

APPENDIX B

Scope of Services

I. DEFINITIONS

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II. SERVICES

The Chinatown Working Group (CWG) was established in the Fall 2008 with a not so simple goal: to create a democratic, transparent and, within New York City's Chinatown and surrounding areas, unprecedented community-based planning initiative to help self-determine Chinatown's 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 the electeds representing Chinatown and surrounding areas, whose staff regularly attends CWG meetings.¹

For nearly two years, CWG Working Teams have met regularly to focus on areas of concern in Chinatown and surrounding areas:

- Affordability
- Culture & Historic Preservation
- Economic Development & Revitalization
- Education & Schools
- Immigrant Affairs & Social Services
- Parks, Open Space & Recreation
- Traffic, Transportation, Circulation & Security
- Zoning

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.

CWG version submitted to EDC for review on 7/2/10; revised on 7.26.10

The CWG has also hosted two Town Halls attended by hundreds to gather additional community feedback, the most recent of which was conducted in three languages [English, Spanish, Chinese (Mandarin, Cantonese & Fujianese)].

Through this open and inclusive process, the CWG Working Teams have developed a number of proposals / recommendations, known as Preliminary Action Plans (PAPS), and corresponding study areas. After these proposals are endorsed by the full CWG, (a vote to be taken likely this Fall), they will serve as the basis for a proposed, community based 197-a plan to be submitted 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, with the New York City Economic Development Corporation (NYC EDC) serving as fiscal conduit.

The Consultant will assist the CWG in refining and strengthening its proposals through a continued public process, and will further inform the details of the proposals by assembling and analyzing relevant data and statistics according to the tasks below.

The ultimate goal of the consultant's work is preparation, finalization and submission of a proposed comprehensive, community-based 197-a plan, consistent with the requirements set forth by NYC DCP in the "Threshold Review" step of the 197-a plan process. In accordance with the City's Charter, the CWG will submit its 197-a plan to NYC DCP in conjunction with CBs 1, 2, and 3.

The CWG, in coordination with NYC EDC, hopes to select its planning consultant by October 2010. If selected, the Consultant must be willing to acknowledge an understanding and willingness to work with the CWG.

A. Task I: Research of Existing Conditions

1. Task I Description: Consultant shall provide research and analysis of existing conditions to form the basis of the CWG's 197-a plan.
2. Task I Deliverables: Consultant shall produce the following background materials:

General Background Data

- Previous plans, studies and surveys
- 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 diversity indicators
- Environmentally sensitive sites

- Identify potential grants, funding sources and active government indicators
- **Data on Affordability**
- Statistics on city and local (neighborhood) Area Median Income (AMI), 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
- **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
- **Data on Economic Factors**
- 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
- **Data for Education and Schools, Immigrant and Social Services**
- Demographic figures by age group and population projections
- Demographic figures including home language breakdown, population growth, diversity, immigration status, country of origin, English proficiency & educational attainment (for adults), class of admission (how many came through family visas/how many through employment visas/other visas), and comparison of the workforce with the residents
- Community facilities including day care, fire and emergency service, public schools, head start, health facilities, libraries, police, parks and recreation, public schools (and public school capacities) and senior centers, and their capacity
- **Data Pertaining to Parks, Open Space, and Recreation**
- Urban design and open space data including parks and open space, community gardens, including accessibility to the public
- Public access to waterfront areas
- Renderings and maps to demonstrate current issues and conditions for Parks, Open Space & Recreation
- **Traffic, Transportation and Security Data**
- Transportation maps showing truck routes, major highways, bus routes and subway lines, bike paths and greenways
- Traffic and transportation data including subway ridership and truck volume
- Current transportation proposals / illustrations
- Review of CATS I and II studies

- Data on pedestrian/vehicular accidents in Chinatown and surrounding areas
- Research on current available parking in the area

Zoning Data

- Current zoning maps and categorization
- Existing land use and built form
- Use conformance and bulk compliance, by area
- Housing density and population projections

3. Task I Timeline: TBD

B. Task II: Affordability Research and Analysis

1. Task II 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 in order to counter the displacement of existing residents and businesses. Affordability will be defined by utilizing a Local Area Median Income (AMI) figure, defined in consultation with and endorsed by the CWG, which will truly represent the income demographic and the needs of residents of the community.

2. Task II 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,

3. Task II Timeline: TBD

C. Task III: Cultural & Historic Preservation Research and Analysis

1. Task III 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

- 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. Task III 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
 - Research alternatives to Inclusionary Zoning programs for affordable housing and apartments (e.g. Single Room Occupancies, social service buildings, cheap hotels, hostels)
3. Task III Timeline: TBD

D. Task IV: Economic Development & Revitalization Research and Analysis

1. Task IV Description:

In consultation with the CWG, Consultant shall propose and promote economic development and revitalization strategies in Chinatown and surrounding areas that will broaden the base of businesses and classifications, increase opportunity for local employment, expand job skills, and overall, expand Chinatown and surrounding areas's customer/patron profile as a distinct and contributing New York City entity.

Current CWG Economic proposals advocate for the following:

- Create and integrate education and training opportunities to improve business practices and labor conditions and employee skills to build a stronger base of Chinatown and surrounding areas resources.
- 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.
- Coordinate and promote long-term environmental and business improvement efforts for the purpose of raising the community's image and stimulating business growth.
- Develop conceptual proposals for transformational development projects that can strengthen Chinatown and surrounding areas' inherent cultural, social and economic assets. E.G. renderings/ sketches, plans, etc.

