

Introduction to Groundwork Lawrence and our CIP

Groundwork Lawrence (GWL) was founded in 1999 (and incorporated in 2001) to foster and awaken the potential of Greater Lawrence neighborhoods that had experienced decades of decline in their physical and social environments. Through collaborative, on-the-ground projects that empower residents and youth to transform themselves and the community, GWL is committed to “changing places and changing lives.” Our formal mission is: “to bring about the sustained regeneration, improvement and management of the physical environment by developing community-based partnerships which empower people, businesses, and organizations to promote environmental, economic and social well-being.” GWL is certified as a CDC. Since our founding, we have developed and executed a series of strategic planning processes which inform the CIP that we present here. Our CIP is based on the accumulated community input we have received from working in each of our 4 core work areas over the past 19 years and from our deep engagement in community groups and alliances. This CIP is scheduled for approval at GWL’s December 10, 2018 Board Meeting.

Section 1: Community or Constituency to be served

GWL’s primary service area is Lawrence. Our secondary areas are Methuen and Haverhill.

History: Created by industrial barons of the 19th century, Lawrence was developed as a fully planned city. It was built at the height of the Industrial Revolution to maximize river-fueled mill power, propelling its rise to become the largest manufacturer of worsted woolen textiles in the world. However, marked strongly by the departure of most of the mill industry by 1950, a cycle of disinvestment and decline followed. Lawrence was left contaminated from its industrial heyday, as well as from its days as host to trash incinerators and landfills, resulting in current issues of brownfields, vacant lots, limited green space and urban tree canopy, air pollution and auto traffic. Similar histories and issues exist for the Methuen and Haverhill neighborhoods we work in.

Constituencies: Lawrence is home to 80,231 residents and is the most heavily populated Latinx city in New England and one of the poorest and youngest. Per 2015 US Census data, 26% of residents are living below the poverty level, 40% are below the age of 25 and 76% are Latinx. Low income and working poor families are vulnerable to unpredictable events such as sudden job loss, a steep rise in utility bills or food prices, or the recent gas pipeline disaster. One in 3 families is persistently unable to meet their daily food needs. One in 7 families receives SNAP though hundreds more qualify, 82% of school children are eligible for free or reduced-price meals. Because of this economic hardship, residents experience high rates of diet-related illnesses like Type II diabetes (rates are 76% higher than those across MA), heart disease, stroke and obesity. At 51%, Lawrence has the state’s highest rate of childhood obesity. **Lawrence Today:** Despite its challenges, Lawrence is poised to restore its status as one of Merrimack Valley’s economic and cultural centers, with hundreds of millions of dollars invested in redevelopment of its historic mills, connection to Boston via commuter rail, regional motor vehicle connection via Interstates 495 and 93, a hard-working and entrepreneurial Latinx immigrant community, a high functioning nonprofit sector, a growing invested business community, and renewed community vitality. **Methuen & Haverhill:** Within Methuen (population 49,112, median household income \$70,758) and Haverhill (population 62,488, median household income \$60,345), GWL has worked on business corridor improvements, park projects and tree planting focused on Community Development Block Grant (CDBG) eligible areas intended principally for low to moderate-income (LMI) persons.

Section 2: Involvement of community residents and stakeholders in GWL and our CIP

GWL was selected by the community to serve the community and that ethic was woven into the fabric of our organization from the very beginning. In the late 90s, a group of local stakeholders including mill and other business owners, city officials, the organization that became Lawrence CommunityWorks (LCW), nonprofits, and residents completed GWL’s feasibility study. The study, sponsored by the US National Park Service and EPA, in partnership with the City of Lawrence (CoL), Lawrence into Action and the Merrimack College Urban

Institute found that “a Groundwork Trust could play a significant role in aspects of the revitalization of the city...It could be the environmental arm of the Lawrence Initiative...working with community groups to help them achieve their local projects and being proactive, developing programs of its own.”

Staff/Board: GWL is comprised of community members and this engagement and connection informs our work daily. Of our 17-member staff, 11 people currently live in and/or were born and raised in Lawrence, Methuen and Haverhill. Our 10-member board of directors includes 7 members who live and/or work in the 3 cities, and all have a deep connection and commitment to the Greater Lawrence area. Please refer to our Board of Directors list and FY19 Organization Chart in Attachments A & B.

