

APPENDIX B

Scope of Services

I. DEFINITIONS

Chinatown Working Group (CWG) [p.1]

Community Boards (CBs) [p.1]

Preliminary Action Plans (PAPs) [p.2]

New York City Department of City Planning (NYC DCP) [p.2]

Area Median Income (AMI) [p.4]

II. SERVICES

A. Background

Established in Fall 2008, the Chinatown Working Group (CWG) seeks to create a democratic, transparent and unprecedented community-based planning initiative so that Chinatown and surrounding areas self-determine its future.

The CWG is comprised of local “stakeholders” -- at present, fifty-two member organizations with varying backgrounds, affiliations and interests including all three Community Boards covering portions of Chinatown and surrounding areas (CBs #1, 2 & 3). In addition, the CWG has worked closely with elected officials representing Chinatown and surrounding areas, whose staff regularly attends CWG meetings.¹

One of the main needs identified by the CWG is a community-based 197-c plan that will protect the neighborhood’s low-income immigrant population and small businesses. CWG would then submit this proposal to the New York City Department of City Planning (NYC DCP).

In April 2010, the CWG received a grant from the Lower Manhattan Development Corporation for the purpose of hiring a planning consultant, through a fiscal conduit.

¹ The full CWG meets monthly, and also regularly in smaller working teams. To make sure the CWG fairly reflects the many points of view in our community, the CWG operates on the basis of one vote per organization. All substantive decisions are voted on by the full CWG, in person, and are recorded and available for public review. The schedule and minutes of CWG meetings are available on our website: www.chinatownworkinggroup.org

The CWG is led by two Co-Chairpersons, one from a member community-based organization and one from a member community board. Both are elected to a one-year term by a majority of the Working Group voting members.

B. Primary Role & Responsibility of Planning Consultant

The ultimate goal of the Consultant's work is preparation, finalization and submission of a proposed 197-c plan. The CWG will submit its 197-c plan to NYC DCP in conjunction with CBs 1, 2, and 3.

The primary responsibility of the Consultant is to provide and present research, analysis and recommendations that aim to (1) protect long-time residents, workers, small businesses, the future of immigration and other stakeholders – especially low-income families and other community members hit hardest by the economic downturn and post-9/11 fallout, (2) preserve affordable housing and affordable spaces for vital businesses and community institutions, and (3) encourage responsible development of new affordable residential and commercial spaces that do not adversely impact the community members and stakeholders that make our community the diverse, affordable and historic working-class neighborhood that it has been for over a century.

The Consultant will assist the CWG in refining and strengthening its current proposals through a continued public process, and will further inform the details of the proposals. In consultation with the CWG, the Consultant will build upon data and research that already exists and assemble and analyze new data according to the tasks below.

The CWG, in coordination with the fiscal conduit, hopes to select its planning consultant by late Spring/early Summer of 2012. If selected, the Consultant must be willing to acknowledge an understanding and willingness to work with the CWG.

III. Tasks

A. **Task I: Research of Existing Conditions & General Provisions for Creation of 197-c Plan**

1. **Task I Description & General Provisions:**

Consultant shall provide research and analysis of existing conditions to form the basis of the CWG's 197-c plan. Throughout this process, consultant shall provide continuing administrative support functions pertaining to the creation of the draft 197-c plan as provided below.

2. **Task I Deliverables:**

Consultant shall produce the following background materials:

General Background Data

- Previous plans, studies and surveys, including most recent research
- Neighborhood maps and profiles
- Context maps, zip code maps, and census tracts
- Neighborhood Projects that have received funding (to date and pending)
- Demographic figures including population growth and future immigration over a period of 30 years
- Environmentally sensitive sites
- Identify potential grants, funding sources and active government indicators

Consultant shall provide the following administrative support:

- Consultant shall produce hearing summaries, neighborhood association questionnaires, interview transcripts / a community feedback log
- Consultant shall provide language translation of all written materials produced in the following languages: Chinese, Spanish
- Consultant shall prepare reports and filing of documents pertaining to the draft 197-c plan
- Consultant shall prepare and distribute of all mailings, copies of written materials pertaining to the creation of the draft 197-c plan

