

Analysis of Strategies for a Sustainable Chinatown

National Planning Achievement Award (2019) for Environmental Planning - Gold

Summary

A public and non-profit partnership formed in 2014 consisting of the San Francisco Department of the Environment, the San Francisco Planning Department, the San Francisco Foundation, Enterprise Community Partners, and the Chinatown Community Development Center. Forming over concerns of economic, environmental, and social sustainability, the Sustainable Chinatown Initiative has ambitious goals. It sees true sustainability as “not only about environmental performance, but also about the long-term resilience of its culture in the face of larger looming threats such as gentrification and climate change” (Sustainable Chinatown, 2017, p. 2). A steering committee of staff from these agencies meets monthly to form their vision.

The creation of the plan follows a calculated methodology. The steering committee began researching case studies of local metropolitan areas with similar plans. Next, increased collaboration became a goal. Finally, strategies and baseline assessments were created.

Portland and Los Angeles provided examples for Sustainable Chinatown to follow. A Portland company called EcoDistricts looks at the neighborhood scale and how to mitigate effects of climate change inequity to create cultural and economic resiliency. The Sustainable Chinatown steering council participated in a 2015 retreat by EcoDistricts. This “led the group to pursue funding for the creation of a ‘cultural EcoDistrict’ in Chinatown [and they] won a two-year grant from the Funder’s Network” (Sustainable Chinatown, 2017, p. 7). With their ‘EcoDistrict’ funded, they also gained knowledge from visiting the Sustainable Little Tokyo Initiative of Los Angeles. Sustainable Chinatown’s focus mirrors Little Tokyo’s in emphasizing environmental, cultural, and economic sustainability.

The initial planning phase focused on capacity building and strategy creation. Meeting monthly, the steering council was able to incorporate more partners from the San Francisco Planning Department. For the initial planning phases, the San Francisco Planning Department “committed additional grant funding and in-kind support” (Sustainable Chinatown, 2017, p. 7). Funding is important for the establishment of change organizations like Sustainable Chinatown, and they continue to look for philanthropic support for ongoing management. The council outlined 6 strategies, the goals of which are “maintaining affordability, sustaining Chinatown’s unique culture, and improving environmental health and sustainability” (Sustainable Chinatown, 2017, p. 8). Conversations between the steering council and city and non-profit members, as well as baseline assessments of the neighborhood, influenced strategy creation.

The plan was created for the San Francisco Chinatown community that includes primarily low-income renters (94%), who face housing and environmental stresses. The neighborhood is a diverse mix of residential and commercial buildings. “The 27 city blocks in the Sustainable Chinatown initiative area are an economically vibrant community of over 14,000 residents and

900 small businesses” (Sustainable Chinatown, 2017, p. 4). The community is also home to many nonprofits and social services that include workforce development, youth development, housing resources, senior care, and immigration assistance which serve the residents, many in poverty. “Nearly one-third of Chinatown’s households live in poverty, and the area’s median income is one-fourth that of the citywide average” (Sustainable Chinatown, 2017, p. 4). The education rate influences income mobility, since only 20% of residents have a college degree, compared with 53% for San Francisco overall. Often, families are crowded into single-room occupancy (SRO) rentals, which comprise over half of dwelling units in the neighborhood. Since many residential buildings have not been updated since 1906, this results in building-safety and health violations that are more than twice the city’s average. These issues are compounded due to language barriers (62% do not speak English) in residents’ dealing with landlords who at times secede to gentrification. “The UC Berkeley Urban Displacement Project found that ... the census tracts immediately surrounding the neighborhood have lost a significant number of Asian households (declining 18% from the 1990s to the present) and low-income residents as rents have increased” (Sustainable Chinatown, 2017, p. 4). Lastly, Chinatown residents are at greater risk of climate change stressors such as increased flooding and dangerous heat levels. Residents live in old dwellings with ill-equipped structures and appliances.

To alleviate these pressure on residents, Sustainable Chinatown created 6 strategies: (1) make public housing green, (2) upgrade and preserve private affordable housing, (3) improve public realm to better serve residents and the environment, (4) explore district water, energy, and green infrastructure, (5) use open data to drive and monitor success, and (6) engage community stakeholders. The strategies aim to create a more resilient Chinatown.