Community Engagement in Projects and Programs: GWL’s open space development projects involve the long-term engagement of community stakeholders to ensure relevance and buy-in from residents, business owners and city officials. The following examples demonstrate our skill and experience in being a catalyst for open space economic development projects. Our projects and programs are more fully described in Section 4. Specific recommendations from the initiatives listed below are included in Section 7.

Reviviendo Gateway Initiative (RGI) 2002: was a partnership between GWL, LCW and the CoL. This community-based effort led to a mixed-use zoning overlay for the North Common neighborhood triggering significant revitalization including the redevelopment of vacant mills and the redevelopment of an underused lot into Ferrous Urban Wild Park which is the capstone park of the 3.5-mile Spicket River Greenway GWL developed with the city. GWL also worked with the city and the North Canal Coalition (NCC) to build Warehouse Square and construct corridor improvements, transforming a major intersection into a gateway for the North Canal District. Moving forward, GWL will partner with LCW on the Ultimate Windows site, located between Ferrous and Union Crossing, to ensure activation and integration of the park and the developing Merrimack River Trail.

Parks for Public Spaces (PPS) Placemaking- N. Canal District 2012: PPS facilitated 2 workshops, hosted by GWL and LCW, to initiate a community visioning and Placemaking process that featured a walking tour of the N. Canal District and PPS’s Power of 10 and Place Performance Evaluation. Each workshop had 75 participants, who were asked to “envision how lighter, quicker, cheaper interventions could be implemented in the short term in the 5 sites that the community identified as those in the district with the most potential to become great places.” This effort and the ULI TAP (below) served as a community check-in activity from the original RGI effort (above).

Urban Land Institute (ULI) Technical Assistance Panel Report (TAP) 2013: GWL brought ULI to Lawrence through a partnership with Mass Development and the MA Smart Growth Alliance, for the N. Canal District. The TAP brought together a diverse group of 24 stakeholders—including property owners, residents, community organizations, businesses, city councilors, and other city and regional officials—to meet with the panel and share information, ideas, and dreams on a range of issues affecting the N. Canal District.

City of Lawrence Open Space & Recreation Plan (OSRP) 2018: GWL recently completed the city’s renewal of its OSRP. GWL conducted public outreach through individual interviews with local officials, stakeholder interviews, a focus group with sport league representatives, OSRP English/Spanish surveys and a new bilingual website lawrenceparksrecreationplan.com. OSRP presentations were done with 8 neighborhood associations, 4 schools, 4 city boards/commissions, MHTF, and Lawrence Redevelopment Authority. Residents participated in 3 community meetings (one specifically for youth) and 360 surveys were completed. The OSRP covers the next 7 years, providing a blueprint for GWL’s next phase of open space improvement efforts.

Lawrence Mayor’s Health Task Force (MHTF) Strategic Plan 2017: is a broad-based collaborative of health care and social services providers, environmental groups, academic institutions, businesses, city planners, and visionaries whose mission is to develop healthy public policies and activities that accommodate the changing

conditions of the total community and promote improvement in the quality of life of its citizens. GWL's Executive Director is a member of the Executive Committee and GWL's Deputy Director is a Tri-Chair of the Healthy, Active Living Working Group. Both played key roles in the strategic planning process. GWL relevant health focus areas are: 1) improve adolescent health and promote youth leadership, 2) improve healthy, active living among residents, and 3) improve the quality of life of Lawrence's chronically homeless residents.

Residents are integral to developing our community engagement and education programs which call on the work of more than 2,000 volunteers serving approximately 50,000 residents each year. In addition to residents, we collaborate with **local businesses** in order to engage them in providing sponsorships for our community-wide clean-ups and events and in smaller group stewardship projects.

Alignment with Other Lawrence-based CDCs: 3 other Lawrence CDCs work informs and supports our CIP:

- **Lawrence Community Works (LCW):** GWL has a deep relationship with LCW, focused on the North Common and Canal District neighborhoods, since LCW's prominent role in GWL's founding. Our first major project together was RGI in 2002 (described above). GWL regularly provides our Healthy Living Workshops to LCW's members, a GWL employee serves on LCW's Board of Directors, an LCW employee serves on our advisory council, and we are serial partners. GWL is now housed in LCW's Union Crossing development and we are partnering with LCW as they begin the planning process to transform the buildings between our office and Ferrous Park into a stable, healthy real estate asset. We continue to develop programs together, including supporting the new TDI district and the Lawrence Partnership (see below).
- **ACT Lawrence**, a newly certified CDC with a strong base in the Arlington neighborhood. GWL has partnered with ACT over the years on youth programming, volunteer events, and open space projects, the most successful of which was the expanded Kennedy Playstead, which added momentum to the Spicket River Greenway's development. We continue to partner on activating spaces together, most recently at Cronin Park.
- **Mill Cities Community Investments (MCCI)**, also newly certified, is a key partner with our Healthy on the Block/Bodegas Saludables program. MCCI provides technical assistance to bodegas owners, supporting development of economically healthy local businesses, as GWL supports the owners in offering healthy options to their customers, supporting a healthier city.

Community Engagement via Alliances: GWL is deeply networked in the community through our participation in collaborative groups working to bring about revitalization across the public health, educational, economic and environmental sectors. These include:

- **Lawrence Mayor's Health Task Force (MHTF)** please see above.
- **Lawrence Partnership (LP)**, a private/public sector collaboration for the economic and general improvement of Lawrence. GWL's Executive Director was a founding member, serves on the Executive Committee of the Board in her role as Board Treasurer and chair of the Finance & Audit Committee.
- **Lawrence Transformative Development Initiative (TDI) District**, the designation was secured this year and GWL is a lead partner, along with the LP, working with the city to receive enhanced and customized technical assistance, real estate services, and implementation support of a district plan encompassing portions of the North Canal and Essex Street districts with Lawrence's TDI fellow.
- **North Canal Coalition (NCC)**, in addition to engaging community groups through specific project outreach, GWL's Project Director co-chairs the NCC, a group of 20 property owners based in this historically and economically important district. We convene the group, which combined owns over 3.3 million square feet of mill space in over 60 acres of the City's North Canal District, monthly to discuss shared improvements, group marketing proposals, canal maintenance, project updates and economic development opportunities.

Section 3: Plan Goals

Lawrence is a community in the midst of a dramatic process of revitalization, and as such, conditions on the

ground are constantly changing. For this reason, we have found that having a commitment to continual planning and community engagement to be most effective. We continually assess where there is the most momentum in the community for revitalization and we respond accordingly. In this way, we strive toward our longer-term outlook but remain nimble and opportunistic based on what's happening in our community right now. We launched a strategic planning process in 2012 with an all-staff, all-board retreat, followed by a process where we created a framework for our work by defining the 4 groupings presented below, as well as vision and mission statements for each. Leadership regularly reviews this framework and adapts it to meet our continual strategic positioning. With the creation of this framework, the Board and executive staff utilize it to review community priorities, assess GWL's ability to implement projects and programs to meet the identified needs, and to ensure that GWL has the collaborations to be successful. As a Social Innovation Forum Innovator, we developed a model graphic to communicate our framework to others. Please see Attachment C for the GWL Model Graphic and Attachments D and E for graphic representations of our GWUSA Network shared theory of change for our Open Space Improvements and Youth Education work.

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

Vision Statement: GWL will promote Greater Lawrence's identity and reputation as an affordable, prosperous and healthy green community by providing a high quality built and natural environment through the renovation of existing facilities, creating new recreational opportunities, and restoring Lawrence's 3 rivers. GWL will leverage skills and capacity to connect improvements in Lawrence to surrounding communities.

Methodology: GWL works to make Greater Lawrence a cleaner, greener place to live, work, and play. Our environmental improvement projects focus on making underutilized outdoor spaces safe, accessible and attractive. GWL projects transform vacant and often contaminated open spaces into parks, playgrounds, gardens, trails and pathways, promoting healthy pursuits like walking, running, cycling and gardening.

EDUCATION & JOB TRAINING

Vision Statement: GWL will develop a new generation of environmentally engaged leaders and employable residents to strengthen and expand the green economy by providing opportunities from crayons to careers.

Methodology: Through its education, community service, job training and employment programs, GWL cultivates respect for the environment, social awareness and healthy behaviors while concurrently preparing young people to be positive role models and future leaders in the community.

COMMUNITY ENGAGEMENT

Vision Statement: GWL will promote community engagement to help residents individually and collectively achieve economic self-sufficiency, feel safe and take pride in a clean, green, healthy and resilient community.