3. **Task I Timeline:** TBD

B. **Task II: Zoning Research and Analysis**

1. **Task II Description:**

Consultant will assist the CWG in developing its zoning proposals and recommendations, with the goal of countering involuntary displacement of existing low income residents and small businesses in Chinatown and surrounding areas; preserving Chinatown as a first destination for immigrants; protecting Chinatown and the surrounding areas' long time residential and small businesses; promoting commercial stability,

preservation, growth and revitalization; encouraging balanced economic growth appropriate to this low-cost and affordable neighborhood, in particular to small businesses, non-profits and culturally based enterprises; protecting historical structures, distinctive architecture, notable streetscapes and other characteristic elements of the community while encouraging imaginative new designs that respect the significant architecture in the neighborhood.

In order to base CWG Affordability, Cultural and Historic Preservation, Zoning (CAPZ) working team proposals / recommendations on existing and new detailed research, in-depth fact-finding, consultant will provide a detailed description of zoning assumptions with supporting zoning calculations, as well as massing diagrams of the proposed development, including how proposed zoning changes might affect neighboring communities. Describe the proposed zoning mechanism(s) necessary to execute the plan(s), as well as the required approvals and the sequence and anticipated timing of obtaining approvals. Any development opportunities or proposals included in the plan must take any and all City, State and Federal requirements into consideration.

2. Zoning Data

- Current zoning maps and categorization
- Existing land use and built form
- Use conformance and bulk compliance, by area
- Housing density, population and immigration projections
- The real estate taxes of each building in each preservation zone
- Residential rent revenues of those buildings
- Number and density of residents in each building (sensitive data must be handled discreetly)
- Income of residents and their detailed geographic distribution
- Commercial rent revenues of each building
- Ownership of properties, corporate and individual entities
- Length of residency
- Origin of residents and first language
- Address of landlords (outside the metropolitan area, within the metropolitan area but outside Chinatown, or within Chinatown)
- Address of commercial renters (outside the metropolitan area, within the metropolitan area but outside of Chinatown, or within Chinatown)
- Duration of commercial renters
- Locality of residents' workplaces (outside the metropolitan area, within the metropolitan area but outside of Chinatown, or within Chinatown)
- A list of new construction since 1965, categorized by use type, height, FAR, architectural material, and residential and commercial volume and density.

3. Task II Deliverables:

Consultant shall:

- Provide data and analysis refining current CWG zoning proposals (See CAPZ 10/11/11 Minutes for proposal).
- Review case studies on zoning in the study area and benchmark best practices in other localities
- Research alternatives to Inclusionary Zoning, and other techniques to guarantee affordable housing and apartments (e.g. Single Room Occupancies, social service buildings).
- Determine the feasibility of zoning techniques to affordable manufacturing and commercial space

4. Task II Timeline: TBD

C. Task III: Affordability Research and Analysis

1. Task III Description:

The Consultant will aid the CWG identifying and proposing visionary programming to provide opportunities for new equitable housing, as well as the preservation of existing housing (both rental and homeownership) that is affordable to the community, including future immigrants, in order to counter the displacement of existing residents and businesses, and the decline of immigration into Chinatown. Affordability will be defined by the median household incomes for the local neighborhood – not the metropolitan Area Median Income (AMI). Definitions of affordability will be defined in consultation with and endorsed by the CWG, and will truly represent the income demographic and the needs of residents of the community and future immigration.

2. Data on Affordability:

- Statistics on city and local (neighborhood) Area Median Income (AMI), household incomes, contract rent, home values and other relevant socio-economic indicators
- Housing data including household size, home ownership, vacancy and occupancy, rental value, sales data, rent-regulations, and other relevant data
- Housing data including year round housing units
- Affordable housing units that currently exist

3. Task III Deliverables:

Consultant shall conduct research and provide analysis pertaining to housing cost and affordability, including but not limited to the following:

- Housing density permitted under proposed and current zoning
- Soft site analysis
- Consultant shall also research and provide corresponding materials analyzing and refining current CWG proposals for Affordability,

4. Task III Timeline: TBD

D. Task IV: Cultural & Historic Preservation Research and Analysis

1. Task IV Description:

To preserve and enhance the cultural characteristics of Chinatown and surrounding areas that make it a unique and diverse community, the Consultant will develop CWG recommendations to ensure that the proposals and efforts of the organization's working teams are consonant with the following community historic/cultural preservation, growth, and development goals:

- Cultivating a hospitable and affordable environment in Chinatown and surrounding areas for traditional and contemporary artists, artisans, cultural entities, culturally-based businesses, and cultural activities based inside and outside the community
- Supporting cultural activities and preservation efforts that will attract and retain Chinatown and surrounding areas residents, businesses, and visitors, while also addressing the quality and importance of family life and immigrant culture
- Recognizing, protecting and preserving Chinatown and the surrounding areas' historical buildings/structures and districts of architectural and/or cultural significance, its distinctive streetscapes and other characteristic elements of the community
- Encouraging imaginative new architecture and environmental design reflective of contemporary life and aesthetics, but also respecting and acting in harmony with older architectural styles in the neighborhood

2. Data Pertaining to Cultural and Historic Preservation:

- Historical background of the district and specific district features
- Urban design and open space data including age of all structures, current historic districts and landmarks
- Renderings or analytical drawings to demonstrate housing scale characteristic of neighborhood

3. Task IV Deliverables: Consultant shall research and provide corresponding materials:

- Analysis refining current CWG proposals for Cultural and Historic Preservation
- Listing and/or mapping of proposed cultural and historic resources
- Develop conceptual proposals for transformational development projects, such as major arts centers
- Research existing grants, financial incentives, and programs for restoration, repair, improvement and accessibility

4. Task IV Timeline: TBD

E. Task V: Economic Development Research and Analysis

1. Task V Description:

In consultation with the CWG, Consultant shall propose and promote economic development and revitalization strategies in Chinatown and surrounding areas that will prioritize the needs of local small businesses and small vendors, increase opportunity for local employment, expand job skills, and overall continue to ensure that Chinatown businesses continue to serve the existing residents of the neighborhood and future immigrants and remain affordable.

Current CWG Economic proposals advocate for the following:

- Create and integrate education and training opportunities to improve labor conditions to build a stronger base of Chinatown and surrounding areas resources.
- Identify poor labor practices.
- Provide targeted business assistance to help and support business expansion. Such assistance would include, but may not be limited to: Worker education programs; ESL programs; customer retention programs; new business incubators; new business investment programs/funds.
- Develop conceptual proposals for the creation of incubator industries and cultural, social and economic improvements.
- Provide for development of green businesses, incentives for renovation, addition of floors and/or restoration (where buildings have a historical context) in Zoning protections and modifications.
- Preserve Cultural/Commercial Core: create vending and storefront regulations just for Chinatown and surrounding areas to accommodate pedestrian flow—define allowed areas in cultural/historical context, consider no-vending areas; define amount of space allowed by vendors in Chinatown and surrounding areas' Special District(s).
- Recognize the National Status of the Chinatown/Little Italy Historic District and The Bowery Historic District designations.

2. Economic Development Data:

- Commercial corridors and incubator industries
- Breakdowns on occupational and business center(s), and employment figures
- Economic data on other New York City Chinatowns (such as Flushing), and other US Chinatowns, especially San Francisco, to understand the difference among these Chinatowns, including differences of average income, immigration status, commercial character and historical development, and the consequences of those differences and histories.

- Examine lending practices of Chinatown banks to the community relative to the savings the community provides to these banks. Are banks providing sufficient capital?
3. Task V Deliverables:
Consultant shall conduct research and provide analysis on the following:
- Current Economic development proposals, market analysis, and economic forecasting
 - New Economic development opportunities for small businesses
 - Projected revenues from Economic development Proposals
 - Analysis refining current CWG proposals for Economic development
4. Task V Timeline: TBD

F. Task VI: Additional Services

1. Meetings
- Consultant shall meet with the CWG at its monthly meetings to report progress for the development of the 197-c plan
 - Consultant shall attend discussions with relevant community groups and local businesses to inform development of 197-c plan
 - Consultant shall present preliminary findings to city agencies relating to the development of the 197-c plan
 - Consultant shall attend Public hearings to solicit input and community feedback to inform preparation / development of 197-c plan
 - Consultant will provide interpretation & translation services at select meetings in the following languages: Chinese (Mandarin, Cantonese & Fujianese), Spanish