To make public housing green (1), the plan proposed retrofitting the largest public housing building, Ping Yuen, with solar installations and structural and appliance upgrades. Since Ping Yuen secured funding from HUD’s rental assistance demonstration program, Sustainable Chinatown felt these aspirations were feasible. The 1st task was installing solar photovoltaic (PV) panels that would take 1-3 years. It was found that the installations would earn “\$32,600 in average annual energy savings, net positive project cash flows of \$380,000 (after debt payments), and a total estimated net present value of \$250,000 over the 20-year useful life of the equipment” (Sustainable Chinatown, 2017, p. 21). Secondly, improved insulation to exterior walls would reduce heat-energy use by 50% while improving indoor air quality and temperature stability. Lastly, a proposed greywater (water from showers, sinks, appliances) recycling system mitigates climate change as future, severe droughts are expected.

For the private housing strategy (2), the plan looks to upgrade and preserve affordable units. Initially, they seek to buy out private buildings and convert them to affordable, upgraded units. Chinatown’s buildings are mainly old, mixed-use and single-room occupancy (SRO) apartments, built after the wake of the 1906 earthquake. Sustainable Chinatown looks to acquire such properties to preserve rental affordability. After acquisition, livability and cost savings will be achieved through “updating appliances, installing more efficient lighting and heating/cooling

systems, improving building insulation, and replacing or repairing leaky windows” (Sustainable Chinatown, 2017, p. 26). To study the cost and savings of retrofitting the neighborhood’s buildings, the team created a report of 8 residential and commercial building typologies, including characteristics of age, size, construction materials, and type. Finally, Sustainable Chinatown held a focus group with 2 SRO building and 2 other apartment owners to gauge interest in retrofitting their buildings. Sustainable Chinatown seek to connect owners to government programs to aid financing the upgrades.

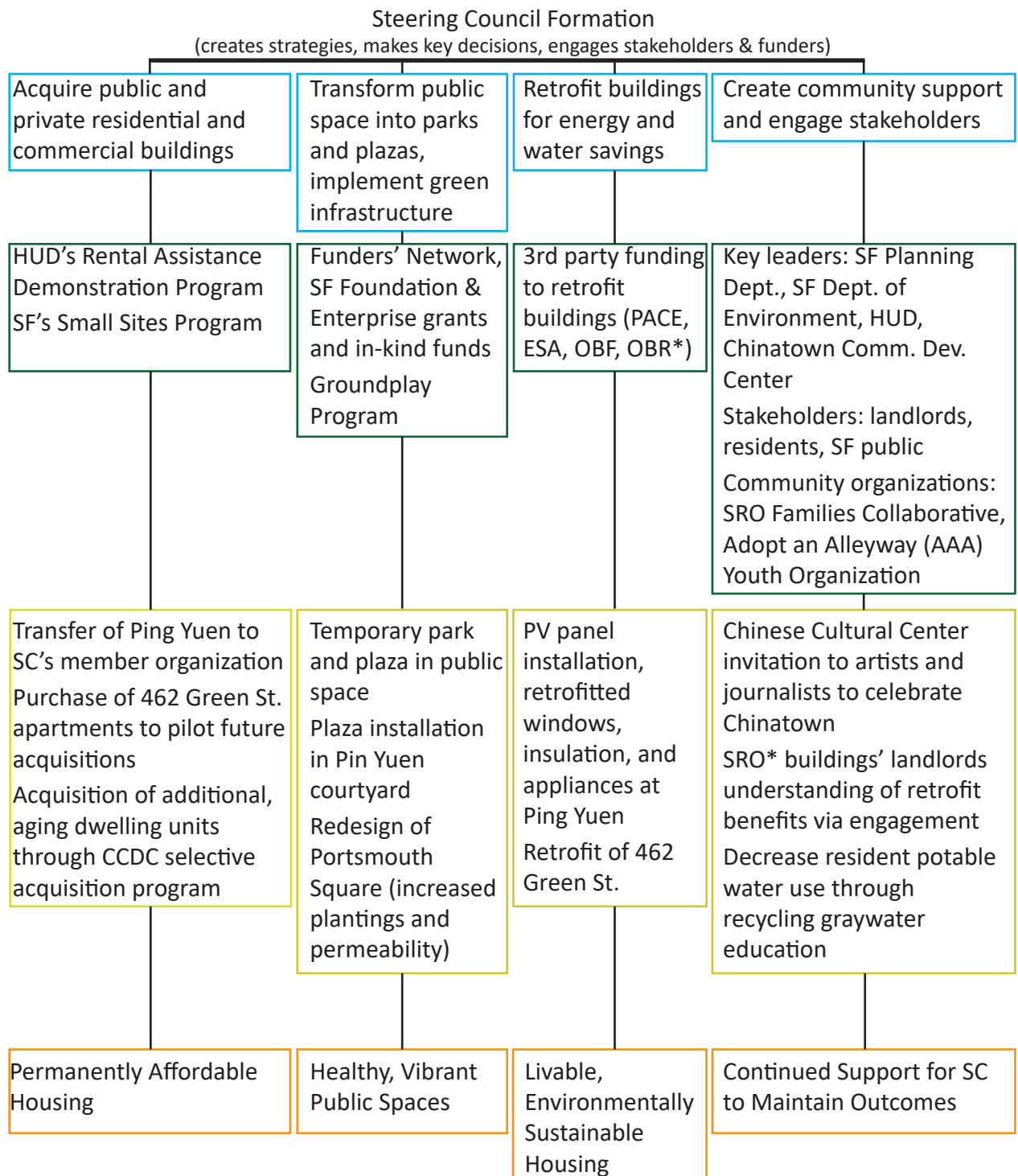
The third strategy, improving public realm to better serve residents and the environment, looks to enhance and expand open spaces. Actions include identifying places for increased tree canopy, rain gardens, and parks. Specifically, partnering with city planning, Sustainable Chinatown aims to redesign Chinatown’s prominent park, Portsmouth square, to include rain gardens, permeable surfaces, and improved irrigation systems. Additional open space will be created through “Groundplay”, a program which creates temporary parks. Courtyards in buildings such as Ping Yuen can be converted to park space or community gardens.