Methodology: GWL understands that to meet its mission it must engage with and respond to the community it serves. With that in mind, our education programs, volunteer events, and family activities are designed to foster ownership among participants in making Greater Lawrence a safe, healthy place to live, work, and play.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

Vision Statement: GWL will increase access to high-quality fresh produce and healthy foods in the Greater Lawrence area thereby enabling residents to make healthy food choices for themselves and their families and improve public health by decreasing the rate of diet-related preventable disease.

Methodology: GWL increases fresh, healthy food access by creating and supporting clean spaces to grow food, teaching about culturally relevant, healthy meals, subsidizing and ensuring access through GWL's farmers markets and Farmer Dave's CSA, and supporting local bodega owners in marketing and selling healthier food.

Section 4: Activities to be Undertaken

In addition to listing our activities in this section, we have included a chart outlining activities to be taken over

the next 3 years in the context of partners, outputs and outcomes (see Section 10). Our activities include:

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

Urban Forestry: Through a partnership with the Commonwealth’s Greening the Gateway Cities project we are currently implementing an ambitious multi-year tree planting program. In Lawrence, GWL is in the process of finding homes for 2,800 trees in public and private spaces. In Haverhill, an additional 3,000 trees will be planted with GWL assisting DCR with outreach. Increasing the urban tree canopy adds beauty to the community as well as shade for residents and helps to alleviate the heat-island effect in urban areas. Trees absorb CO2 and particulate matter, helping to clean the air, and reduce greenhouse gas emissions. Trees have many public health benefits and absorb and filter storm water runoff, helping to minimize flooding during storm events and keep the rivers clean. Studies show that an increased tree canopy decreases crime and residents feel safer in their neighborhoods.

Parks: We transform underused, blighted and contaminated spaces into neighborhood assets including parks, playgrounds, trails and gardens. In the next 3 years we anticipate managing the (re)development of 4 Lawrence parks. We will also partner with the city and Columbia Gas to redevelop the damaged done to 3 parks (S. Common, Pemberton and Sullivan) by the placement of trailers through the pipeline disaster relief effort. We will continue partnering with all 3 cities on their pipeline of projects based on each city’s OSRP.

Trails: We will continue to develop multipurpose, pedestrian trails in Lawrence, Methuen and Haverhill to provide the community with safe means of pedestrian travel to their jobs, schools, stores and other assets. Trails also provide the community with recreational space for walking, running and biking and they connect the community to regional trails which also brings visitors in from the neighboring communities to shop and dine, thus supporting economic activity. In the next three years, we anticipate initiating, planning or completing construction of four Greater Lawrence trails. GWL and the CoL are implementing Plan LMRC, a planning project for the Manchester Lawrence Rail Corridor (MLRC). The Lawrence reach of the MLRC comprises 14 acres of derelict land and is approximately 1.5 miles long. The project focuses on 3 catalyst sites: Flametech Steel, Downtown Crossing, and the corridor itself, and is currently in design with funding through the Gateway City Park Program and is slated for construction utilizing \$20M from the Federal Transportation Improvement Program (TIP) in 2023. Manchester St. Park connects the MLRC to the Spicket River Greenway. We continue to work with the city to expand Manchester St. Park and develop a parking lot for a locally owned Latinx grocery store. This project supports the new IndusPad manufacturing incubator (former Malden Mills complex) and surrounding mills being redeveloped into affordable housing. The MLRC continues into Methuen and the project is currently in construction. The paved path links the new affordable housing developments and the grocery store to downtown Methuen. The MLRC connects to the planned Merrimack River Trail (MRT) with the potential for park on the bridge crossing the river. The first piece of the MRT was built into Ferrous Park, where it connects to the Spicket River Greenway. Over the past 2 years trail work has been completed using GWL Green Team members in partnership with the Appalachian Mountain Club (AMC) and local land trust, AVIS, as well as service days with Merrimack College and Greater Lawrence Technical School (GLTS) students. GWL has secured a foundation grant for conceptual design and to begin easement negotiations. We estimate the trail work will take several years to complete.

North Canal Coalition (NCC): Please refer the Section 1 for a description of this activity.

Tactical Urbanism: We are partnering with NECC and the city to implement a series of tactical urbanism efforts described in the newly adopted Lawrence Urban Renewal Plan (Lawrence TBD). We recently completed an upgrade of the Buckley Garage façade through Mass Development’s Commonwealth Places program, Project partner Elevated Thought, in partnership with the city, Lawrence Library, and GWL, has secured a grant from the Essex County Community Foundation’s Creative County Initiative, which will be used to connect the library to other creative improvements including the proposed O’Neill Park improvements, further connecting nature, recreation, and the arts.

