and similar results were found. (Barron et al 2005).

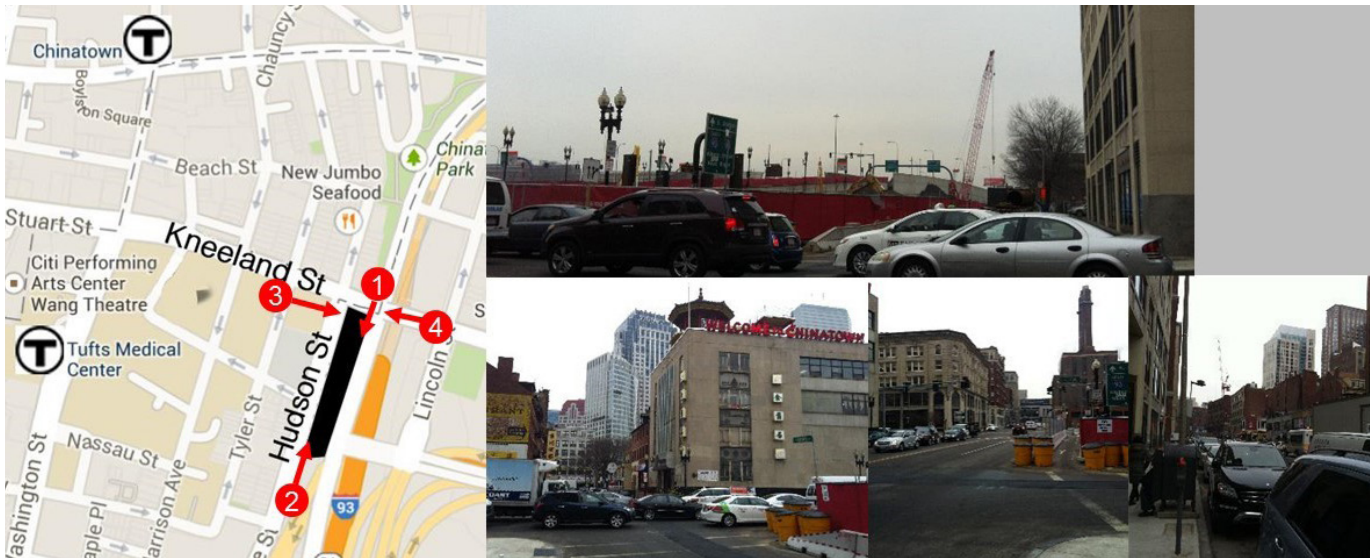
Site Analysis

The developer (ACDC and New Boston Development Partners LLC) plan to devote 5,500 square feet of ground floor space at One Greenway for a community space serving both residents of the building and the broader Chinatown community. This designated


community space is situated strategically. This area has the benefit of being located at the center of Chinatown area, with convenient access to Tufts Medical Center (0.2 miles) and South Station (0.3 miles). In addition, the diversification of businesses through restaurants and food industries in Chinatown can help to attract visitors. In terms of opportunity, this site will receive positive impact from Chinatown Master Plan 2010 bringing new

development and economic growth to the community. On the other hand, the weakness of this site is perhaps the impact from noise and pollution from Interstate 93 (See Figure 7).



Figure 7: Actual site location



Source: Author



Chapter 2: Methodology



We used a mixed methods approach in order to identify the primary needs and preferences of the community regarding the proposed One Greenway space. We used a combination of qualitative and quantitative methods including interviews and surveys, a literature review and content analysis, and statistical analysis of the results from each of these methods. Through our use of mixed methods, we hope to remediate sampling and other error introduced through the cross-cultural nature of our research (Merry et al 2011).

Surveys

The most substantial portion of our research project took the form of a survey that was distributed to members of the Chinatown community. We chose this method because it was the quickest way to get input from a large number of people in a format that was possible to analyze. Surveys have been shown to be effective in research conducted in Chinatown in the past (Averbach et al 2002). Our survey instrument was just over three pages in length. We translated the survey into Chinese and presented it in a bilingual format, with alternating lines of text in English and Chinese, to maximize the possible number of participants and to remove any possible

language barriers (Lu 2001; Merry et al 2011) (see full survey in Appendix A). While some English speakers found it confusing to read, a pilot study conducted among the staff members at our client, ACDC, showed that this format would be ideal for our target sample of Chinatown residents with varying degrees of English proficiency.

The questions on the survey included basic demographic information such as age group, gender, whether or not the respondent was a resident of Chinatown, and what language was spoken at home. The main portion of the survey included a number of questions that listed various potential activities, programs, and uses for the proposed community space, and asked respondents to select the options that they thought they would use

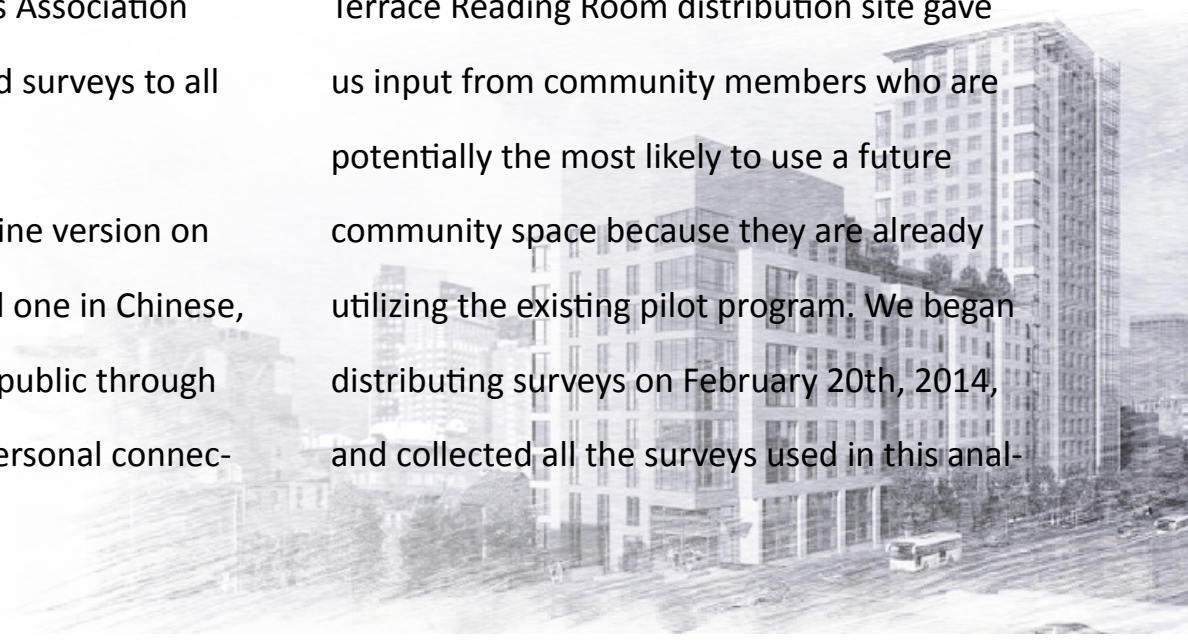
most often. We also asked respondents how often they thought they would visit a community space if it was in the form of a public library or a Chinese cultural center. We also had a question which asked whether or not respondents had children under 18 as part of their household.

The population studied for the survey was all adults who were either residents of Chinatown or visitors who frequently used Chinatown services and programs. Unfortunately, due to limitations in time and funding, we were not able to conduct a random sample. To compensate for this, we tried to collect as many responses as possible. We distributed surveys through a number of connections of our client, ACDC. The largest number of surveys were distributed to students

at English as a Second Language (ESL) classes at Asian American Civic Association (AACA) and Boston Chinatown Neighborhood Center (BCNC). Surveys were also distributed to clients of American Chinese Christian Educational and Social Services (ACCESS). ACDC mailed copies of the survey to all the residents of the Oak Terrace building. We also distributed surveys through a sample of convenience to visitors of the current pilot library program at the Oak Terrace Reading Room. Finally, we visited a Chinatown Residents Association (CRA) meeting and distributed surveys to all the meeting attendees.

We also created an online version on the survey, one in English and one in Chinese, which was distributed to the public through ACDC's Facebook page and personal connec-

tions of ACDC staff and of members of our research team. We used this variety of distribution points as a way to diversify our sample as much as possible. Through the Chinatown Resident Association meeting we were able to increase our input from the elderly. The online survey allowed us to reach more young adults. The surveys distributed at ACCESS were given to the parents of children at the daycare center, so we were able to get input from families with children. Finally, the Oak Terrace Reading Room distribution site gave us input from community members who are potentially the most likely to use a future community space because they are already utilizing the existing pilot program. We began distributing surveys on February 20th, 2014, and collected all the surveys used in this anal-



ysis by April 1st, 2014.

See the Table below for a detailed breakdown of how many surveys we collected at each site. The total number of surveys that we were able to use was 337.

Table 1: Survey collection

Distribution Site	Surveys Collected
Reading Room	35
Online	30
AACA	129
ACCESS	36
CRA	34
BCNC	73
Total	337

Interviews

The second major portion of our research involved a series of expert interviews with community leaders in Chinatown who either worked for agencies that provided social services or had been part of the ongoing movement to locate a public library in Chinatown. Our client, ACDC, provided us with a list of potential interviewees who we contacted and met with either in person or by phone. We conducted a total of five interviews. Two interviews were by phone, and one was in person with one member of our research team. The last two interviewees were friends who requested to be interviewed together. This interview was conducted jointly by two

members of our research team. We did not record the interviews; instead, notes were taken by the researcher.

Two of the interviewees were former librarians, one of the Storefront Library and one of the Oak Terrace Reading Room. Two others were activists and longtime residents of Chinatown who had been involved in the Chinatown Lantern movement to bring a public library to Chinatown. Finally, we had one interviewee who was a longtime staff member at Asian American Civic Association (AACA) with years of experience teaching ESL and managing an ESL program. The information we collected from all these expert interviewees was invaluable in terms of informing and providing depth and background understanding to our survey research.

Literature Review and Market Survey

The final portion of our research involved examining comparable programs around the country so that we could make informed recommendations to ACDC about the types of programs that are successful elsewhere, operating costs, and sources of revenue generation. To gather this information, we conducted an in depth literature review of other libraries, cultural centers, museums, and community centers around the country which served a primarily Asian American or Chinese American audience. From resources publicly available online, we were able to get information on the size of the facility space and what programs were offered. We were

also able to access some more limited data on startup or operating costs and possible sources of revenue generation for some community and cultural centers, but not ones that specifically served Asian or Chinese American communities. We reached out to staff members at some of these organizations by email and phone in an attempt to gather more detailed information. Our team faced some difficulty in obtaining details through this method as many organizations lacked either the time or the access to such information to assist us.

Data Analysis

We used a combination of methods to analyze our data. For the surveys, we entered all the results from both our paper and online surveys into a database. First, we compared the results for different variables and created charts and tables. Then we performed basic quantitative analysis processes such as cross-tabulation. Finally, we performed basic statistical tests. Because our variables were ordinal, we used a chi-square test to evaluate the strength and significance of the relationship between our variables.

To analyze the interviews, we first typed up all of our notes into a shared document and then organized the text of the notes around

recurrent themes. We used meaning based analysis to evaluate the strongest themes emphasizes of the interview results. The themes and priorities that emerged from the interviews were then used to frame our recommendations (Gaber and Gaber 2007).

For our literature review, we used content analysis to organize all of our findings into a table so that differences and similarities between each of the other community spaces researched were readily apparent and common themes were easy to visualize.



Chapter 3:
Results



Results I: Surveys

Survey sample

Overall, we collected 337 responses to our survey. We used a z-test to find out how representative of the population of Chinatown our sample was for each major independent variable. However, we found that for each variable our sample was significantly ($p < .005$) different from the population of Chinatown, and therefore not representative. Our sample was heavily skewed towards younger respondents, with the largest numbers of respondents in the 25-34 age group. This may have been in part due to our data collection method of distributing surveys at ESL classes which tended to have

a younger demographic. Approximately two thirds, almost 60% of our respondents were female while almost 30% were male. 71.4% of respondents were speakers of dialects of Chinese, including Mandarin and Cantonese. The final demographic characteristic that we measured was family structure; whether or not the respondent had children under 18 living in their household. We found that 41.8% of respondents had children under 18. We also collected data on how respondents were connected to the Chinatown community. 25.2% of respondents were residents of Chinatown, 19.9% worked in Chinatown, 26.1% patronized shops or restaurants in Chinatown, and 24.6% were students who attended class or school in Chinatown. 14.5% of respondents were residents of other neighborhoods in

the City of Boston, and the rest either did not respond to that question or were from other areas within the Greater Boston Metro Area. Malden and Quincy were the most frequent locations listed that were outside of Boston proper.

The goals of this community space are to serve residents of Chinatown, but also the broader Asian American community in the Greater Boston area. Many non-residents are still deeply invested in the Chinatown through work, school, or social connections, as is reflected in the “Work in Chinatown” and “Study in Chinatown” portions of our sample. It is important to note that respondents were only asked to indicate their connection to Chinatown if they were not resident of Chinatown, but people could fill in more than one

connection. So many people could both work in Chinatown and go to school there, or visit restaurants there as well as going to school there. On the other hand, while many residents may both work and live in Chinatown, we did not track that category.