Sustainable Chinatown looks at 3 steps to explore district water and green infrastructure (4). First, they will conduct a water balance analysis of ingoing and outgoing neighborhood volumes in the form of rainwater from impervious areas, potable water use, stormwater runoff, and flooding. With this assessment and through “conservation strategies, modifications to existing building codes and new guidelines, and proposals for water reuse and treatment” they will look to drastically lower potable water use (Sustainable Chinatown, 2017, p. 44). Lastly, a green infrastructure analysis of baseline imperviousness will be followed to implement pervious surfaces in streets through rain gardens and tree planting.

To use open data to drive and monitor success (5), 35 indicators were created in 5 performance categories: people and place, energy, water, waste, and urban ecology and public realm. Indicators were modeled from frameworks by the San Francisco Department of Public Health and the San Francisco Planning Department, modified and added upon to fit the neighborhood scale. While the baseline assessments guided the creation of all 6 strategies, they are also important to gauge how the initiative is progressing. For example, when examining energy-usage baselines, Chinatown could “obtain 100 percent of its electricity from GHG-free sources if solar PV were installed on roughly one-fifth of the suitable rooftops” (Sustainable Chinatown, 2017, p. 75). For the urban ecology baseline, the report found that Chinatown has the city’s lowest percentage of park space per capita. This data is important to base the success of strategy 3 – improve public realm to better serve residents and the environment.

Engaging community stakeholders (6) will mean continuing monthly steering council meetings of nonprofit, private, and government groups. Also, promoting citizen participation is important to emphasize Chinatown’s uniqueness in order to create interest in preservation. The latest outreach effort through the Chinese Cultural Center invited community artists to create work in an exhibition that highlights Chinatown’s value and importance in its cultural preservation. Support for Chinatown’s immigrant population is important to preserve affordable housing.

Sustainable Chinatown (SC) - Theory of Change Diagram



■ Actions (goals to achieve outcomes)
 ■ Policies, Funding & Support (enables implementation)
 ■ Outputs (results of actions)
 ■ Outcomes

*PACE, ESA, OBF, and OBR financing programs explained in summary

*Single room occupancy

Theory of Change Diagram Summary

The theory of change diagram follows 4 pathways from action to outcome: (1) acquisition of buildings to creating permanently affordable housing, (2) using open space and green infrastructure to make healthy, vibrant public spaces, (3) retrofitting buildings to create livable, environmentally-friendly dwellings, and (4) engaging stakeholders and the community to maintain support for the initiative. Intermediately, actions produce outputs through the support of funding, policies, and community organizations.