Brownfields Assessment and Abatement: Tombarello is a publicly owned 14-acre brownfield redevelopment project. The site is the largest undeveloped parcel in Lawrence and is a top priority for the Rivera administration. The EPA is currently advancing an emergency response cleanup to remove a PCB hot spot (1250 cubic yards). GWL is helping the city manage its EPA cleanup and assessment grants. When the EPA emergency response is completed, GWL and the city will hold a series of public meetings to guide the reuse planning. These meetings will form the basis of requesting redevelopment proposals from developers. GWL is also partnering with the Merrimack Valley Planning Commission to ensure developers interested in our 3 cities are aware of their EPA Brownfields Revolving Loan Fund.

EDUCATION & JOB TRAINING

PreK-12 Educational Programming: We continue to engage Lawrence Public School (LPS) students with environmental and public-health, Science, Math, Engineering and Math (STEM)-based, service learning programming to increase academic performance and advancement in life and to encourage these primarily Latinx students to pursue careers in fields in which they are underrepresented. Our curriculum aligns with the MA State Frameworks on Science, ELA, as well as the Comprehensive Health Standards and reinforces STEM-related concepts in innovative ways. We are currently developing a partnership with GLTS focused on sustainable horticulture and landscaping, connecting to our urban farm and Merrimack River Trail projects. In the next 3 years, we anticipate serving 1,300 PreK-12 students each school year and 200 each summer with regular enrichment programming through Urban Adventures. We will continue to develop curriculum and programming for Costello Urban Farm, Ferrous Urban Wild Park and Den Rock Park as outdoor education centers, making the ecological assets standard field trip sites for local schools.

Youth Employment: We engage Lawrence youth in environmental and public-health based leadership development employment with the goal of increasing their professional horizons and developing Lawrence's next generation of leaders. Urban Adventures provides 3 Jr. Counselor jobs. In Green Team, youth learn on the-job soft skills such as public speaking, resume writing and business planning as well as skills related to urban planning, environmental stewardship, urban agriculture and community engagement. Youth are exposed to a wide-range of career pathways and meet professionals working in these areas. Youth are provided the opportunity to travel to local, state and national parks to camp, hike and engage in service learning projects. In the next 3 years, we anticipate supporting 50 part-time Green Team and 6 Summer Team Leaders jobs each year. We will also explore new funding resources (utilizing CITC) to expand the number of positions, with the goal of adding 12 more summer positions for FY21.

COMMUNITY ENGAGEMENT

Community-Wide Stewardship: To keep parks and open spaces that we have developed clean and beautiful and to develop local stewards, we will continue to coordinate 2 annual community-wide volunteer cleanups each year: Earth Day/Comcast Cares Day in the spring and the Spicket River Cleanup in the fall.

Partner Stewardship Events: We will continue to facilitate the stewardship interests of smaller groups throughout the year including local corporate groups, churches and community organizations. In the next 3 years, we anticipate increasing the number of participants by 10% a year (FY19 to-date is 93).

Community Health & Safety Programs and Celebrations: To encourage the use of open spaces and to reinforce public safety we will continue to host an annual Kite Festival, which is now incorporated in the MHTF's S.A.L.S.A. Festival. We will hold our Spicket River Greenway 5K Walk/Run event annually. In the next 3 years, we anticipate engaging at least 2,000 Greater Lawrence residents each year in these civic events. As part of our collaboration with the MHTF and our role in implementing the city's OSRP, we will work with our partners to further activate Lawrence's open spaces and increase their use for exercise and recreation.

Healthy Aging (new) - GWL is the lead grantee, partnering with MHTF, Office of Planning and Development, the Council on Aging (COA)/Senior Center, and UMass Lowell (UML), to develop a city-wide action plan to

advance age-friendly systems, policies and practices in the city. Our project is a direct response to Mayor Rivera's Age-Friendly City Proclamation that designated Lawrence's COA and MHTF to lead a multi-stakeholder group that includes elders to plan, assess, and develop strategies that support active aging. As a team, GWL, UML and the CoL will assess the city's strengths and identify gaps within policies, programs, and infrastructure. Areas of focus will include 9 domains: Transportation; Housing; Outdoor spaces/Buildings; Health Services; Healthy Living; Volunteer/Employment; Social participation/Community Supports; Safety/Crime/Neglect/Abuse/Fraud; and Immigrant Services.