- Data for Chinatown as a whole comes from the Boston
- Redevelopment Authority data, which is derived from 2010
- Census data which has been clipped to the neighborhood of
- Chinatown, as defined by the City of Boston. Census data
- on Chinese speakers was not available, so to approximate
- this we used the number of speakers of Asian and Pacific
- Islander languages from 2012 5-year estimate American
- Community Survey data for census tract 702, which most
- closely approximates the area of Chinatown as defined by
- the BRA. We used an online z-test calculator for all the
- independent variables that we had information on for both
- our sample and the full population: <http://www.socscistatistics.com/tests/ztest/Default2.aspx>

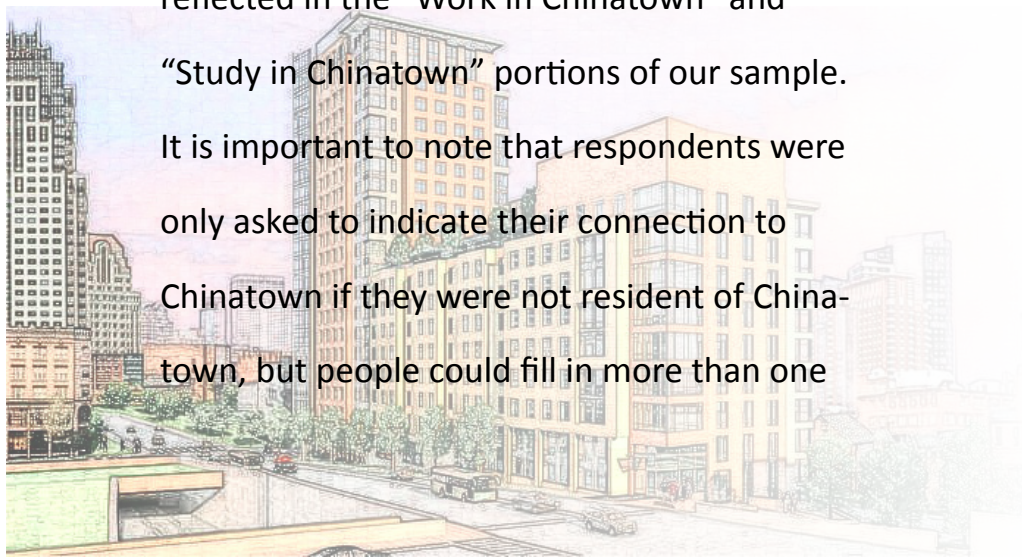


Table 2: Demographics of our sample

	Our sample	Sample percent	Chinatown as a whole	Chinatown percent	Z-score	significant (p<0.005)
Total population	337	100.00	4444	100.00		
Age N=302						
18-24	58	19.21	560	12.60	-2.4317	0.0075
25-34	112	37.09	836	18.80	-6.4022	0.0000
35-44	85	28.15	553	12.50	-6.651	0.0000
45-54	25	8.28	590	13.30	3.0968	0.0009
55-64	11	3.64	539	12.10	4.9172	0.0000
65+	11	3.64	681	18.00	6.0666	0.0000
Gender N=302						
Male	101	29.97	2208	49.68	6.9825	0.0000
Female	201	59.64	2236	50.31	-3.3028	0.0004
Family status						
Children under 18	141	41.84	365	18.40		0.0000
Chinese speakers*	240	71.53	2670 (out of 5198) (+/- 384)	51.00	-7.0722	0.0000
Connection to Chinatown						
Chinatown residents	85	25.22				
Other Boston residents	49	14.54				
Work in Chinatown	67	19.88				
Student in Chinatown	83	24.63				
Patronizes businesses in Chinatown	88	26.11				

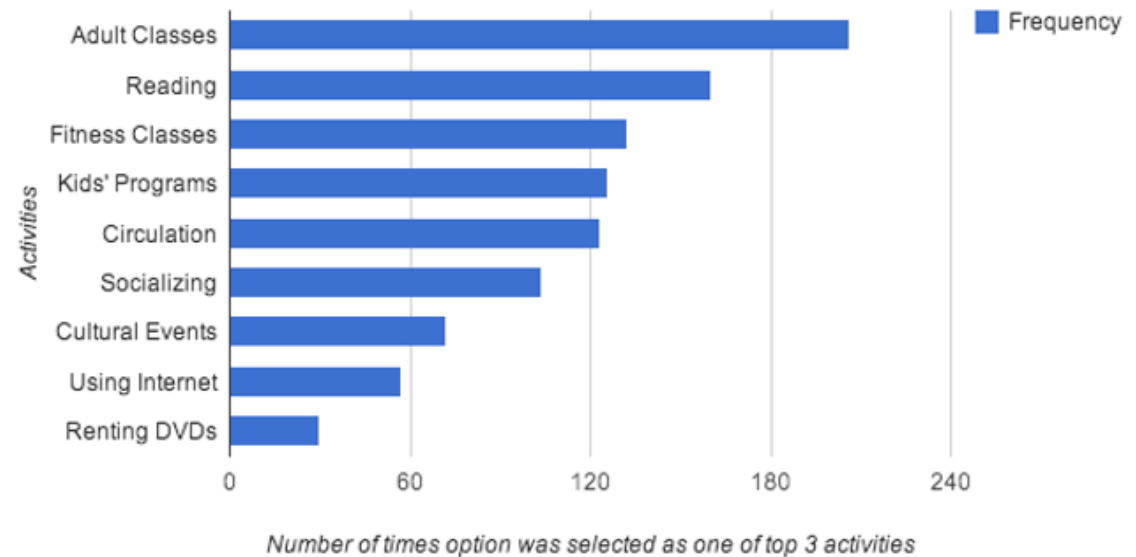
**Based on the number of speakers of Asian and Pacific Islander languages from 2012 5-year estimate American Community Survey data for census tract 702.*

Survey results:

Activity preferences

The primary purpose of our data collection was to determine which of the possible features for the proposed community space are the highest priority to the Chinatown community. Because terms such as “library” or “cultural center” may have specific connotations and associations, we asked questions about activities and uses of space in order to try and find out what survey respondents actually need or would use.

Figure 8: Activity Preferences



As Figure 8 shows, adult classes are by far the most popular option here. However, when we ran a test to measure the significance of the correlations between each variable, we found that there was a positive statistically significant relationship ($p < .005$) between respondents who are students in Chinatown and those interested in classes for adults. This may mean that while adults education classes



appears to be a great need based on this figure, it may actually be a need which is already being met by other service providers in the Chinatown community. We also found positive statistically significant ($p < .005$) relationships between parents of children under 18 and those interested in adult classes, parents of children under 18 and those interested in kids' programs, Chinese speakers and those interested in kids' programs, and people who work in Chinatown and those interested in Chinese cultural events. We also found a statistically significant but negative relationship between parents of children under 18 and those interested in a reading room. See Appendix B for a full list of all our statistically significant findings and cross tabulations of key variables.

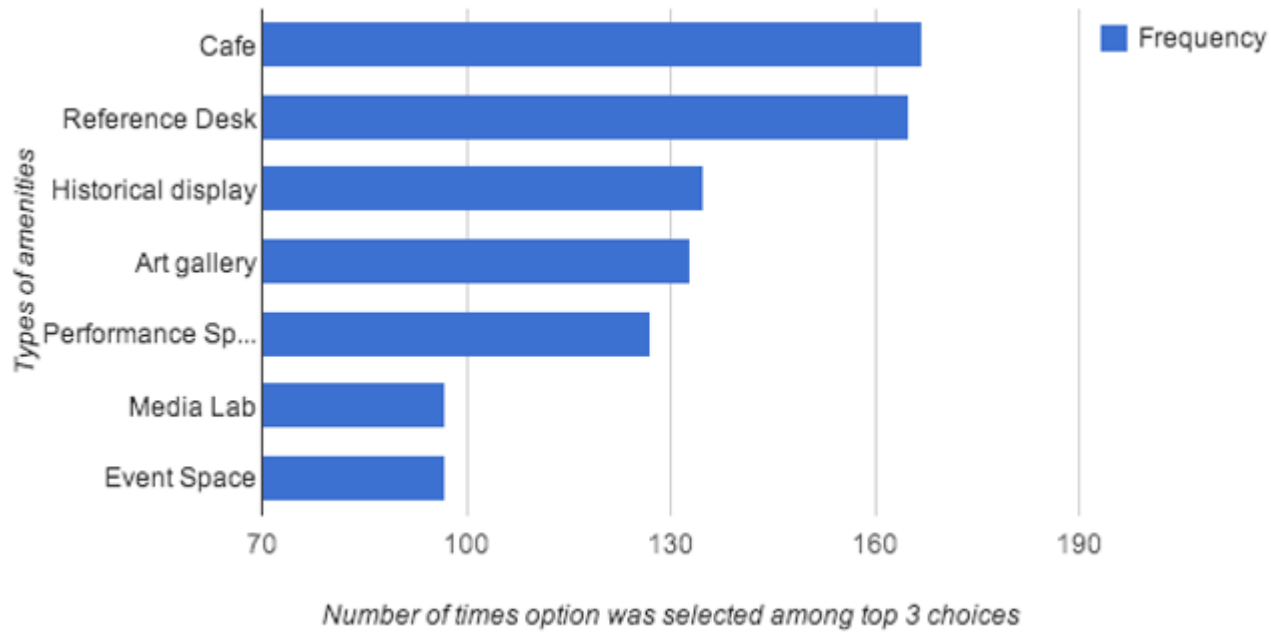
Survey results:

Facility space preferences

We tried to get at the same basic question from a different angle in the next question, which asked respondents to select the top three types of spaces that they would use most often. In this case, the cafe was the most selected option, with the reference desk a close second. Historical display, art gallery, and performance space were also popular, which is interesting given that Chinese cultural events ranked relatively low on the previous question. We found a positive statistically significant relationship between students and those who were interested in the reference desk option. The popularity of the cafe option suggests both the desire for a third space in

Chinatown, as well as the possibility of using a cafe as a source of revenue generation.

Figure 9: Uses of facility space

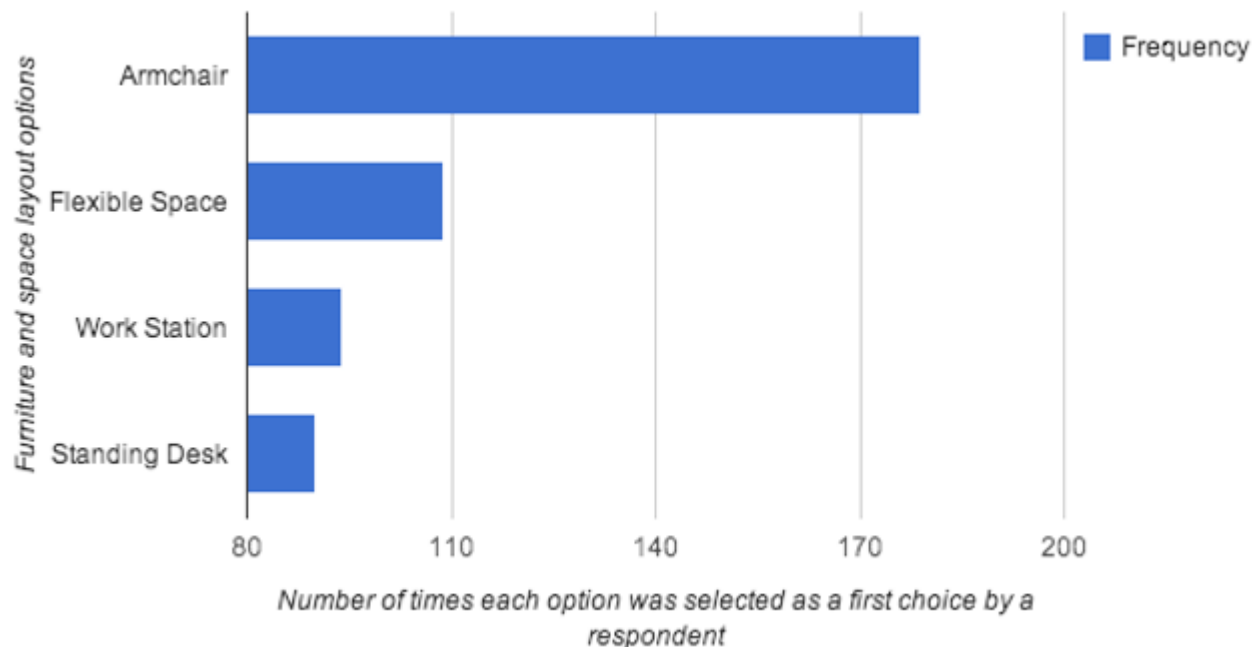


Survey results:

Furniture and layout options

The fifth question involved asking respondents to rank their preferences for furniture and layout of the space. By far the most popular option was a quiet space to relax with armchairs and lamps for reading.

Figure 10: Specific furniture and layout options



See Appendix a for the images that were used in the survey. Flexible space that could be rearranged for different purposes was also very popular. We did find a positive statistically significant relationship between respondents with children under 18 and those who ranked the armchair option first. The other relationships we found were that people who worked in Chinatown were significantly more likely

to prefer the standing desk option, and Chinese speakers were significantly less likely to prefer the flexible space option.

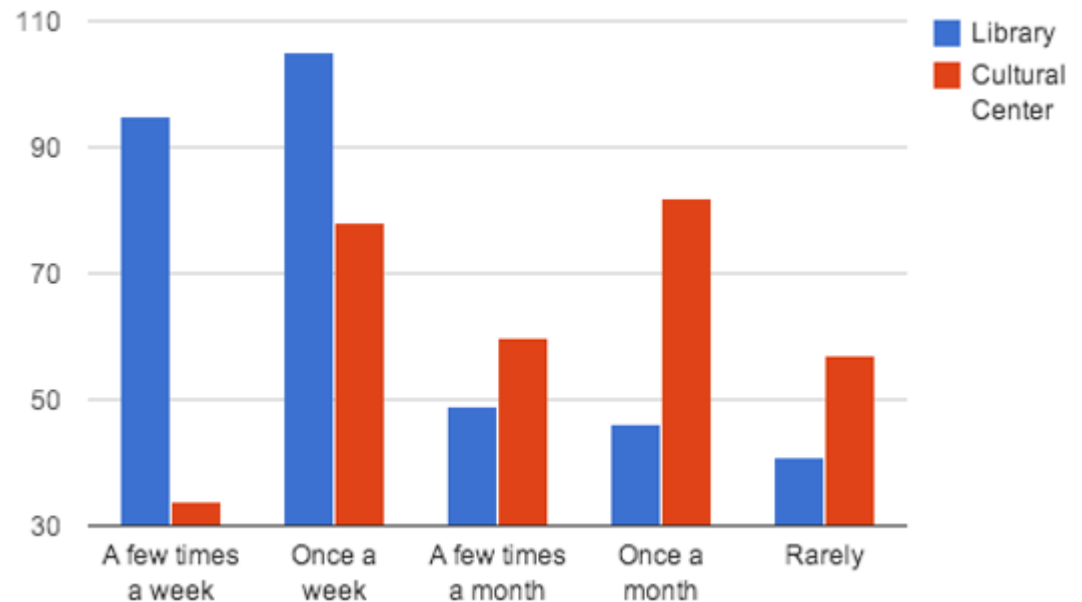
Survey results:

Attendance

The other key part of our survey involved asking questions about how often potential community space users predicted that they would visit the space if it was in the form of a library or a cultural center. Based on our results, most users (59%) said they would visit a public library in Chinatown at least once a week. For the cultural center, results were more varied. The highest percentage (26%) indicated that they would visit once per month, but another large group said they would visit once a week. Chinatown residents were significantly more likely to visit both a library and a cultural center more often, and older respondents as well as those who spoke

Chinese were more likely to visit a cultural center more often, but not a library.