Sustainable Chinatown's methods of acquisition (1) are funded through federal and municipal policies. HUD's Rental Assistance Demonstration converts publicly funded-only housing to section 8 housing, allowing private investments such as Sustainable Chinatown's purchase of Ping Yuen. Sustainable Chinatown's public-private fundraising is more equipped to keep Ping Yuen permanently affordable in the face of city budget cuts and gentrification. San Francisco's Small Sites Program prevents displacement by creating units free from market pressures. The city works with nonprofits to finance acquisitions, such as Sustainable Chinatown's purchase of 463 Green St., a 6-unit apartment. Thus, through federal and municipal policy, Sustainable Chinatown can purchase large and small buildings to create permanent affordability.

To achieve healthy, public spaces (2), the plan leverages community support. It looks to redesign Portsmouth Square, Chinatown's "living room", with the San Francisco Recreation and Parks Department and the San Francisco Planning Department. Suggested features are rain gardens for increased permeability and stormwater management and trees for heat-island mitigation. Lastly, the Groundplay program through the San Francisco Parks Alliance creates temporary plazas in public spaces in hopes of gaining community support for permanent park creation. Sustainable Chinatown looks to utilize such programs in creating pocket parks, such as in courtyards of Ping Yuen.

Sustainable Chinatown may fund upgrades such as solar panels, energy-efficient windows and appliances, and improved insulation to create livable, sustainable housing (3). Third party financing policies are also explored, such as Property Assessed Clean Energy (PACE), Energy Services Agreements (ESA), On-bill financing (OBF), and On-bill repayment (OBR). In PACE, cities and counties offer 100% upfront costs for owners to upgrade their buildings to clean energy. The costs are repaid through property taxes up to 25 years. An ESA gives free capital investment for efficient energy upgrades, repaid by the building owner by their cost savings from the upgrades. In OBF and OBR programs, utility companies pay for clean energy upgrades and the building owner repays the cost through utility bills. Through these financing options, Sustainable Chinatown believes it can retrofit housing.

Continual community support of the initiative can be argued as the most important outcome. Without support from San Francisco City Departments, philanthropic partners, and community organizations such as SRO Families Collaborative and Adopt an Alleyway Youth Organization and the public, other outcomes will not be successful. Specific outputs include an exhibition in

the Chinese Cultural Center to celebrate Chinatown and engaging owners of SRO buildings to understand the benefits of retrofitting their apartments with clean energy. The plan asserts these owners could save 22-23% in energy and 18% in water costs (Sustainable Chinatown, 2017, p. 28).

Storytelling in Sustainable Chinatown

In examining storytelling effectiveness, a member of the San Francisco Board of Supervisors, an 11-member city council which holds considerable power over respective districts, would be important to influence. It would be important to gain support from Aaron Peskin, Chinatown's Supervisor. His influence on Sustainable Chinatown's outcomes of additional park space and retrofitted buildings would be important to sway. Yet, he already has a record of affordable housing support. To convince a Supervisor of the adjacent district 9 that includes the much-gentrified Mission area is a worthwhile goal. Hillary Ronen's overseeing of the district has been controversial in not delivering affordable housing goals. Gentrification from adjacent districts has greatly affected Chinatown's periphery properties, which have become less affordable than the district core. The Supervisor Board President, Norman Yee, would also be an important ally for Sustainable Chinatown. This summary looks at the effectiveness of Sustainable Chinatown's storytelling in convincing a hypothetical district Supervisor who has influence over Sustainable Chinatown's outcomes of affordable housing, livable, open space, and environmentally sustainable housing.

Sustainable Chinatown's storytelling uses 7 devices, some more effectively, to convince an elected, San Francisco official: narration as a community participation process, as pedagogy, as a core story, through nonverbal expression, as a foundation story, as storytelling with data, and as a catalyst for change. While the initial, 5 devices listed prove effective in swaying a potential civic representative, the final 2 techniques are not influential.