Lawrence Partnership (LP): a collaboration that focuses on investing in Lawrence's people, nurturing small business owners, designing training and career paths for residents, and catalyzing economic development, we will continue to play leadership roles in the organization to support the city's small business eco-system.

Additional Partnerships: Please refer to the description in Section 2.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

Fresh food access was highlighted as a priority in GWL's Feasibility Study, which GWL started to address in 2006 by launching a network of community garden sites throughout the city. In 2007, GWL secured an USDA Community Food Planning grant that allowed us to lead a community-assessment focused on healthy food access. What we found was that barriers included few local locations to buy fresh produce, food cost, and transportation needs. In response, GWL has developed 11 *community garden* sites, 14 *schoolyard gardens*, an urban farm, expanded the *farmers market* to 3 sites, launched a CSA with Farmer Dave's and the *GWL Share-A-Share™ (SAS)* subsidy program, created the *Healthy on the Block/Bodegas Saludables* program with the MHTF and MCCI, and built a *Learning Kitchen* for healthy cooking classes and food preservation.

After 17 years of increasing fresh food access, the biggest impact on making fresh food accessible has been the Commonwealth's *Healthy Incentives Program (HIP)*. GWL was an early partner with DTA and MDAR in launching HIP, first subsidizing CSAs and now at GWL farmers markets. In 2017, due to HIP, GWL market sales increased 176% from \$86,576 (2016) to \$239,163 (2017). Based on demand, GWL launched our first ever winter farmers market (\$80,416). This year, while the number of customers decreased slightly at our 3 regular season markets, total sales increased by another 44% to \$344,296. CITC and our partnership with MHIC (which accepts sponsorship funds from our local health care providers and matches them with CITC) has enabled us to expand the farmers market network and to make the quick decision to launch the winter market to ensure the Greater Lawrence community had access to healthy, local produce last winter. With the recent extension of HIP through February 2019 we will be managing a winter market again.

Healthy Living Community Education: We will continue to increase the healthy living competency of our immigrant population by introducing them to New England crops, emphasizing the importance of a diet based on healthy foods, and demonstrating how to cook with, shop for and preserve local produce. In the next 3 years, we anticipate engaging 10% more residents each year with classes and workshops (FY18 base of 172).

Lawrence's obesity rate has started to drop, and GWL and our partners are seeing success based on our joint efforts to improve the city's public health. It is time to pause, evaluate our efforts and update the *Community Food Plan*. GWL is partnering with the MHTF and its Healthy, Active Living Working Group to update the plan, which we anticipate will be completed in FY20. The updated plan, along with our local health care providers upcoming renewed Community Health Assessments, will provide us with the information needed for our next 3-5 years of strategic goals.

Section 5: How Success Will Be Measured and/or Evaluated:

In addition to tracking the outputs listed in Section 4 above, we will measure the impact of our work through the outputs and outcomes that are listed in Section 10 as summarized here:

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS: We will measure our success in the short term by recording the number of parks, trees, gardens, and trails that we plant, develop, redevelop, manage and/or design. In the long term, we will measure our success by tracking the impact that our projects have on environmental and public health, economic and crime statistics.

EDUCATION & JOB TRAINING: We will measure our success in the short term by recording the number of students we teach each year and the dosage of education we provide (hours per student per year). We will also use formative and summative assessment tools to measure students' short-term increase in knowledge due to our programming, their increased awareness of and competency about environmental and public health issues and their increased sense of place and city pride. We will survey LPS teachers to understand the impact they witness of GWL's programs on their students' performance. In the long term, we will measure the success by gauging our impact on student academic performance and high school graduation rates. Further, we will develop the systems needed to gauge the number of our students who pursue third level education and/or careers in the environmental or public health field and track the number of Lawrence youth we retain/regain in the city upon high school graduation and who become as our next generation of civic leaders.

COMMUNITY ENGAGEMENT: We will measure short term impact by tracking the number of people we engage each year through our events. In the long term, we will measure our success by the extent to which the community develops pride and ownership of their city, helps to steward, and beautify their public spaces and rivers, makes good use of them resulting in lower rates of diet- and weight-related diseases.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING: We will measure the short-term impact by measuring the output of affordable, fresh, culturally appropriate produce we make available to the community, the number of garden sites and raised beds we help manage and the number of people we engage through our educational programming. In the long term, we will measure our impact by tracking the community's rate of diet-related, chronic diseases, the increase in social capital related to the garden sites and the increased healthy food economy through the bodegas.