Figure 11: Predicted library and cultural center visit frequency



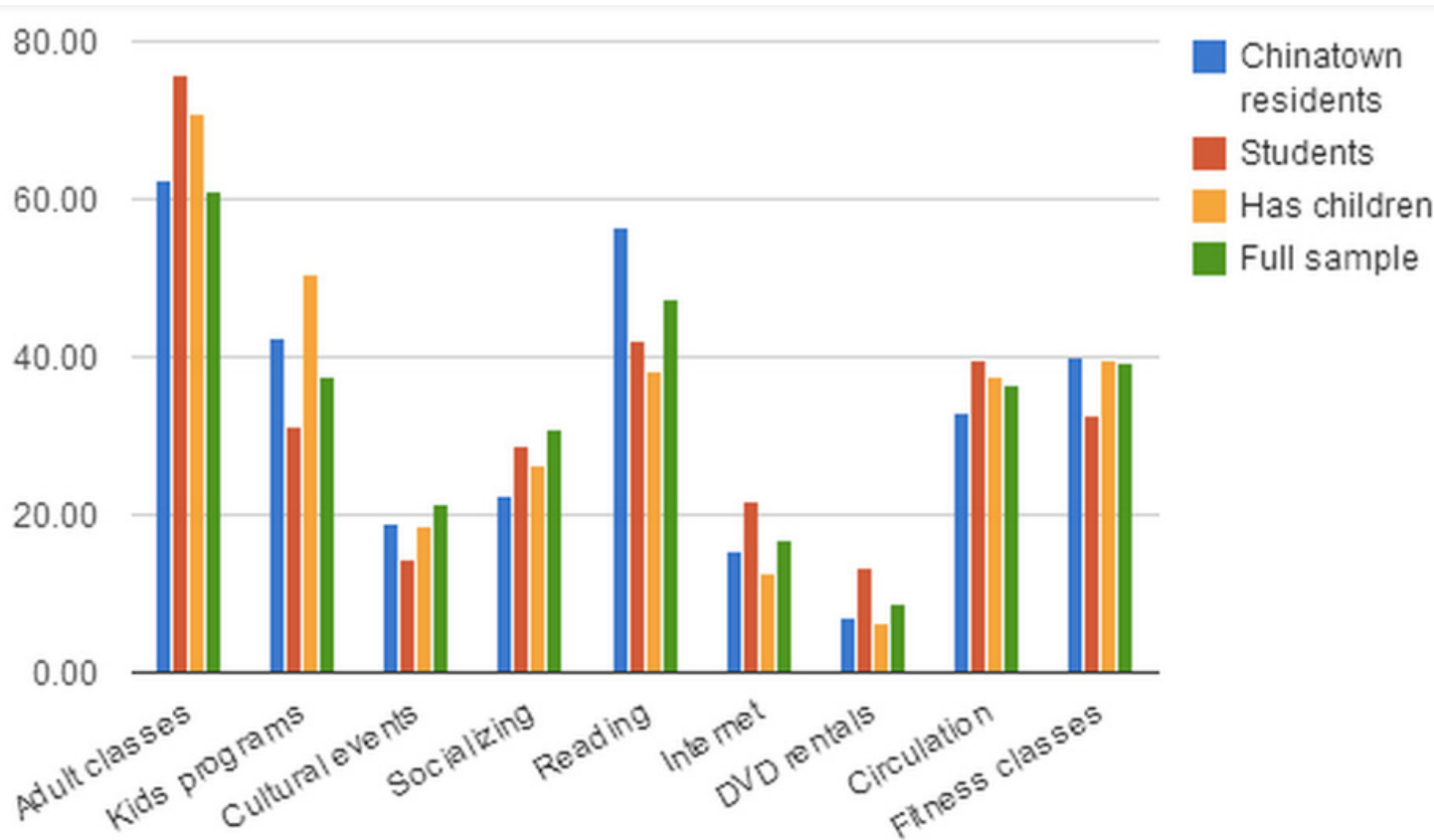
Survey results:

Variation across different groups within our sample

While we intend to provide analysis of the results of our surveys based on a number of

variables including age, family status, and language spoken at home, the most important one for our purposes is that of whether or not the survey respondent is a resident of Chinatown. Although we already ran the statistical tests to measure this variability, the figure below displays the information visually.

Figure 12: Variation of responses across groups



From this table we can see, as we found through the results of the correlation with significance test, that students were more likely than the other groups to favor adult classes and parents of children under 18 were more likely to favor kids' programs. While our goal is for the proposed community space to be welcoming to all, it will not be possible to fully meet the needs of every group that may use it.

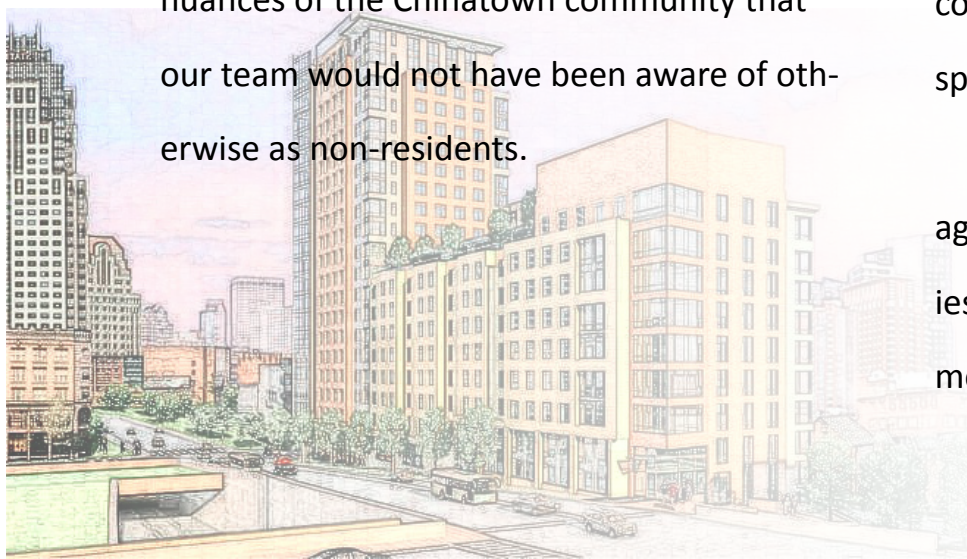
Results II: Interviews

The results from our key informant interviews showed cohesion and agreement around some important values and themes that helped to inform our process as we worked to address our research questions. They gave us valuable information about the target populations we will need to be particularly mindful of. Additionally, the interviewees drew our attention to specific needs and nuances of the Chinatown community that our team would not have been aware of otherwise as non-residents.

1. Who would be served by the potential community-use space?

A significant number of non-residents are enrolled in ESL classes, and Boston's Chinatown acts as a cultural center for Chinese Americans and Chinese immigrants throughout the greater Boston metro region. Non-residents as well as residents must be considered as they are an equal presence in Chinatown with potentially unmet needs. In addition to non-residents, young children and the elderly are subpopulations who could benefit greatly from the One Greenway space.

Children are not yet as mobile as teenagers to travel unaccompanied to other libraries or parts of Boston to have various needs met. Further, the elderly are also less mobile



and may have limited English language skills, which prevents them from fully utilizing resources outside of Chinatown. Observations from the temporary Storefront Library found elderly residents to enjoy having a common place during the day to read the newspaper. The interviewees noted, however, that some programming for children and youth already exists in Chinatown, so any new programming should not duplicate what is already there. A population that showed high usage of the Storefront Library were “working adults” between the ages of 30 and 50, which suggests that persons in this age bracket could also benefit from a third space between work and home.

2. Physical Needs and Programming

There are a number of Chinatown residents and visitors who are trying to improve their English language capabilities as well as job and college readiness. Classes to assist adults in these pursuits would be very much welcomed. The Chinatown community generally lacks a third space for people to spend time in that isn't work or home, whether it be to read, work, or socialize.

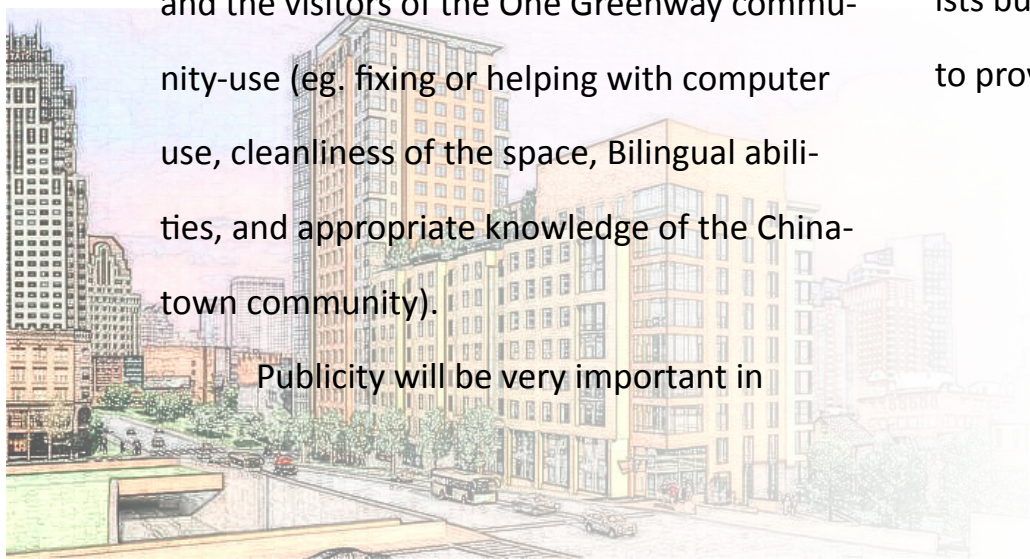
As for the physical space, a flexible one would include movable furniture such as tables, chairs and room partitions that have wheels. Large tables and desks for working, studying and reading would be used as well. Chinatown also lacks a large performance space for concerts and other events that can accommodate 50-100 people at one time.

3. Sustainability and Usage

A key issue to consider over the course of the One Greenway community-use space's development is the sustainability of the physical space as well as that of the programming and staff. The financial and physical maintenance of the space and equipment such as computers must be taken into consideration when deciding how many computers and technologies to make available and for how long. Staff availability and competence must coincide with the needs of the physical space and the visitors of the One Greenway community-use (eg. fixing or helping with computer use, cleanliness of the space, Bilingual abilities, and appropriate knowledge of the Chinatown community).

Publicity will be very important in

putting the One Greenway community-use space on the map and making residents and visitors aware of it. The services and amenities provided should be liberally made known throughout the community, which will offset the potential location barrier. The ability to serve residents and non-residents can be an effective selling point for visitors and potential funders. Due to the existence and knowledge of various Chinatown community social services, the One Greenway community-use space should not duplicate what already exists but rather have information about them to provide visitors with.



4. Funding

One Greenway's position near the highway could put it in an advantageous position for advertising. A corporate sponsorship could be formed in which the community-use space provides advertising in exchange for financial support. The previous library efforts had partnerships with the Copley BPL branch, so these partnerships could perhaps be revived.

5. Core values and considerations

Overall, the interviewees acknowledged that residents and visitors of Chinatown need an open community space that is flexible and can serve multiple needs. The community could benefit from a space that belongs to them and provides access to materials in their native language. Balance should be sought between achieving a fluid, creative space that also preserves and showcases Chinese tradition and history. Programming should be defined rather than open and ambiguous. The programs offered should not try to satisfy too many needs or the quality of the programs could be compromised.

Results III: Literature Review and Market Survey

The third portion of our methodology involved a market survey and literature review in which we compared libraries, cultural centers, and museums around the country. The goal was to learn about what types of model might work at the One Greenway community-use space, based on what has worked for other programs and facilities. Specifically, we sought to find estimates for how much space is needed for different types of programming, as well as estimated operating costs. Finally, we were able to find some examples of successful revenue generation strategies from these organizations.

Programming and use of space

While we researched a significant number of facilities around the United States, we were only able to obtain very specific budget and programming information on a group facilities, mostly in California and Texas that, has been studied by the city of Dallas, Texas, as part of a proposal for an Asian American cultural center in that location (City of Dallas 2011). These organizations included the SOMarts Cultural Center in San Francisco, the Chinese Cultural Center in San Francisco, the Oakland Asian Cultural Center in Oakland, the Wing Luke Asian Museum in Seattle, the Asian Pacific Cultural Center in Saint Paul, the Dallas Latino Cultural Center in Dallas, and Sammons Center for the Arts in Dallas. See Figure 13 for a complete display of all of our findings in this category.