Storytelling as a process is used through community participation. The Chinatown Community Development Center (CCDC) and the Chinese Culture Center started a program focused on artistic and cultural expression at 41 Ross, an exhibition center. The program invites artists and journalists of the community to "to highlight the uniqueness and importance of Chinatown as a housing, cultural, retail, services, and health resource for new immigrants and seniors aging in place" (Sustainable Chinatown, 2017, p. 52). Another important community participation event is Groundplay, where the San Francisco Parks Alliance partners with community members to create temporary parks in public spaces. Tables, benches, artwork, and other amenities invite the public to participate in making a place their own, as if it were actually a park.

The community participation, storytelling device is influential on a district Supervisor in its core idea. The visibility of demonstrations shows elected officials what the community supports. The Supervisor's authority comes from community interest, and public actions that support preservation of Chinatown's culture show the Supervisor what bills, policies, and initiatives they in turn should support to earn reelection.

Storytelling as pedagogy is also used effectively. In August 2017 an “eco-fair” was set up, where the CCDC’s Adopt-An-Alleyway (AAA) Youth Program narrated Chinatown’s ecological story – the environmental issues that the neighborhood faces and how green behavior can mitigate them. “The fair will provide a space for community partners, artists, environmental organizations and local agencies to participate and address the unique sustainability needs and challenges in neighborhoods like Chinatown” (Sustainable Chinatown, 2017, p. 52). This storytelling is effective to convince an elected official who hears of the event because youth are the agents of change. Youth teaching adults about the way forward for a community would instruct a district Supervisor on their base’s public interest.

A powerful storytelling device employed is the core story of Chinese immigration. The report narrates the Chinese’s coming to San Francisco beginning in the late 1860s, “fleeing an economic depression and lured abroad by the promise of work on the transcontinental railroad and related industries” (Sustainable Chinatown, 2017, p. 33). In the U.S., they endured hardship and racism. “These immigrants were met with open hostility, with more than 30 anti-Chinese policies enacted during this era at the federal, state, and local levels” (SC, 2017, p. 33). As the U.S. is a nation of immigrants, this narration creates empathy for an elected official who reads the report and reflects upon their own ancestors’ immigration. Also, defining the Chinese as victims of racist policies that a district Supervisor’s government has historically supported uses guilt to prevent contemporary discrimination. Lastly, hope is provided in Sustainable Chinatown’s report by describing Chinatown as a “safe haven during transformative periods such as the anti-Chinese exclusionary policies of the late 19th and early 20th centuries” (Sustainable Chinatown, 2017, p. 4). The neighborhood is a sanctuary for immigration today, which proves to an elected official that Chinatown’s culture is a unique resource to preserve.

Nonverbal stories are effective to convince officials of the initiative. Painted in 1999, the large Ping Yuen mural on the face of the building is a symbol for Chinatown. It celebrates the historical and contemporary culture of the neighborhood in a positive manner. It brings life and identity to a nondescript building, helping to brand the neighborhood as one of Chinese culture. Art installations are permanent symbols that show officials that the community has taken ownership of previously city owned, public housing buildings and created a culturally-vibrant neighborhood. This is concrete justification that affordable housing initiatives pushed by a district Supervisor work.

The report tells of Portsmouth Square, Chinatown’s most notable park, as the foundation story of European settlement of the city. When Europeans arrived in the 18th century, “Portsmouth Square, Chinatown’s largest park, was established as a small plaza on the banks of an inlet ... and quickly became the civic and commercial heart of the budding city” (Sustainable Chinatown, 2017, p. 110). Thus, gaining support for preservation of the first civic center of San Francisco and for its green infrastructure redesign would seem an easy task for Sustainable Chinatown. A district Supervisor would be convinced of the park’s importance in both European and Chinese immigration history.

In contrast to this powerful storytelling device, Sustainable Chinatown's incorporating data into a narration seems ineffective in its lack of personal references. There is a long narration of Chinatown's residents with an emphasis on data descriptions. Percent in poverty, gentrification rates, and housing costs are outlined, but there is no personal connection given. No actual names of residents struggling with housing loss or poor living conditions appear. While planners and planning students are empathetic to statistical analysis of the low-income public, citizens and politicians require personal connections to care about people's suffering. Telling a story of a specific family's being crowded, 4 people to a single room occupancy apartment while they struggle to pay rent would create empathy. This device could be employed at the beginning of the report, in similar style to Ta-Nehisi Coates' *The Case for Reparations*.