Section 6: Collaborative Efforts to Support Implementation

Please refer to Section 10 for a full listing of our primary partners for each of our work areas. A summary is provided below.

- *LCW, Family Resource Center (FRC), LP, MHTF:* our primary outreach partners collaborate to increase the public health and economic assets of the community.
- *City of Lawrence, Haverhill and Methuen:* depending on the needs of each project, we provide planning, project management, outreach and community engagement, and fundraising services.
- *LPS, GLTS, Boys & Girls Club, MVYMCA, LCW, Elevated Thought, Lawrence Parks and Rec Dept.:* Our youth education partners provide youth participants, learning space, and supporting activities.
- *Lawrence Partnership, MCCI, LCW, TDI District Partnership, North Canal Coalition:* enable GWL to support Lawrence and community member's economic development and building financial assets.
- *MHTF and COA/Senior Center:* These are our primary public health improvement and outreach partners and we work closely together on initiatives such as Healthy on the Block, the Healthy Active Living Resolution, S.A.L.S.A. festival, and Age-Friendly policy development.

Section 7: Integration of Activities/Consistency with Community Strategy and Vision

Our work is informed by the neighborhood, community, municipal and regional plans of partnering organizations. Please refer to Section 2 for an introduction to the groups listed below.

Lawrence OSRP 2018: provide an excellent park system with passive and active recreational opportunities that is equitable for all residents, enhances important natural resources, and values the preservation of historic resources. 1) Meet the recreational needs of all residents by providing a diverse range of park amenities that appeals to all ages, genders, and abilities; 2) Increase resident awareness about the natural, cultural,

recreational, and historic resources provided by Lawrence’s park system; 3) Provide residents with alternative transportation options through the establishment of an interconnected system of rail trails, riverwalks, and greenways; 4) Preserving and maintaining Lawrence’s historic resources and its rich cultural heritage; 5) Continue to provide opportunities for urban agriculture as a source of local, fresh food for residents; and 6) Meet the evolving needs of residents by maintaining and renovating existing parks and open spaces.

MHTF Mass in Motion Plan 2018: Based on the recent completion of a Strategic Plan process that included member organizations and city departments, facilitated by Institute for Community Health, and informed by our local health agencies’ Community Health Assessments, the following goals have been set: 1) By 2020, Lawrence will have a Community Food Plan, that will serve to guide food service and financial appropriation decisions, policies, systems, and procedures related to efficiently addressing food access for residents, 2) By 2024, Lawrence will have an Age-Friendly Framework, to guide decisions, policies, and procedures related to efforts which contribute to our residents successfully aging in place in the city, and 3) By 2024, Lawrence will have worked from the new OSRP, to advance initiatives directly related to activating parks and open spaces, which engages residents in social, physical and civic activities.

The Lawrence Urban Renewal Plan, Lawrence TBD (2017) emphasizes economic development and how that emphasis will impact job creation, resident quality of life, and fiscal stability for the city itself. An extensive public process, which included a Citizen’s Advisory Committee of 25 members, formal workshops, open houses, and outreach to developers and community groups, guided the plan’s recommended strategies and actions. These include economic development that targets 5 industries with particular relevance because they already exist in the target area of this communitywide assessment proposal: food manufacturing and production, specialty manufacturing, healthcare, education, and arts and culture. Analysis undertaken during the planning process suggests employment growth within these industries at the city and county level.

LCW CIP 2017-2019: includes “create a vibrant mixed use community in the heart of the city, linking the revitalization of the N. Common neighborhood and the Mill District ... to reach our vision of Lawrence as having a robust physical landscape marked by a healthy mix of housing options, vital commercial development and attractive open spaces” and names GWL as an “open space developer; partner on neighborhood park and playground development, community gardens on vacant lots, streetscape improvements and tree planting, North Canal planning process, educational workshops, youth programming; long history of successful joint funding applications. GWL is a key partner in coordinated place-based investments that create a greater whole, and systems change efforts.”

Lawrence Consolidated Plan FY2016-2020 includes: “Strengthen neighborhoods through investments in public infrastructure, parks and open space, and public facilities; Investment in public services and community facilities that provide new or improved access to programs that serve youth, seniors, and at-risk, vulnerable households; Expansion of economic opportunities through support for small businesses...”