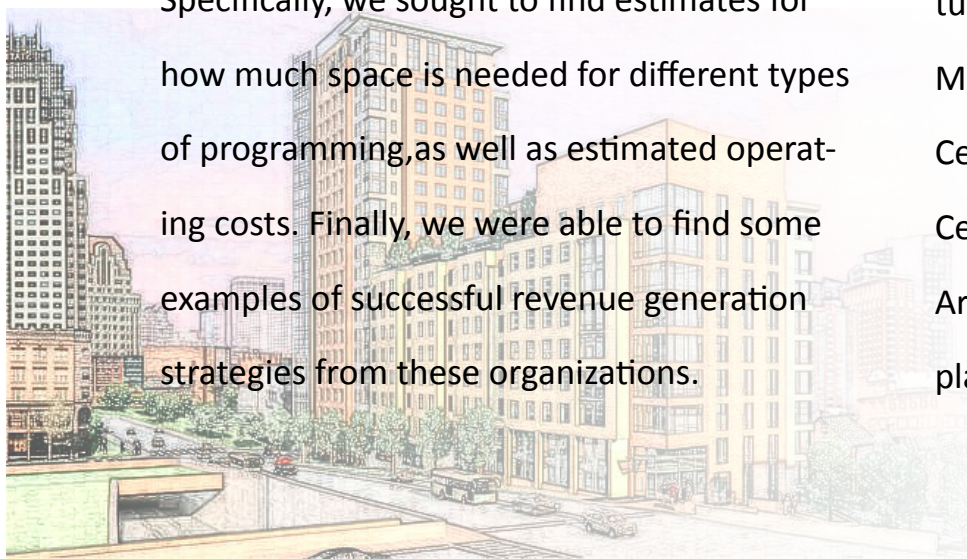



Figure 13: Summary of facilities around the United States

PROJECT INFORMATION					FINANCIAL DETAILS		
Name	Photo	Total Area (sq ft)	Programs	Rental rate (USD/hr)	Source of Revenue generation	% Earn Income (revenue-expense)	Operating budget per Gross Area (USD/ sq ft)
SOMArts Cultural Center (San Francisco)	 source: San francisco travel (2013)	17,000	Gallery Theatre Dance studio Outside patio	750 (USD/day) exhibition 300 (USD/day) event 750 (USD/day) 375 (USD/day)	40% rental space 60% contracted services and performance fees	30%	55.88
Chinese Culture Center (San Francisco)	 source: Chinatown San Francisco (2012)	20,000	Auditorium Multi-purpose Gallery 2 class rooms Shop	600 125	merchandise sales rental area	35%	30.00
Oakland Asian Cultural Center (Oakland)	 source: San Francisco Chamber Orchestra (2014)	15,000	Auditorium (325 seating theatre (220 banquet) kitchen Conference rooms (20 classrooms) Dance Studio Exhibition space	1,100 80 42 45	rental area Course fees	40%	28.33
Dallas Latino Cultural Cdntr (Dallas)	 source: Aeworldmap (2009)	27,000	Auditorium (300 fixed seat) Gallery space Multi-purpose Classroom Outdoor courtyard Office	300 100 100 0 300 0	2% Rental area 1% Ticket 7% Corporate grant 1% Non-profit 81% City 3% total earn income/ year	2%	28.26
Sammons Center for the Arts (Dallas)	 source: Sammons Center for the Arts (2014)	20,000	Office Space Multipurpose/ Rehearsal/ Performance Conference/Studio Storage/Mechanical Rooms	10.50 (USD/sq ft) 50% below market rate 600	34% rental 35% rehearsal rental 30% Administrative service 1% interest	31%	23.75

Source: See Image References

Unfortunately, it is difficult to make direct comparisons for the One Greenway community-use space from these sources. First, these organizations all have very large facility spaces, probably due in part to their locations in Texas and California which do not face the same real estate constraints as Boston. The square footage of each facility ranged from 45,000 square feet to 15,000 square feet-- from three to nine times the size of the One Greenway community-use space.

Second, these organizations seemed to serve a higher-income client base because they were able to meet up to 40% of their annual operating budgets through ticket sales and facility rentals, which is not likely to be realistic for the Chinatown community, based on the estimated median income of \$19,361 (U.S. Census Bureau 2012).

The programming offered at these sites included art classes, fitness classes such as karate, musical performances and concerts, dance classes, language classes, and lecture series. While their overall size was much larger than One Greenway's community-use space, many of the sites had specialized facilities for certain types of programs that were much more comparable to the community-use space. For example, the Wing Luke



Museum has a community hall that is 1,715 square feet, a theater that is 1,150 square feet, a conference room that is 515 square feet, and an exhibition gallery that is 6,295 square feet. The Dallas Latino Cultural Center has a multipurpose room that 1,980 square feet and a classroom that is 1,350 square feet. The SOMarts Cultural Center has a dance studio that is 720 square feet. While it is clearly not possible to provide all these amenities at One Greenway's community-use space, based on these results it appears that two or three of these functions could be adequately met with the space available.

Budget information

Some of the organizations provided breakdowns of how their operating budget is divided. For many of the organizations, approximately 50% of the annual operating budget covers personnel costs. This was by far the largest single item in each budget.

Each of the organizations studied had a diverse group of funding sources. For some of the organizations, 14% - 60% percent of their funding was provided by the City or State government. Two of the organizations were 40% funded by private donations and one, the Sammons Center for the Arts, has 44% of it's funding met by corporate sponsorships and 32% by individual donations.

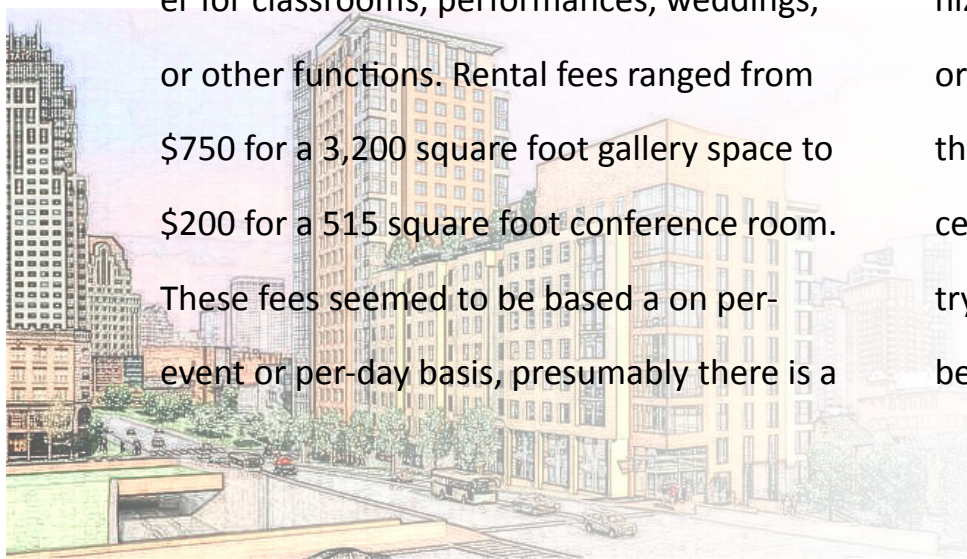
Each organization studied was also able to cover a portion of their operating costs

through revenue generation. The Oakland Asian Cultural center is able to generate 40% of its budget through revenue generation sources, primarily facility rental and course fees. The other organizations are able to generate a range of 25-35% of their budget, except for the Dallas Latino Cultural center which only generates 2% of its operating budget.

These organizations used a variety of methods to generate revenue. The most frequently used is renting facility space, whether for classrooms, performances, weddings, or other functions. Rental fees ranged from \$750 for a 3,200 square foot gallery space to \$200 for a 515 square foot conference room. These fees seemed to be based on a per-event or per-day basis, presumably there is a

maximum number of hours allowed for each rental. For larger galleries and auditorium facilities, the rental fees were over \$1100. The Sammons Center for the Arts uses a different pricing rubric, they rent out space for weddings at \$10.50 per square foot.

The other sources of revenue generation used included charging admission to visit the museum or attend events, charging a fee for participation in classes or programs, and merchandise sales. Only the Wing Luke consistently charged admission. Most of the organizations were completely free for admission or only requested a suggested donation, but they did charge for classes or events like concerts. Since most of these organizations are trying to serve the community, they charge below market rate for admission and course



registration and are not able to meet a significant portion of their budget through that method. The only organization that provided information on ticket sales \$10-\$15 for a concert or event. On the other hand, the Chinese Cultural Center in San Francisco is able to meet 65% of their operating budget through merchandise sales. Our data did not include information on what type of merchandise they sold.

In conclusion, the results of our literature review and market survey were invaluable for providing a frame of reference for typical operating costs, types of programming, and revenue generation sources for successful cultural centers and community spaces around the country.

Case studies of smaller multi-use facilities

We also researched a number of smaller organizations around the country as well as local Boston facilities in order to get an idea about the size of the facility space necessary, types of programs to offer, and other information. While detailed budget and revenue information was not as readily available for most of these organizations, we have collected the information available on some of the more interesting organizations to present as cases to refer to.

Asian American Resource Center, Austin, TX

Summary: A facility to “provide public resources, collaborative and educational programming, and a cultural destination for Austin’s Asian and Asian American community”

Size: 16,000 square feet

Programming and features:

- Resource Library and Computer Lab
- Community Meeting Room
- Arts and Crafts Room
- Family Activities Room
- Interior Courtyard
- Kids programs:
 - Summer camps
 - Teen workshops
- Senior programs
 - Tea and social events
 - Senior wellness classes
- Adult programs
 - Cooking classes
- Exhibits on the history of Asian immigrants in Texas

Revenue sources: It is a part of the Parks and Recreation department of the City of Austin, so is funded through the city government. They also have high end facility space rentals.

Funding:

- Built with a \$750,000 grant from the US Department of Commerce – Economic Development Administration (EDA) under the Public Works Program
- The city allocated \$70,000 for culturally appropriate meals and transportation for Asian seniors at the Asian American Resource Center (<http://www.asianaustin.com/news/show/251>)

Staff: Nine staff members, including event coordinators, a market representative, and an arts and culture education specialist

Website: <http://austintexas.gov/aarc>



Chinatown Community Cultural Center, Washington, DC

Summary: Their mission is “to preserve and promote Chinatown’s cultural identity while simultaneously focusing on educating and empowering immigrants in Chinatown and the Washington, D.C. area.”

Size: 3000 square feet

Programming:

- ESL classes
- Chinese Brush Painting classes
- Basic computer classes
- Chinese crafts classes
- Chinese language classes
- Tai chi and kung fu classes
- Chinatown Youth Ambassadors program

Funding:

- Sponsored by the City of DC, the Chinese embassy, and a number of corporate sponsorships.
- Charges for membership. Members get access to their library collection and discounts on classes and programs. Individual membership is \$35 annually, nonprofit membership is \$100 annually, and companies can pay \$300-\$1000 for membership. They also rent out their facility for events.

Staff: Eight staff members, including a martial arts director

Website: <http://www.ccccdc.org/>

Villa Victoria Center for the Arts, Boston, MA

Summary: Their mission is “to preserve, promote and celebrate Latino art and to create dynamic cross-cultural collaborations.”

Size: 2,740+ square feet

Programming:

- Latin American classical music concerts
- art gallery exhibitions
- cultural festivals

Funding: National Endowment for the Arts grants, Massachusetts Cultural Facilities Fund grants, and earned income from programs, events, and facility rental for weddings, concerts

Budget information (for 2011):

- Total operating budget: \$521,100
- Total spent on personnel: \$213,392
- Total spent on all other expenses (including supplies, events, and programs): \$307,708
- Revenue generated: \$93,039 generated through events and programs

Staff: Five staff members, including gallery curator and a marketing and events manager

Website: <http://www.iba-etc.org/arts.html>



Center for Arts at the Armory, Somerville, MA

Summary: "A community arts center for the residents of Greater Somerville."

Size: 7000 square feet

Programming:

- Concerts
- Theater performances
- Poetry readings
- Art exhibitions
- Yoga classes
- Cafe
- Winter farmers' market
- Arts programs for youth

Funding: Individual donations, earned income from events, programs, and cafe

Budget information (for 2010):

- Total operating budget: \$250,000
- Revenue: \$16,377 from special events and "other"

Website: <http://artsatthearmory.org/>

Implications for the One Greenway community-use space

Based on these case studies, we estimate that a possible realistic operating budget for the One Greenway community-use space could be in the range of \$250,000 to \$521,000 a year, depending on many factors including staff size. This is taking into account that the rent for the space from ACDC will be about \$60,000 a year (J. Chan, personal communication, February 4, 2014).

As for revenue generation, the facilities most similar to One Greenway were able to generate from \$16,000 to \$93,000 annually. The majority of the organizations we researched obtained income through facility rental and ticket sales. Some also generated income from membership dues or from having a cafe on site. The One Greenway community-use space can be expected to generate at least some revenue from a cafe and from facility rental, both of which we found demand for in the community based on our research. According to May Lui, an ACDC staff member, a community room located in the same building as ACDC's offices is rented to nonprofits for a rate of \$150 for three hours, and to the general public for a rate of \$210 for three hours (M. Lui, personal communica-



tion, 2014). Assuming a similar rental rate at One Greenway, this income could contribute to revenue generation for the site. However, even the most successful organizations only were able to generate funds to cover about 40% of their annual operating costs. The rest of their expenses were met through private and corporate donations, subsidies from city or state governments, and grant funding. One potential source of grant funding for the One Greenway community-use space could be the Mass Cultural Council, which has provided funding to programs such as Villa Vitoria (Inquilinos Boricuas en Acción 2013).