Also ineffective is the use of story as a catalyst for change. There is an argument that Chinatown's residents are heroes in being environmentally friendly through their behavior. "So many residents and businesses are already 'green by necessity,' consuming fewer resources, living in dense housing, and walking and/or taking public transit" (Sustainable Chinatown, 2017, p. 2). But there is no specific community member named who champions green causes and inspires San Franciscans to change their behavior to be eco-friendly. In Sustainable Chinatown's story, there is no relatable figure for a civic leader to connect to personally. Also, a more powerful story would focus on the history of Chinatown residents' overcoming poverty and poor living conditions at the time of immigration to create future, prosperous lives. This narration is easily relatable to a civic leader through the common theme of "the American dream".

Absent in the report's catalyst for change device are heroes. Rosa Parks and Nelson Mandela are powerful figures for civil rights in the U.S. and South Africa, but no such hero emerges from the report. There must be a notable San Francisco political or cultural figure who grew up in Chinatown and overcame hardship to become successful. The trials of heroes create empathy when they are named and given a personal story.

One example for San Francisco to follow is Chicago's use of a notable figure in their Chinatown. Ping Tom grew up in Chicago's Chinatown, gained success in business, and became a civic icon. He is the trustee of 4 Chicago institutions such as WTTW-TV, Chicago's public television, a member of 8 civic organizations, and the Director of the Asian American Institute. The gateway to Chinatown from Chicago's water taxi is Ping Tom Park, which commemorates the leader with a statue. Perhaps a Chinese, San Franciscan hero can be honored in Sustainable Chinatown's redesign of San Francisco's Portsmouth Square. This would provide a model for Chinatown's youth to aspire. Thus, in not naming specific, common Chinatown citizens nor heroes, the report does not create personal connections, empathy, nor inspiring figures. An elected official would be swayed to promote Sustainable Chinatown's outcomes if such storytelling devices were employed.

The report is ineffective when creating personal connections in storytelling with data and as catalysts of change. Other techniques are promising. Devices of narration as a community

participation process, as pedagogy, as a core story, through nonverbal expression, and as a foundation story are effective and gain support to achieve Sustainable Chinatown's outcomes.

Outlook of the Sustainable Chinatown Plan

Overall, the outlook of the plan's achieving its outcomes is promising. Its aspiration toward permanently affordable housing will come to fruition. Due to the extreme gentrification of adjacent neighborhoods to Chinatown and San Francisco overall, this first outcome is likely to be emphasized above funding for the second, to create greener, healthier outdoor spaces. However, smaller specific projects in this category should be successful. The 3rd outcome, retrofitting buildings to be energy efficient and more inhabitable, has its funding and goals tied to the 1st, primary housing outcome. Thus, this 3rd outcome can be achieved in tandem with the first. Lastly, creating engagement and community support proves to be Sustainable Chinatown's strongest success, which bodes well for the initiative as this is the outcome which sustains all other outcomes.

Maintaining and creating new, affordable units is Sustainable Chinatown's primary goal, as the residents' remaining here are the core of cultural preservation. Affordable housing also continues the legacy of Chinatown's being a haven for low-income immigrants to begin more prosperous lives over time. It's a particularly important outcome since San Francisco is a foremost city for gentrification, where immigrants find it harder to live. The prominence of these issues focuses effort on achieving this outcome first, so its realization is promising.

This affordable housing outcome is achievable through the assistance of federal and municipal policies, which fund and create law for affordable housing initiatives by nonprofits such as Sustainable Chinatown. Sustainable Chinatown has already proved success in acquisition processes for Ping Yuen and 462 Green St. Thus, they have experience to acquire further properties, which is their central strategy toward maintaining affordable housing. "Sustainable Chinatown's top priority is preserving affordable housing ... [and] the organization's main focus has shifted to acquiring and rehabilitating Chinatown buildings, thus ensuring that they remain permanently affordable" (Sustainable Chinatown, 2017, p. 29). Since it's easier to control apartment affordability when it's owned and operated by the initiative, this is a logical and fruitful strategy.

In creating healthy, green outdoor spaces some effort will be diverted toward the first outcome. Yet smaller goals should succeed such as implementing small, green infrastructure projects of increased tree plantings and rain gardens in Portsmouth Square. Temporary park installations by programs such as Groundplay evoke interest for new park space, but this requires funding. Since Sustainable Chinatown's primary goal is acquisition of dwelling units, priority dollars will not be given to new parks. Capital for turning courtyard space around Ping Yuen into plazas with amenities should also not result. Smaller projects such as redesigns and increased plantings are also easier to gain one-time donations from community organizations offering tree planting or environmental stewardship events.