- Cultural/Historic Preservation as an economic enhancement: provide for opportunities to showcase cultural and historic resources as an additional unique enhancement to NYC and tourist markets.
 - Provide for development of green businesses, increasing high-tech infrastructure build-outs, 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 better present/organize open market flavor but improve massing 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 Landmark Status of the Chinatown/Little Italy Historic District designation.
2. Task IV Deliverables: Consultant shall conduct research and provide analysis on the following:
 - Current Economic development proposals, market analysis, and economic forecasting
 - Projected revenues from Economic development Proposals
 - Analysis refining current CWG proposals for Economic development
 3. Task IV Timeline: TBD

E. Task V: Education & Schools Research and Analysis

1. Task V Description:

Consultant will assist the CWG in developing strategies for protecting, preserving, supporting and strengthening learning institutions (public schools, daycare centers, youth based organization, senior learning centers, GED and tutoring programs, etc.) that serve Chinatown and surrounding areas areas by:

- Prioritizing resources for adult learners and parents to improve their capacity as adult learners and parents
- Identifying strategies for increasing access to English Language Learning for local residents and parents
- Develop strategies to provide parents, schools, daycares, seniors and youth centered organizations with tools to empower themselves in the community.
- Identify ways to encourage partnerships and the pooling of resources between relevant community resources.
- Establishing a central clearinghouse on After-Schools, tutoring, cultural activities and other information for parents, young people and schools.
- Encouraging the young people of Chinatown and surrounding areas to have their own voice in the issues of learning and education.

2. Task V Deliverables: Consultant shall provide research and analysis of community needs, as well as research and provide corresponding materials on the following:
 - Analysis refining current CWG proposals for Education and Schools
3. Task V Timeline: TBD

F Task VI: Immigrant Affairs & Social Services Research and Analysis

1. Task VI Description:

Consultant shall help develop the proposals put forth by the CWG concerning Immigrant and Social services, addressing areas that revolve around the following four issues: jobs and economics, housing, language access, community social services. (See preliminary Action Plan for specific details)
2. Task VI Deliverables: Consultant shall provide information concerning the following:
 - Demographic figures on local immigrants including
 - o home language breakdown
 - o population growth
 - o diversity
 - o immigration status
 - o country of origin
 - o English proficiency & educational attainment (for adults)
 - o class of admission to the United States
 - o comparison of the local workforce with local residents
 - Inventory of community facilities including day care, fire and emergency service, public schools, health facilities, libraries, police, parks and recreation, public schools (and public school capacities) and senior centers
 - Research and evaluation of local immigrant needs
 - Research and evaluation of strategies to increase local immigrant access to opportunities
 - Research and evaluation of strategies to increase local community access to social services
 - Analysis refining current CWG proposals for Immigrant Affairs and Social Services.

G. Task VII: Parks, Open Space & Recreation Research and Analysis

1. Task VII Description:

The Consultant will assist the CWG in identifying mechanisms to increase open and green space, preserve and develop flexible multi-use space, and expand recreational opportunities.

Current CWG proposals advocate for the following:

- Improve the safety and cleanliness of local parks and open spaces.
- Foster in local residents a sense of community ownership and stewardship of our parks by the identifying roles that our local institutions can play – be it the private sector (e.g. banks, businesses, real estate owners) and public (e.g. schools).
- Strive for a balance between beautification and economic development ensuring the improvement of local parks and open spaces benefits existing residents and does not spur further displacement as it increases property values.
- Make better use of existing resources (e.g. underutilized and poorly programmed public housing campuses) as sites for open space.
- Gather community input and prioritize community uses in local parks.
- Foster communication and interagency coordination in regards to local parks.

2. Task VII Deliverables: Consultant shall provide research and analysis of community needs, as well as research and provide corresponding materials on the following:

- Analysis refining current CWG proposals for Parks, Open Space, and Recreation

3. Task VII Timeline: TBD

H. Task VIII: Traffic, Transportation, Circulation & Security Research and Analysis

1. Task VIII Description:

Consultant will assist the CWG in developing its proposed strategies to alleviate local issues concerning parking, transportation, circulation, and safety by creating and/or endorsing proposals to: re-establish lost parking; promote public transportation; ease bus congestion; plan for private transportation (buses, shuttles, etc.); improve pedestrian and cyclist safety; strive for a balance in transportation, parking, and security; foster community input and involvement in vehicular and pedestrian traffic planning and monitoring with an ongoing transparent process; advocate for "natural" [holistic] designs and flows; develop improvements to physical layout by taking small steps toward goals that measure the effectiveness/success/failure at each step and provide opportunity to reassess the path accordingly.

2. Task VIII Deliverables: Consultant shall research and provide corresponding materials on the following:

- Analysis and refining of current CWG proposals for Traffic, Transportation, Circulation & Security
 - Analysis of impact of additional parking
3. Task VIII Timeline: TBD

I. Task IX: Zoning Research and Analysis

1. Task IX Description:

Consultant will assist the CWG in developing its zoning proposals /recommendations, with the goal of protecting Chinatown and surrounding areas's 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. Other goals include: 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; countering involuntary displacement of existing entities such as low income residents.

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. Task IX Deliverables: Consultant shall:

- provide data, as well as analysis refining current CWG zoning proposals

3. Task IX Timeline: TBD

J. Task X: Additional Services and Work Product Related to All Tasks

1. Meetings

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

2. General Provisions: Consultant shall provide the following continuing administrative support functions pertaining to the creation of the draft 197-a plan:

- 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-a plan
- Consultant shall prepare and distribute of all mailings, copies of written materials pertaining to the creation of the draft 197-a plan