Chapter 4:

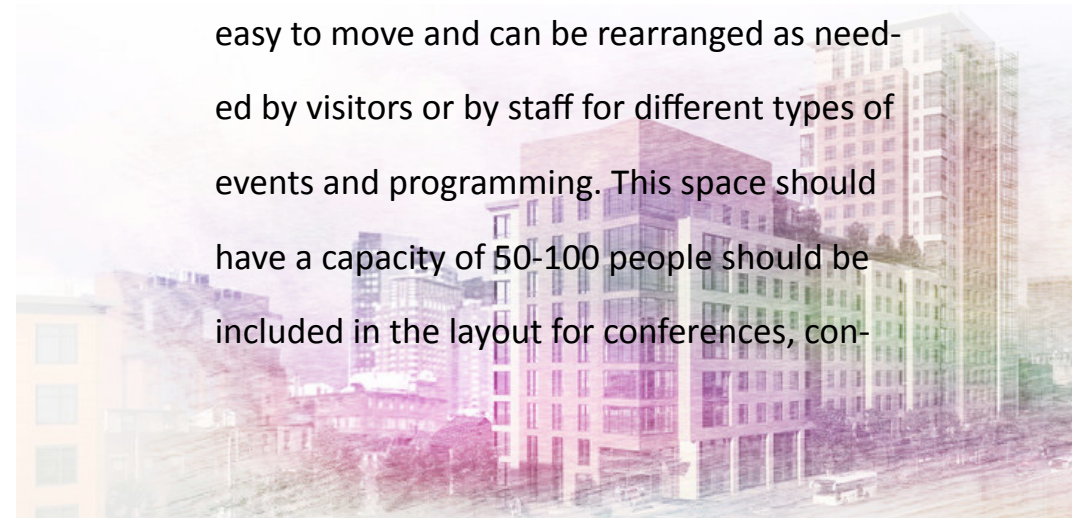
Recommendations



Outfitting the Space

The results of our team's literature review, market survey and research methods, including the survey and expert interviews have informed us in drafting some preliminary recommendations for how to outfit, program and fund the proposed One Greenway's community-use space in Chinatown.

For furniture configuration preferences, the results taken from the community survey emphasized having a casual, relaxed space to read and socialize. The interviewees, on the other hand, emphasized having a larger open and flexible space that can be changed as needed to serve a multitude of visitor needs and preferences. We recommend having the majority of the One Greenway community-use space be allocated to a large community hall with folding tables and chairs that are easy to move and can be rearranged as needed by visitors or by staff for different types of events and programming. This space should have a capacity of 50-100 people should be included in the layout for conferences, con-



certs, dance performances and other large events. This type of flexible space will also be ideal for renting out and generating revenue. Since armchairs and a reading room were very popular with the survey respondents, another, smaller area of the community space should be designated as a reading room with bookshelves, armchairs and couches should be available for casual reading and leisure.

In order to accommodate working adults, job seekers and students, 5-7 desks with computers should be made available. With an expressed interest in adult classes and performance and concert space, we recommend mobile walls and dividers be installed in the larger community hall so that it can be divided into spaces for smaller classrooms or meetings.

Programming

A modest reference section should include at least one community resource staff member who is bilingual and knowledgeable of the services and amenities available in Chinatown. This individual would be able to answer questions and inquiries from residents and visitors alike and refer them to other resources in the community that have already been established. This section could also include brochures and literature for non-profits, classes, community events, childcare programs, restaurants and other attractions throughout Chinatown and greater Boston.

In addition to having books and written material available in English and Chinese,

adult learning classes should be hosted by the space that include English language learning, arts and crafts, fitness, performing arts, job skills training, job search tutorials and college readiness preparatory classes. Depending on funding and scheduling, weekly, biweekly or monthly events should be held for elementary and preschool children. Having programs available for children and adults in one location could alleviate stress on families to have different needs met within the day. Since an operating budget and funding sources are not yet finalized, programming at One Greenway's community-use space should be focused on classes or activities that can be run by volunteers and community members, or that can take advantage of existing programs in Chinatown that need a new venue.

Our research has also showed that Chinatown lacks a location with a cohesive, comprehensive account of Chinatown's history. Survey respondents expressed a desire to have historical archives of the community made available as well as materials that display Chinatown's rich history for visitors and youth alike. The walls in the quiet reading room section of the One Greenway community-use space can be used as a gallery space to display artwork, photographs, and historical records of Chinatown's history.



Proposed Layout Design

The community-use space at One Greenway covers approximately 5,500 square feet of space on the ground floor level of the north building. The dimensions of the floor plan are 31.5 feet on the south side, facing green area which connects to the south building, 76.4 feet on the west side interior wall,

185 feet on the east side facing Hudson Street of the building connecting public garden to the south building (see figure 14). As this community-use space is a part of the entire building's floor plan, it is possible that floor material, lighting and ventilation system, will be included in the completion of the building and I-90, and 38.7 feet to the north side interior wall. We are limited in our design recommendations by some pre-existing conditions

Figure 14: Community space floor plan



Source: Image adapted from floor plan of the One Greenway Project.

of the space. First, there is a permanent wall dividing the interior space into two sections, one 2,023 square feet and on 3,420 square feet. Second, there are two entrances, one on the Hudson street and another on the south of

the building connecting public garden to the south building (see figure 14). As this community-use space is a part of the entire building's floor plan, it is possible that floor material, lighting and ventilation system, will be included in the completion of the building.

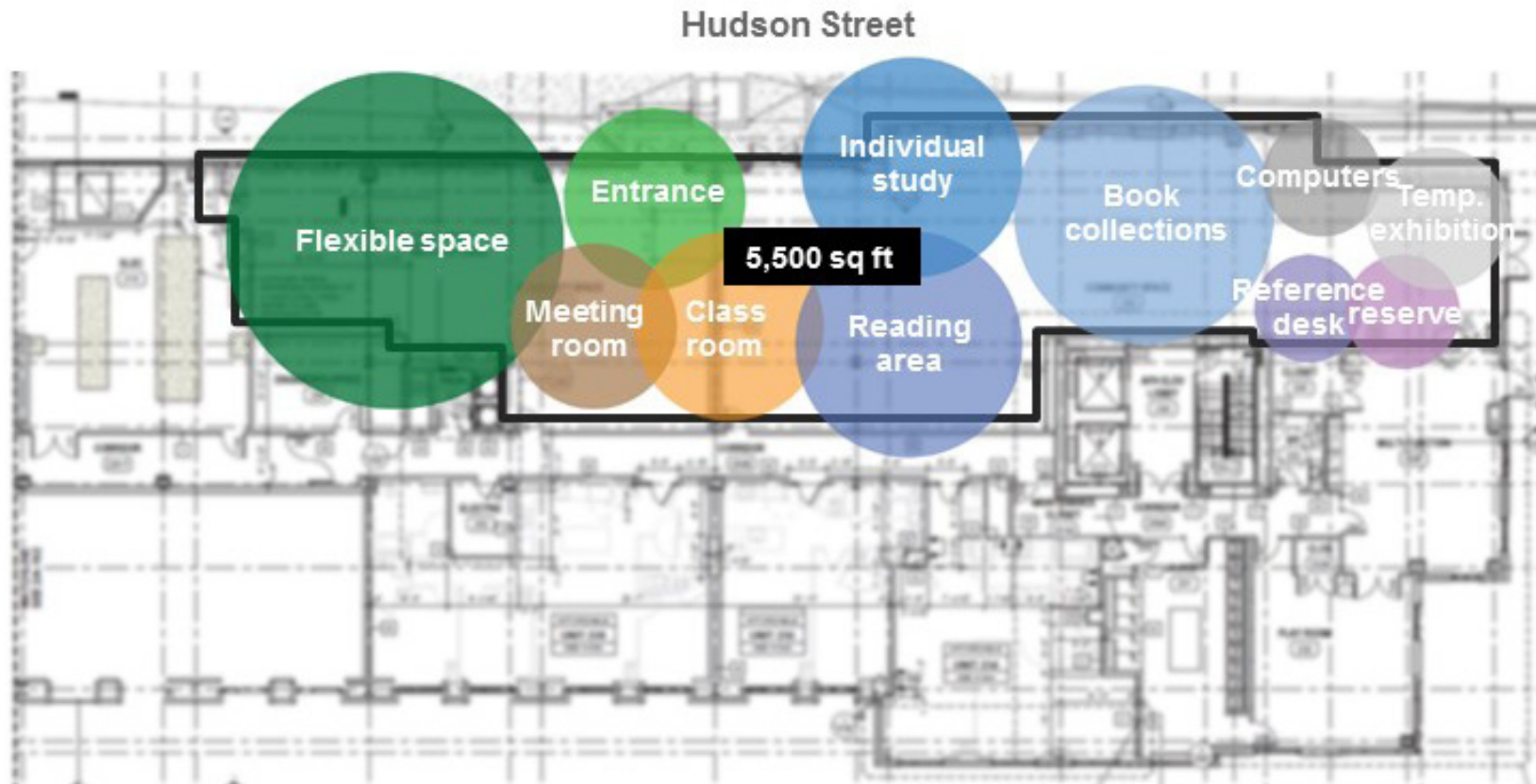
Taking the existing conditions of the site and space availability of the project into consideration, we began to conceptualize the space allocation of each program from the recommendation section based on the results of the survey, interviews, and literature review. We also considered functional usages and design standard as well as the continuity of interior space. The design concept of this space is to create a third space that would meet the needs of the Chinatown community as articulated through the results of our sur-

veys and interviews.

The allocation of space for the different programs can be divided into two main parts. The first part is a group of areas for generating revenue consisting of a larger flexible event space and a meeting room. The second part includes book collections and reading areas as well as individual study zones, a reading area, computer workstations, a reference desk, temporary exhibition and showcase and book reserve area. In figure 15, each program is represented in circle demonstrating space priority and size.



Figure 15: Conceptual layout plan



Source: Image adapted from One Greenway Project's floor plan.

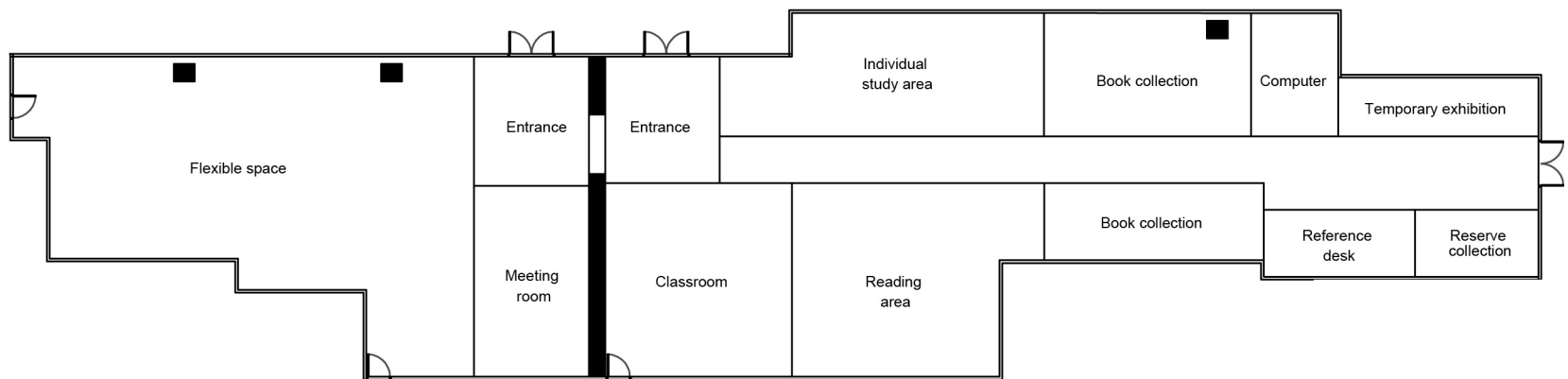
Furniture Layout Plan

After conceptually allocating each program into a floor plan, we have to assure that the actual furniture would fit the space and there is sufficient circulation for users between each program. Thus, we translated the schematic plan into space planning and allocated each program to the area based on size and priority as shown in Figure 16. The

summary of area usage can be found in Appendix E.

We started by identifying programs that need permanent or temporary space, i.e. meeting room, classroom and installed walls and partitions to make a clear spatial separation. Then, we chose group of furniture for each program that would fit the available interior space.

Figure 16: Schematic plan



Source: Author

The first zone of this community space is rent-out area consisting of flexible area and meeting room. Of the rent-out zone is 1980-square foot flexible area equipped with eight tables and removable partition for additional equipment storage. This flexible space aims at accommodating 50-70 people and is convertible to multi-purpose area for any public events. In addition, it is also important to note that all tables are intended to provide the illustration of the space capacity and will not be taken into account for cost calculation. Adjacent to the flexible area is 323-square foot meeting room that provides for both rental and internal use. This space can accommodate 10-15 people with the provision of a large meeting table.