Sustainable Chinatown's third outcome of livable, environmentally sustainable housing can be met in conjunction with its acquisition aspirations. A primary goal of HUD's Rental Assistance Demonstration program is to allow nonprofits to buy public housing in order to fix historically unresolved maintenance issues and infrastructure problems. The increased private funding will allow Sustainable Chinatown to retrofit buildings such as Ping Yuen and 462 Green St. with solar panels, eco-efficient windows, appliance, insulation, and heating and cooling. This will allow cleaner, more livable residential units, and the cost savings from green energy can be used to address infrastructure problems or finance additional acquisitions. In addition to federal and philanthropic funding, Sustainable Chinatown identified 4, 3rd party sources that invest in eco upgrades (PACE, ESA, OBF, OBR). Thus, this outcome will succeed in its proper funding and being tied to Sustainable Chinatown's primary outcome goal.

Sustainable Chinatown has success in creating coalitions and support for its initiative, which looks promising to achieve its outcomes. Its steering council was formed from nonprofits and powerful government offices such as the San Francisco Department of the Environment and the San Francisco Planning Department. Its other founding member, the San Francisco Foundation, carries \$1.5 billion in assets. Yet, Sustainable Chinatown engages community groups such as SRO Families Collaborative and Adopt an Alleyway Youth Organization. It also encourages public art demonstrations, exhibitions, and fairs to celebrate Chinatown and gain public voice on how to troubleshoot the neighborhood's environmental and affordability issues. With continued support from powerful organizations and the public, Sustainable Chinatown's outcomes look achievable.

Sustainable Chinatown will persuade many but not all of its audience. The general public and elected officials who represents them will be empathetic to preserving affordable housing. Environmental advocacy groups, more common in San Francisco than other portions of the U.S., will champion the greening of Chinatown. Government offices will continue to support the initiative in providing for public welfare. Those who are not persuaded are largely private developers and tech companies. Developers would seek to make a large profit in buying dilapidated, Chinatown buildings, razing them, and creating new apartments in San Francisco's exponentially expensive housing market. Tech companies of San Francisco and Silicon Valley are the primary source of gentrification for San Francisco residents and a leading cause of the exacerbation of income inequality for the city. Shifting their focus from profits and employee retention to neighborhood preservation is a large task.

Sustainable Chinatown could make 3 amendments to the plan. Securing larger donors for environmental projects, creating a booklet of personal stories as part of the report, and partnering with social agencies are recommendations. These would add strength to realizing outcomes.

Most of Sustainable Chinatown's funding is not environmentally designated. There are many untapped resources that Sustainable Chinatown can find to implement a new park or large green infrastructure project. As their second outcome of creating healthy, vibrant outdoor

spaces seems the last to be realized, it's worth looking at funding for specific environmental projects. The EPA gives \$4 billion every year in grant projects, yet they are not mentioned in Sustainable Chinatown's plan. There is a wide array of EPA grant programs available from environmental education, which could be used to support Sustainable Chinatown's eco-fairs, to environmental justice grants. A main goal of the environmental justice grant is to ensure equal access to green, livable outdoor spaces, regardless of race. As Chinatown is 80% minority and has "the City's lowest amounts of parks and open spaces per capita", this grant fits their needs perfectly (Sustainable Chinatown, 2017, p. 40).

Creating a booklet of residents' stories as a preface or appendix of the report would encourage empathy. The report has authoritative data and rational strategies yet lacks a personal element that many who are not planners need to relate to an individual's struggles. Personal stories are powerful tools to create community identities to which the public can connect.

The report mentions social service agencies, from workforce development to senior care and immigration services. However, it makes no mention of partnering with these agencies. Although Sustainable Chinatown's plan is more of a "sticks and bricks" focus, including collaboration with social services would add to the probability of success in cultural preservation. A low-income, immigrant community needs not only stable, affordable housing to survive but also services that allow them to gain employment and navigate the legal and medical care systems. Including social services in its plan would give a holistic outlook in providing for the population.

Source

Sustainable Chinatown. (2017). *Strategies for a Sustainable Chinatown*. San Francisco, CA: Sustainable Chinatown.