The second zone of this community space are the book collections and reading areas. Since this area has a substantial portion of the space, the majority of selected furniture is movable and loosely arranged to accommodate future spatial adjustment, in an example of an open floor-plan concept. This space is accessible via two main entrances, with the ability to attract people from both street and ground levels. From the ground level, people entering the building will have a choice to either explore the featured books at self-check-out zone or browse the mini exhibition at temporary display corner. Then passing by the reference desk where a staff positioned to answer questions and assist visitors, people will have a chance to find general and Chinese book collections at shelves on both

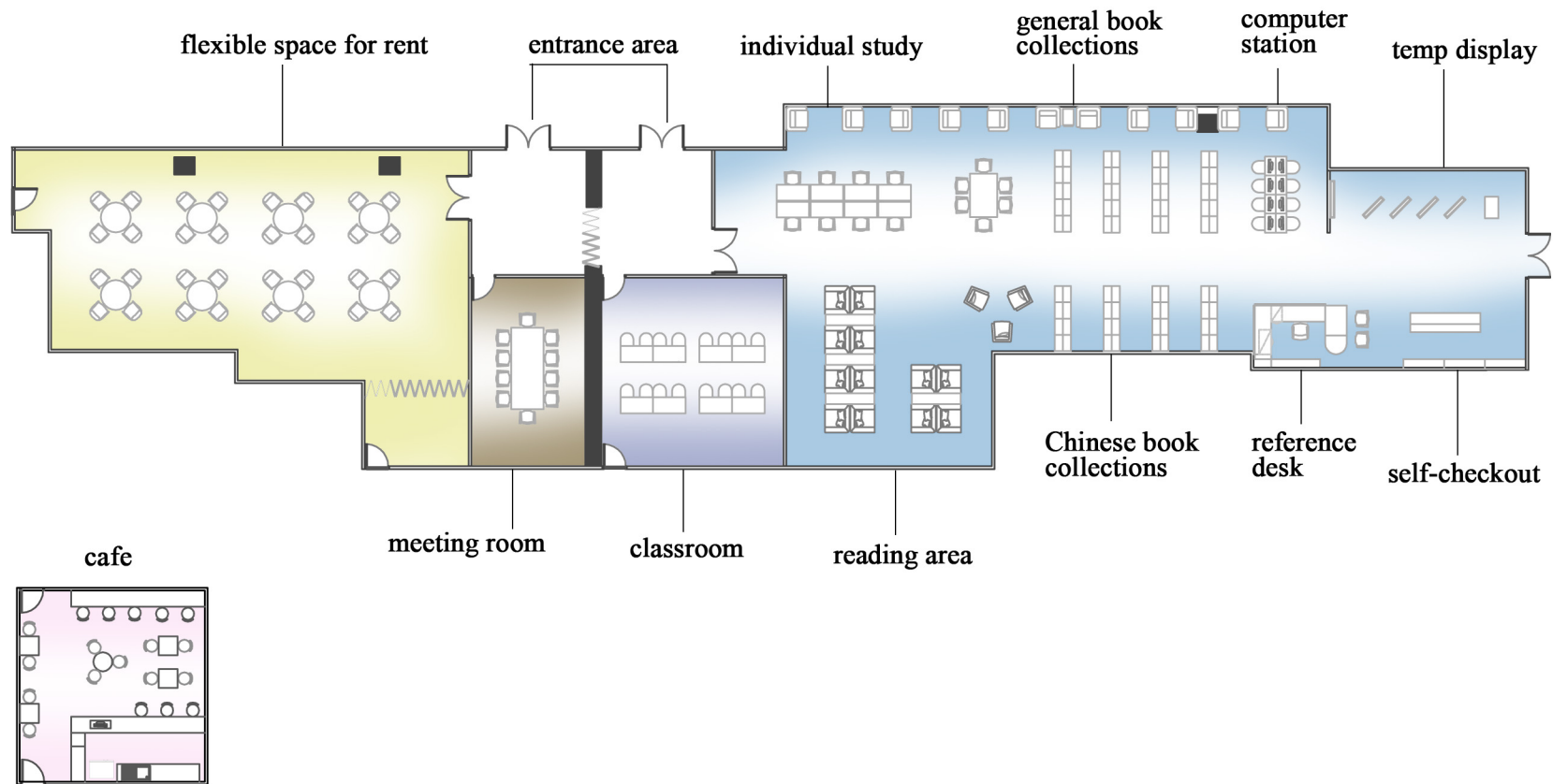
sides of the room as well as be able to use eight available computer stations. Next to the bookshelves are eight individual work stations and a table with six seats for a group study. Next, people will approach two features of this community space: 1) a casual reading area composed of 11 seats located on the side of the windows where people can get the most view of Hudson Street; and 2) a private reading corner with 12 large sofa seats for people who look for noise-free environment. As an alternative to this layout, the reference desk could also be located between the reading area and the book collections. If located next to the display and exhibition area, the reference desk will be positioned to welcome visitors arriving from the main entrance on the street. In the alternative location, the

reference desk will be more accessible for visitors arriving from the other building at One Greenway.

Towards the other side of the building is a separate 517 square foot classroom for holding daily/ weekly community's class/ session. This classroom can accommodate up to 16-25 people. Alternatively, since there is a direct entrance to this classroom, this space can be rent-out for a café generating extra revenue to this project. (See figure 17).



Figure 17: Furniture plan



Source: Author

Limitations and Further Research

Our team faced some limitations in our data collection that must be taken into account when considering our final recommendations. Within our methodology, not all questions were answered on the paper and online surveys, and some questions on the online survey were combined, which precipitated a portion of those questions being unanswered. Further, the participants who took our survey were not from a randomized pool; all respondents were part of groups, classes or smaller communities that were referred to us by our client. While respondents reflected various levels of diversity, our sample was not completely random which may have exclud-

ed particular groups or demographics. As a result, our data was skewed towards younger age groups, women, and non-residents.

Regarding our operating budget and outfitting cost estimates, our primary sources of information were the models of existing libraries, Asian American cultural centers, community centers and mixed use facilities throughout the country. These models had varying demographics, sizes and services offered. We were not able to find an exact replica of the One Greenway community-use space in size and scope of programming, so the numbers we found from existing models needed to be modified and adjusted to realistically fit the One Greenway community-use space parameters. We collected some information from online and public documents as

well as emailing and making cold calls to the facilities themselves. Obtaining more detailed financial information from these spaces via email and cold calls proved difficult because for some it was not readily available and for others it may not have been information that they were comfortable sharing. Some of the staff we contacted also may not have been authorized to disclose these figures.

Our recommendations are flexible and modest due to the fact that the funding source or sources have not been determined yet. We have offered proposals for how to generate revenue and collect funds to sustain the space over time, but there are many seen and unforeseen factors that will ultimately determine how the community-use space is funded. Finally, a challenge our team has

faced is how to frame the One Greenway community-use space. Our work is a continuation of the Chinatown library movement, but we have been working to determine other practical uses of the space, which makes finding a marketable niche for the space more difficult. If the space does not serve solely as a public library, the identity and language around the space must be relatable to the Chinatown community, potential funders and other stakeholders. Finally, while we have attempted to assess the needs and preferences of the community in a fair, inclusive and sensitive manner, as newcomers to the Chinatown community we are unable to fully represent the true voice of those who have significant connections to Chinatown.

As ACDC moves forward with this proj-

ect, our team has recommendations for areas of future research. Since local non-profits might not have a large disposable income to spend on renting event or meeting space, alternative methods for generating revenue must be explored. We have included information on comparable facilities that utilize a cafe as a means of generating revenue, as previously shown in recommendation section. In addition to generating revenue within the space, other potential community partnerships should be sought out that could consistently help support the space financially. We recommend also that grants and other possible funding sources continue to be pursued.

Regarding the organization of the space and the floor plan, we recommended ACDC to explore more design schemes from design

professionals who have expertise in designing community space. This would also lead to more precise financial estimation that would benefit ACDC to make a future decision on investment. In addition, the different series of furniture layouts should be emphasized as it will play an important role for not only affecting the cost dimension of the project but also impacting the overall ambient of the space on users/visitors. Ultimately, in terms of universal design, we believe that if this project were incorporated those design criterias, this space would attract more people and fully serve as a third space in Chinatown.

We have provided some operating budget and outfitting cost estimates that were derived from our market survey. In addition, we have also provided detailed information of



the centers and facilities that informed our estimates. These resources can be used to further research best practices for generating revenue and creating a detailed, itemized budget that is feasible for the One Greenway community-use space.

Conclusion

Our team believes that the development of the One Greenway community-use space is a prime opportunity to invite a third space into Chinatown for residents and visitors alike. In addition to responding to the space and programming needs of the community, it will be important to consider the significance of a third space that can be shaped and defined by those who will use it. Our research has found that Chinatown could benefit in many ways from the community-use space which reflects the diversity of the residents and visitors who share a connection to Chinatown. Having ownership over a space that is flexible and adaptable is very

important to the Chinatown community (A. Cheung, personal communication, March 7, 2014), which reflects the current discussion surrounding third spaces and libraries (Bentley, 2012).

Across the country, libraries are evolving into multi-use third spaces that serve a variety of needs and no longer exclusively circulate books (Clark, 2014). Information sharing technology has become a significant tool for socializing, education, work and recreation. Libraries are synonymous with resource centers and spaces where information can be shared and acquired (A. Cheung, personal communication, March 7, 2014), which places them in an advantageous position to adapt to the growing presence of collaborative technology. As libraries transform to replicate

cafes where people can read, work and gather with others (Bentley, 2012), the One Greenway community-use space can reflect this social trend by providing Chinatown with a third space that allows such flexibility of use.

Since Chinatown does not have a centralized location for publically accessible historical documents, this project is an opportunity to not only provide historical information but foster a collaborative environment for future documentation and expression of Chinese American culture. The One Greenway community-use space has the potential to assist in preserving and perpetuating Chinese American tradition as well as educate visitors and upcoming generations.

This project has been an example of how utilizing mixed research methods and



understanding the social, historical and cultural contexts of a neighborhood can foster a collaborative planning process. Our team acknowledges that our project was inextricably tied to not only the built environment of Chinatown, but also to an ongoing social movement with a rich and nuanced history. The development of the One Greenway community-use space is not only part of a larger physical project as the One Greenway residential units are constructed, but the Chinatown library movement as well. In this report, we have examined the evolution of the library movement in Chinatown and how community members played an active role in it. Bearing this in mind, we understood the value in involving the community as much as possible to keep them engaged in the next step of a

significant process.

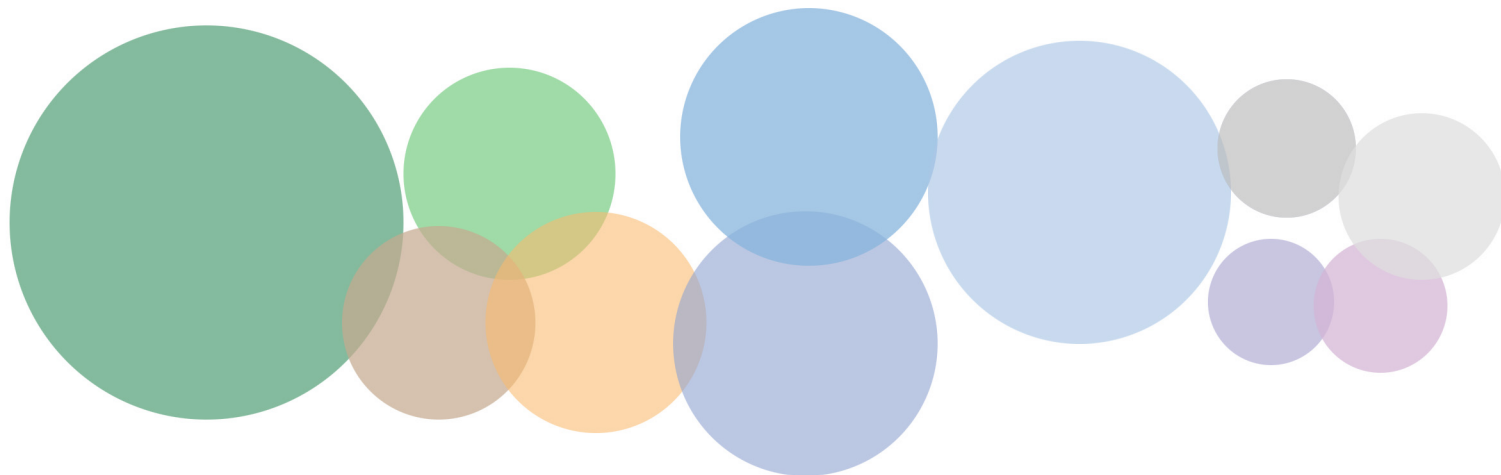
As third spaces and the evolution of libraries is gaining traction nationwide, this project has been an experiment in building upon a community desire for an amenity in their neighborhood while developing a new, flexible space that is validated by these larger social trends. The process our team carried out in our methodology and the recommendations set forth reflect a model that can be useful for local planners and policy makers. Research and collaboration that operates on the local level with sensitivity to historical and social contexts can be paired with a wider lens to observe how other local communities are addressing similar goals and concerns. Balancing between these two perspectives is not easy, and multiple stakeholders and eco-

conomic factors must be regarded at all stages. That being said, the One Greenway community-use space project can act as an example of how to collaboratively assess community needs and preferences while informing an innovative and feasible plan that can be sustained over time in a larger social context.





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Image References

Figure 6 Chinatown library movements timeline 24

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Figure 13 Summary of facilities around the United States 55

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Appendices





Appendix A: Survey and statistical results



I. Survey questionnaire

II. Variation between groups within sample

III. Analysis of survey results: Cross-tabulation of significant relationships between variable

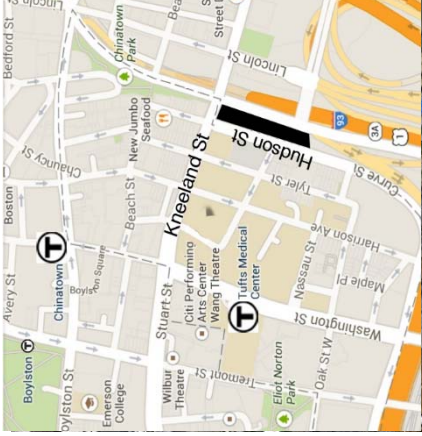
IV. Data with Z-score

V. Significant relationships between variables in our sample



I. Survey questionnaire

Please take a survey: Preferences for the space at One Greenway One Greenway調查表



The One Greenway development, formerly known as Parcel 24, at the corner of Hudson and Kneeland Streets has approximately 5,500 sq. ft. of ground floor space designated as a community use space. A team of students from Tufts University is working with the Asian Community Development Corporation in Chinatown to explore uses for this space that would benefit the community. The purpose of this survey is to get feedback from the community here in Chinatown about what you would like to have in the space. Your answers will help ACDC continue to be responsive to the needs of the Chinatown community by optimizing the use of this space. Please complete **One Greenway** piece of paper. We estimate that the survey will take **One Greenway** to complete.

您好！我們是來自Tufts大學的項目組，正在與亞美社區發展協會（ACDC）合作，我們將會在Hudson大街和Kneeland大街處的One Greenway大廈（即24地段）的一樓（5,500平方英尺）改造成一個公共空間惠及所有人使用。此份調查問卷的目的是了解唐人街的民眾對這個社區空間的用途。此份問卷只會占用您5-10分鐘的時間，可以使用英文或中文填寫。您的回答是對我們最大的幫助和支持，謝謝您的配合！

Please note that survey is completely optional and voluntary. Participation is limited to individuals 18 and over. Your response will be kept confidential and anonymous. You may stop the survey at any point if you decide you do not want to complete it. If you have any questions about the survey or the One Greenway project please contact cara.foster@tufts.edu.

本次問卷調查採取自願與匿名的方式，您回答的內容和任何信息都不會泄露。如有您不願意回答的問題，您完全可以跳過或終止填寫。謝謝您的合作，如有疑問請聯系我們的代表組員樂稀智，電郵為xizhi.luan@tufts.edu。

Please mark the answers that apply to you:

請根據您的自身情況選擇答案：

1. If there was a public library in Chinatown, how often would you visit?

如果在唐人街建立一個圖書館，您會多久去一次？

a few times a week once a week a few times a month once a month rarely
 一周幾次 一周一次 一月幾次 一月一次 幾乎不去

2. If there was a facility space for Chinese cultural programs in Chinatown, how often would you visit?

如果在唐人街建立一個中華文化交流中心，您會多久去一次？

- a few times a week once a week a few times a month once a month rarely
 一周幾次 一周一次 一月幾次 一月一次 幾乎不去

3. Please read this list of possible activities in the One Greenway space and **choose the 3 that you would participate in most often:**

請根據您的喜好選出以下您在One Greenway (24地段) 可參與的活動最喜歡 / 最需要的3項:

<input type="checkbox"/> Adult Classes: 成人教育: Computer classes, ESL classes 電腦課程和ESL英語培訓	<input type="checkbox"/> Children's programs: 兒童中心: Story reading hour, after school activities 故事閱讀時間 / 課後活動	<input type="checkbox"/> Chinese cultural events: 中華文化活動: Music or dance performances, craft fairs 歌舞表演和展銷會
<input type="checkbox"/> Socializing: 社交: Socialising with friends, meeting with coworkers 和朋友同事社交	<input type="checkbox"/> Reading: 閱讀: Reading books, reading the newspaper 閱讀圖書雜誌, 做作業和出借書籍	<input type="checkbox"/> Internet: 上網: Working on the computer, using email, or the internet 使用電腦工作, 查收郵件和上網瀏覽
<input type="checkbox"/> Rental: 租賃: Dvds or games to rent 各種影碟 / 遊戲	<input type="checkbox"/> Circulation: 圖書出借: Borrowing books from the library to take home and read 可將書籍借出圖書館	<input type="checkbox"/> Other classes: 其他課程: Dance or fitness classes 舞蹈班 / 健身班

4. Please read this list of options for the One Greenway space and **choose the 3 that you would use the most often:**

請根據您的喜好選出以下您在One Greenway (24地段) 可參與的活動最喜歡 / 最需要的3項:

<input type="checkbox"/> Cafe: 咖啡廳: A place to buy coffee, tea, or snacks, with tables to sit at 購買咖啡茶點和圍坐交談	<input type="checkbox"/> Media lab: 多媒體室: Computers for editing music, video 用電腦編輯音樂視頻	<input type="checkbox"/> Event space: 活動中心: Space to rent for events, parties, or conference room space 對外出租: 派對 / 會議活動
<input type="checkbox"/> Art gallery: 美術室: Space to display paintings, photographs 用於繪畫和攝影	<input type="checkbox"/> Historical archives: 檔案室 Displaying important information about the history of Chinatown 陳列唐人街重要歷史資料	<input type="checkbox"/> Performance space: 演藝廳 Place to have a concert or dance performance 演奏音樂會演或進行歌舞表演
<input type="checkbox"/> Reference desk: 查詢臺: A kiosk with information about local resources, events, classes, and job postings 配備可自助查詢當地資料活動課程和求職信息的觸屏機 (Kiosk)	<input type="checkbox"/> Other: 其他 Please indicate 請指出	

5. Which of these four options for the One Greenway space would you use the most? Please rank them (1 = use the most, 4 = use the least):

請根據您的喜好排序以下四種可能會在One Greenway出現的空間布置方式（1為最喜歡，4為最不喜歡）：

 <p>Photo taken by author</p>	<p><input type="checkbox"/> Standing computer terminal to check email or look up a book location 無座的立式電腦使用設計，用於快速查郵件或找圖書信息</p>	 <p>http://jllibraryjournal.com/wp-content/uploads/2012/06/jlx120502webwhBridgeTable.jpg</p>	<p><input type="checkbox"/> Table or desk with office chair, workstation for homework or applying for jobs 辦公桌式的工作平臺，用於工作學習</p>
 <p>http://www.adaptivepath.com/uploads/images/post%20image-%20-%20library%20users%20%28small%29.jpg</p>	<p><input type="checkbox"/> Armchairs, lamp, bookshelves, a quiet relaxing place to read 沙發，明燈和書架，用於舒適放鬆的閱讀</p>	 <p>http://futura.edublogs.org/files/2011/11/0/dividers-VS-Schule-Flexibilitaet-2k59yl.jpg</p>	<p><input type="checkbox"/> Open plan or flexible space for personal reading and group work 開放式的大空間，可用於個人閱讀或者小組討論</p>

6. What would you most like to see at a community space in Chinatown?

除了以上提到的，您最希望在One Greenway享受到的公共空間 / 設施是什麼？

.....

7. Do you live in Chinatown? yes no If not, in where do you live? _____
您住在唐人街嗎？ 是 否，如果不是，請填寫您的住宅區

8. If you are not a resident of Chinatown, what is your connection to the neighborhood?

如果您不住在唐人街，那麼請問您來唐人街的主要目的是什麼？

Work in Chinatown 工作 Visiting shops or restaurants in Chinatown 逛街及吃飯 Other _____ 其他

9. Age: 18-24 25-34 35-44 45-54 55-64 65 and above
請問您的年齡段是：

10. Do you have children under 18 in your household? yes no
請問您家中有18歲以下的少年兒童嗎？ 有 無

11. Gender : Female Male
您的性別是 女 男

12. Language spoken at home: _____
您在家中使用的語言是

Please return completed surveys to the ACDC Main Office by _____. Thank you!
請您將問卷歸還至亞美社區發展協會（ACDC）的前臺，謝謝配合！

II. Variation between groups within sample

	Residents	Students	Has children	Full sample
Adult classes	62.35	75.90	70.92	61.13
Kids programs	42.35	31.33	50.35	37.39
Cultural events	18.82	14.46	18.44	21.36
Socializing	22.35	28.92	26.24	30.86
Reading	56.47	42.17	38.30	47.48
Internet	15.29	21.69	12.77	16.91
DVD rentals	7.06	13.25	6.38	8.90
Circulation	32.94	39.76	37.59	36.50
Fitness classes	40.00	32.53	39.72	39.17

III. Analysis of survey results: Cross-tabulation of significant relationships between variable

	Library visitation frequency					
Resident	Few x/wk	Once/wk	Few x/mo	Once/mo	Rarely	Total
Yes	30	34	7	9	5	85
No	1	65	71	37	36	252

	Cultural center visitation frequency					
Resident	Few x/wk	Once/wk	Few x/mo	Once/mo	Rarely	Total
Yes	12	30	10	21	8	85
No	22	48	50	61	49	252

	Cultural center visitation frequency					
Chinese speaking	Few x/wk	Once/wk	Few x/mo	Once/mo	Rarely	Total
Yes	27	62	41	53	34	240
No	7	16	19	28	23	96

	Library visitation frequency					
Have children	Few x/wk	Once/wk	Few x/mo	Once/mo	Rarely	Total
Yes	43	53	20	15	10	141
No	52	52	29	31	31	196

	Adult classes		
Student	No	Yes	Total
No	111	143	254
Yes	20	63	83

	Reference desk		
Student	No	Yes	Total
No	141	113	254
Yes	31	52	83

	Adult classes		
Have children	No	Yes	Total
No	90	106	196
Yes	41	100	141

	Children's programs		
Have children	No	Yes	Total
No	141	55	196
Yes	70	71	141

IV. Data with z-scores

	Our sample	Sample percent	Chinatown as a whole	Chinatown percent	Z-score	significant (p<0.005)
Total population	337	100.00	4444	100.00		
Age N=302						
18-24	58	19.21	560	12.60	-2.4317	0.0075
25-34	112	37.09	836	18.80	-6.4022	0.0000
35-44	85	28.15	553	12.50	-6.651	0.0000
45-54	25	8.28	590	13.30	3.0968	0.0009
55-64	11	3.64	539	12.10	4.9172	0.0000
65+	11	3.64	681	18.00	6.0666	0.0000
Gender N=302						
Male	101	29.97	2208	49.68	6.9825	0.0000
Female	201	59.64	2236	50.31	-3.3028	0.0004
Family status						
Children under 18	141	41.84	365	18.40	-19.3463	0.0000
Chinese speakers*	240	71.53	2670 (out of 5198) (+/- 384)	51.00	-7.0722	0.0000
Connection to Chinatown						
Chinatown residents	85	25.22				
Other Boston residents	49	14.54				
Work in Chinatown	67	19.88				
Student in Chinatown	83	24.63				
Patronizes businesses in Chinatown	88	26.11				

Data for Chinatown as a whole comes from the Boston Redevelopment Authority data, which is derived from 2010 Census data which has been clipped to the neighborhood of Chinatown, as defined by the City of Boston. Census data on Chinese speakers was not available, so to approximate this we used the number of speakers of Asian and Pacific Islander languages from 2012 5-year estimate American Community Survey data for census tract 702, which most closely approximates the area of Chinatown as defined by the BRA. We used an online z-test calculator for all the independent variables that we had information on for both our sample and the full population: <http://www.socscistatistics.com/tests/ztest/Default2.aspx>

*Based on the number of speakers of Asian and Pacific Islander languages from 2012 5-year estimate American Community Survey data for census tract 702.

V. Significant relationships between variables in our sample

Independent variable	Dependent variable	P-value < .005	Direction of relationship	Interpretation
Ct_res (ppl who live in chinatown)	Lib_freq	.0022	Negative (-.1661) This is actually a positive relationship, but it looks negative bc 1=most frequent, 5=least frequent	Chinatown residents significantly more likely to visit a library more frequently (compared to all the survey respondents)
Ct_res	Cent_freq	.0025	Negative (-.1708) This is actually a positive relationship, but it looks negative bc 1=most frequent, 5=least frequent	Chinatown residents significantly more likely to visit a cultural center more frequently (compared to all the survey respondents)
Ct_work (ppl who work in Chinatown)	Cult_even (Chinese cultural events)	.0037	Positive (.1575)	Chinatown workers are significantly more likely to attend Chinese cultural events (compared to all the survey respondents)
Ct_work	Stand_desk	.0006	Positive (.1867)	Ppl who work in CT significantly more likely to prioritize a standing desk option
Ct_shop (ppl who visit restaurants, businesses, in Chinatown)	Kid_prog (Kids programs)	.0022	Negative (-0.1662)	Ppl who visit businesses significantly less likely to use kids programs
Ct_student	A_class (adult classes)	.0014	Positive (.1733)	Students significantly more likely to attend adult classes
Ct_student	Ref_desk	.0040	Positive (.1565)	Students significantly more likely to prioritize a reference desk
Age	Cent_freq (how often they would visit cultural center)	.0030	Negative (-.1724) This is actually a positive relationship, but it looks negative bc 1=most frequent, 5=least frequent	Older ppl significantly more likely to visit a cultural center more frequently (compared to all the survey respondents)
Female	A_class	.0012	Positive (.1754)	Females significantly more likely to attend adult classes

Independent variable	Dependent variable	P-value < .005	Direction of relationship	Interpretation
Female	Kid_prog	.0000	Positive (.2231)	Females significantly more likely to use kids' programs
Female	Social (socializing)	.0037	Negative (-0.1575)	Females significantly less likely to indicate socializing as a top priority
Male	DVD_rentals	.0033	Positive (.1594)	Males significantly more interested in renting dvds
Has_kids	Lib_freq	.0054 (borderline)	Negative (-.1516) This is actually a positive relationship, but it looks negative bc 1=most frequent, 5=least frequent	People with kids likely to use the library significantly more often
Has_kids	A_class	.0017	Positive (.1704)	Ppl with kids significantly more likely to prioritize adult classes
Has_kids	Kid_prog	.0000	Positive (.2273)	Not surprisingly, ppl kids more likely to use kids programs
Has_kids	Reading	.0041	Negative (-.1559)	Ppl with less likely to prioritize reading
Has_kids	Armchair	.0017	Positive (.1700)	Ppl with kids significantly more likely to prefer armchairs
Lang_home	Cent_freq	.0047	Negative (-.1600) This is actually a positive relationship, but it looks negative bc 1=most frequent, 5=least frequent	Ppl who speak Chinese likely to attend Chinese cultural events more often
Lang_home	Kid_prog	.0011	Positive (.1769)	Ppl who speak Chinese are more likely to prioritize kids programs
Lang_home	Internet	.0000	Negative (-.2583)	Ppl who speak Chinese are significantly less likely to prioritize internet access at 1GW
Lang_home	Flex_space	.0000	Negative (-.2372)	Ppl who speak Chinese are significantly less likely to prioritize flexible space



Appendix B: Memorandum of understanding



**MEMORANDUM OF UNDERSTANDING
BETWEEN
TUFTS UNIVERSITY FIELD PROJECTS TEAM NO. 1
AND
ASIAN COMMUNITY DEVELOPMENT CORPORATION**

I. Introduction

Project (i.e., team) number: 1

Project title: Crafting a plan for a 21st century library/cultural center in Chinatown

Client: ACDC with the Chinatown Lantern and Cultural Center

This Memorandum of Understanding (the "MOU") summarizes the scope of work, work product(s) and deliverables, timeline, work processes and methods, and lines of authority, supervision and communication relating to the Field Project identified above (the "Project"), as agreed to between (i) the UEP graduate students enrolled in the Field Projects and Planning course (UEP-255) (the "Course") offered by the Tufts University Department of Urban and Environmental Policy and Planning ("UEP") who are identified in Paragraph II(1) below (the "Field Projects Team"); (ii) Asian Community Development Corp., further identified in Paragraph II(2) below (the "Client"); and (iii) UEP, as represented by a Tufts faculty member directly involved in teaching the Course during the spring 2013 semester.

II. Specific Provisions

(1) The Field Projects Team working on the Project consists of the following individuals:

1. Xizhi Luan
2. Cara [REDACTED]
3. Tos Singalavaniala
4. Bre Jeffries: [REDACTED]

(2) The Client's contact information is as follows:

Client name: Asian Community Development Corp.

Key contact/supervisor: Vivien Wu

Email address: [REDACTED]

Telephone/cell number(s) [REDACTED]

FAX number:

Address: 38 Oak St. Boston, MA 02111

Web site: asiancdc.org

(3) The goal/goals of the Project is/are to:

Conduct a study of the existing literature about similar projects and programs and identify the most important needs of the community in order to propose key features of a successful community library and cultural center. Further specified goals for the center's proposal are to:

- Propose how to provide accommodations for multi-lingual and multi-aged populations
- Include historical acknowledgment of Chinatown's history
- Estimate the budget necessary for outfitting of the space
- Propose programming options for the center based on the assessed needs of the community and
- Estimate foreseen operating/maintenance costs and review other cultural centers' means of generating revenue.

(4) The methods and processes – including the methodologies -- through which the Field Projects Team intends to achieve this goal/these goals is/are:

The Field Projects Team will conduct both qualitative and quantitative analysis of the demographics of the community in which the proposed cultural center will be located using census data and qualitative research methods.

- Approximately 3-5 expert interviews will be conducted with selected members of the Chinatown community, some of whom have had previous involvement with ACDC and the Storefront Library.
- Written surveys will be distributed to members of the Chinatown community for a period of ten days. Approximately 50 surveys will be distributed and collected.

(5) The work products and deliverables of the Project are (this includes any additional presentations for the client, and may list project elements in order of priority):

- A literature review and content analysis of similar programs and cultural centers around the country

- Determine what services are already provided in Chinatown and in what capacity non-residents seek out social services in Chinatown
- Research to determine the needs and preferences of the potential users of the future community library and cultural center
- An estimated budget for constructing and outfitting the cultural center
- Research and analysis of current models for operating costs and revenue sources of cultural centers

(6) The anticipated Project timeline (with dates anticipated for key deliverables) is:

Completion of research by March 12th and completion of project (including all deliverables) by May 2nd

(7) The lines of authority, supervision and communication between the Client and the Field Projects Team are (or will be determined as follows):

The Field Projects Team members will report to Vivien Wu, and she will be the main point of contact between the Field Project Team and the Client.

(8) The understanding with regard to payment/reimbursement by the client to the Field Projects Team of any Project-related expenses is:¹

Nonprofit and agency clients are asked to support the Field Projects effort by contributing \$100.

III. Additional Representations and Understandings

- A. The Field Projects Team is undertaking the Course and the Project for academic credit and therefore compensation (other than reimbursement of Project-related expenses) may not be provided to team members.
- B. Because the Course and the Project itself are part of an academic program, it is understood that the final work product and deliverables of the Project (the “Work Product”) – either in whole or in part – may and most likely will be shared with others inside and beyond the Tufts community. This may include, without limitation, the distribution of the Work Product to other students, faculty and staff, release to community groups or public agencies, general publication, and posting on the Web. Tufts University and the Field Projects Team may seek and secure grant funds or similar payment to defray the cost of any such distribution or publication. It is expected that any

¹ Note that most clients have agreed to defray the cost of Field Projects materials and other expenses. Nonprofit and agency clients are asked to support the Field Projects effort by contributing \$100; for-profit clients are asked to contribute \$200.

issues involving Client confidentiality or proprietary information that may arise in connection with a Project will be narrow ones that can be resolved as early in the semester as possible by discussion among the Client, the Field Projects Team and a Tufts instructor directly responsible for the Course (or his or her designee). To every reasonable extent possible, the Field Projects Team will send drafts of written materials to the Client for review before making the Work Product available to the public.

- C. The Client will acknowledge and credit the researchers and the Field Projects Team in all of the Client's own references to the Project on its website and in its written materials. The Client can propose revisions and give feedback on the text of the final report.
- D. It is understood that this Project may require the approval of the Tufts University Institutional Review Board (IRB) in order to conduct research in the Chinatown community. This process is not expected to interfere with timely completion of the project.

IV. Signatures

For Asian Community Development Corporation

By: Vivien Wu

Date: _____, 2014

Representative of the Field Projects Team

By: [PRINTED NAME – *only one team member's signature is necessary*]

Date: _____, 2014

Tufts UEP Faculty Representative

By: Justin Hollander

Date: _____, 2014



Appendix C: IRB Exemption





Title: Crafting a plan for a 21st century library/cultural center in Chinatown

February 19, 2014 | Notice of Action

IRB Study # 1402003 | Status: EXEMPT

PI: Cara Foster-Karim

Co-Investigator(s): Breann Jeffries, Tossatham Singalavanija, Xizhi Luan

Faculty Advisor: Justin Hollander

Review Date: 2/19/2014

The above referenced study has been granted the status of Exempt Category 2 as defined in 45 CFR 46.101 (b). For details please visit the Office for Human Research Protections (OHRP) website at: [http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.html#46.101\(b\)](http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.html#46.101(b))

- The Exempt Status does not relieve the investigator of any responsibilities relating to the research participants. Research should be conducted in accordance with the ethical principles, (i) Respect for Persons, (ii) Beneficence, and (iii) Justice, as outlined in the Belmont Report.
- Any changes to the protocol or study materials that might affect the Exempt Status must be referred to the Office of the IRB for guidance. Depending on the changes, you may be required to apply for either expedited or full review.

IRB Administrative Representative Initials: _____

IN THE KNOW

BULLETIN OF THE TUFTS SBER IRB MEDFORD CAMPUS

UPDATES TO IRB FORMS

All IRB forms have been updated to expedite the approval process.

The revisions include the addition of information on the following:

- Applicability and receipt of local IRB approval for international research protocols
- Tufts University's Participant Payment Policy
- Tufts University's Human Record Retention Policy

The updated forms can be found on our website:

<http://www.tufts.edu/central/research/IRB/Forms.htm>.

*** AS OF NOVEMBER 5, 2012, ONLY REVISED FORMS WILL BE ACCEPTED ***

Avoid using previously saved templates of outdated forms. Please go to the forms webpage every time you submit. This will ensure that only the latest version of the form is being used. These forms are identified as version 11/2012.

All revisions to the forms are intended to ensure that researchers are well-informed of all applicable university and federal policies. If you have any questions regarding these policies, please contact the SBER IRB Office at 617-627-3417.

Feedback and suggestions are also always welcome. To do so, please email sber@tufts.edu.

On behalf of the SBER IRB Office, thank you.

Tufts University Office of the Vice Provost
Social, Behavioral, and Educational Research Institutional Review Board (SBER IRB)
Program for the Protection of Human Participants in Research

Investigator Responsibilities

Research involving human participants involves a myriad of responsibilities.

General Responsibilities:

- To comply with the Code of Federal Regulations regarding the protection of human subjects <http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.htm>
- To protect the rights and welfare of all human subjects and to conduct all research according to the IRB approved protocol.
- To retain all data and signed consent documents for at least 3 years beyond the completion of the research.

Consent Responsibilities:

- To ensure that each potential participant understands the nature of the research.
- To ensure that the correct procedures are followed to gain *informed* consent from each person prior to participation.
- To provide each participant with a copy of the IRB approved consent document unless waived by the IRB.

Education Responsibilities:

- To ensure that all researchers, research assistants and faculty advisors have completed the required CITI training and that the certification is current. Certification is valid for a period of 5 years.

Procedural Responsibilities:

- When submitting to the SBER IRB, be sure to only use the most updated version of the required forms. They will always be posted on the website under 'forms'.
- To not initiate any changes to the protocol without IRB review and approval, unless it is necessary to eliminate an immediate hazard. Submit the *Request for Protocol Modification* form.
- To submit to the IRB for continuing review (*Request for Continuing Review* form) at least 6 weeks prior to the expiration date of the protocol if the research is going to continue past the expiration date.
- To promptly report any unanticipated problems to the IRB. Submit *Unanticipated Problem Report* form.
- To promptly report any adverse events to the IRB. Submit the *Adverse Event Report* form.
- To officially close the study once completed. Submit the *Request for Study Closure* form.

Please refer to the website for additional information:
<http://www.tufts.edu/central/research/IRB/main.htm>

Feel free to contact us at SBER@tufts.edu or 617-627-3417 for any assistance.

Tufts University Office of the Vice Provost
Social, Behavioral, and Educational Research Institutional Review Board (SBER IRB)
Program for the Protection of Human Participants in Research

Faculty Advisor Responsibilities

All faculty advisors who oversee undergraduate and graduate student research have the following responsibilities:

- To complete the required CITI training.
- To ensure that the principal investigator and additional research staff abide by the *Investigator Responsibilities*.
- To meet with the principal investigator to monitor study progress and ensure that the procedures outlined in the IRB protocol are followed.
- To be available to the principal investigator to supervise and address problems should they arise.
- To arrange for an alternate faculty advisor to assume these duties when unavailable (vacation or sabbatical).
- To oversee the prompt reporting of any adverse events or unanticipated problems to the IRB.








Please refer to the website for additional information:
<http://www.tufts.edu/central/research/IRB/main.htm>

Feel free to contact us at SBER@tufts.edu or 617-627-3417 for any assistance.



Appendix D: Case study table



PROJECT INFORMATION					PROGRAMS					FINANCIAL DETAILS					OTHER INFORMATION	
Name	Photo	Location	Total Area (sq ft)	Fare system (USD)	Class/ Special programs	Programs	(sq ft)	(% of total building)	Rental rate (USD/ hr)	Source of Revenue generation	% Earn income (revenue-expense)	Funding sources	Operating budget	Operating budget per Gross Area (USD/ sq ft)	Staffs/ personnel	Key success
SOMArts Cultural Center		San Francisco	17,000	Donation	Ceramic Karate Drawing Photography	Gallery Theatre Dance studio Outside patio	3,200 1,890 720	19% 11% 4%	750 (USD/day) exhibition 300 (USD/day) 750 (USD/day) 375 (USD/day)	40% rental space 60% contracted services and performance fees	30%	60% City (California Arts Council) 40% private donors	N/A	55.88	8 (4 full-time)	Diversify income sources when city fundings are insufficient
Chinese Culture Center		San Francisco	20,000	5 suggesting donation	Lecture Workshop dance class musical performance concerts (orchestras) language class	Auditorium Multi-purpose Gallery 2 class rooms Shop	4,464 3,000	22% 15%	600 125	merchandise sales rental area	35%	Affiliated Chinese organizations	50% on personnel 65% covered by merchandise sales 35% covered by program and service	30.00	6 (4 full-time)	Revenue from flexible space rental Location is very important in terms of attracting people
Oakland Asian Cultural Center		Oakland	15,000	N/A	35 classes/ year offerings	Auditorium (325 seating theatre (220 banquet) kitchen Conference rooms (20 classrooms) Dance Studio Exhibition space	3,000	20%	1,100 80 42 45	rental area Course fees	40%	N/A	\$425,000 annual operating budget Approx 20% subsidy from the city 30% Rental 10% Class 50% donors grants	28.33	8 (1 full-time)	Flexible event space for rental is a major source of income Catering is benefit from surrounding chinese restaurants
Wing Luke Asian Museum		Seattle	60,000 (40,000 dedicated to public use)	Adults 12.95 Seniors: 9.95	Public programs family art days talks, lectures/panel discussions	Exhibition Gallery Art Gallery Youth exhibition Retail Community Hall Hall Theatre Conference Room Studio	6,295	10%	1,125 525 300 300 200 80	admissions and tours space rental program 2.5% 25% earn income 75% contributed income	25%		\$2 million annually (50% staff expense)	33.33	N/A	Community input was critical to building the program Strong project team
Asian Pacific Cultural Center		Saint Paul	45,000			hall (500 people) Arts and cinema (256-seat) Exhibit and gallery Space Retail/gift shop Classroom 2 conference rooms Resource center						40% private fundraising	60% construction cost 2% furniture and equipment			Diverse and separate funding sources, for both capital and operating cost
Dallas Latino Cultural Center		Dallas	27,000	free (10-15 for concert/ event)	N/A	Auditorium (300 fixed seat) Gallery space Multi-purpose Classroom Outdoor courtyard Office	11,125 1,875 1,980 1,350 2,500 1,350	41% 7% 7% 5% 9% 5%	300 100 100 0 300 0	2% Rental area 1% Ticket 7% Corporate grant 1% Non-profit 81% City 3% total earn income/ year	2%	City of Dallas Private donors Non-profit support organization	49% Salaries 7% Administrator 11% Building repair 13% Utilities 20% Artis service/ grant program	28.26	7 full-time	N/A
Sammons Center for the Arts		Dallas	20,000	Donation	weddings arts-related events	Office Space Multipurpose/Rehearsal /Performance Conference/Studio Storage/Mechanical Rooms	6,000 6,000 4,500 2,500	30% 30% 23% 13%	10.50 (USD/sq ft) 50% below market rate 600	34% rental 35% rehearsal rental 30% Administrative service 1% interest	31%	44% Corporate donation 32% Individual donation 6% Foundation 4% Fundraising 14% City/ state	52% Personnel salary 6% Professional service 15% Administrative expense 27% Marketing/ production cost	23.75	6 (3 full-time)	30 organizations in a building



Appendix E: Summary of area usage



We have estimated that the outfitting costs for this design would be in the range of \$81,444 to \$114,000, based on pricing from local vendors. This estimate includes carpeting, paint, lighting, furniture, and computers but does not include any associated labor costs.

Summary of area usage