Lawrence General Hospital 2016 Community Health Needs Assessment notes that obesity and diabetes were considered highly prevalent. Accessibility to healthy foods were noted by some as a barrier to eating healthier foods and crime and busy work schedules were mentioned as barriers to being physically active.

Holy Family Hospital 2015 Community Health Needs Assessment reports that obesity remains a major community health issue, and many health care and social service providers, as well as residents, are alarmed by people’s lack of knowledge about good nutrition, the limited access to fresh produce, resistance to exercise and play, and poor nutritional choices—due to little money for good food or proximity to major supermarkets.

The City of Lawrence 2013 Healthy Active Living Resolution calls for “improvements to the “built environment ... including, bike and pedestrian friendly streets, adequate public transportation, access to healthy food retailers, access to parks, trails and grocery stores” to address high obesity rates.

Parks for Public Spaces (PPS) 2013: Recommendations related to GWL include: work with property owners to secure access and develop open space plans; promote physical activity; program and organize the nature tours, help with cleanup, and set up a farmers market; trees and trash barrels; program and organize cleanup campaign.

Urban Land Institute (ULI) 2013 Technical Assistance Panel Report (TAP): identified the following as one of 4 main factors needing to be addressed to foster revitalization: “formal walking paths, lighting, and signage...amenities that will serve residents—and workers—who move into the area. A streetscape with adequate sidewalks, lighting and sidewalks is also an important, but longer-term proposition.”

Lawrence Public Schools 2012 Turn Around Plan strategies include: “Extended time, strategic use of data and high expectations for academic achievement; Strengthened support and engagement for students beyond academics.”

Section 8: Financing Strategy

GWL strives for a diverse mix of sources from across the funding spectrum to compensate for fluctuations in any one area. In recent years, we have worked to increase our funding from individuals, corporations and earned income to achieve a more robust financial portfolio as show in the chart below. In the coming years, we plan to continue to increase our corporate and individual donor streams, based on our strong record of CITC utilization. Substantial funding of the buildout of our new office was made possible because of our ability to offer CITC credit to a foundation, which doubled their capital gift from \$75,000 to \$150,000. After completing the office capital campaign, we learned how to pivot CITC towards program expansion and depth including investing in a seasonal farming position for Costello Urban Farm based on CITC for a donor-advised fund. GWL’s current CITC allocation is fully committed, prior to our annual Glow Gala on 11/15. Recent funding:

<i>Revenue Source</i>	<i>FY16 Actual</i>	<i>FY17 Actual</i>	<i>FY18 Actual</i>	<i>FY19 Budget</i>	<i>% Change FY16 - FY19</i>
Foundation*	\$579,118	\$619,086	\$610,650	\$639,756	9%
Government**	\$354,158	\$842,550	\$884,589	\$917,451	61%
Earned Income	\$159,502	\$128,093	\$103,102	\$132,700	-20%
Individuals*	\$110,162	\$286,309	\$203,621	\$218,872	50%
Corporate	\$136,637	\$151,459	\$131,491	\$194,659	30%
In-Kind	\$24,811	\$150,452	\$26,132	\$31,647	22%
Total	\$1,365,388	\$2,177,949	\$1,959,585	\$2,135,085	36%

* *FY17 included CITC supported office build-out capital campaign*

** *Government funding fluctuates from year to year based on environmental capital projects*

Foundation Fundraising Strategy: Our goal is a 9% increase in foundation support in FY19 as compared to FY16. Foundation income has always been a strong component of GWL’s portfolio which we plan to maintain. We will sustain our long-term funders including Stevens, New Balance and Bank of America foundations. Given that foundations can fluctuate in their areas of interest and are taking longer to utilize CTIC, our strategy is to continually research and cultivate new foundations to replace those who may transition focus. Recent new or increased foundations include DCU for Kids, Comcast, Field's Pond, American Heart Association, Cummings, and Harvard Pilgrim Healthcare. In addition, we are seeking large foundation grants for our public health related efforts through our Greater Lawrence Health and Wellness Alliance (GLHWA) participation, which led to GWL securing the multi-year Tufts Health Plan Foundation grant.

Government Fundraising Strategy: Due to the large capital costs needed for infrastructure projects, the percentage of our overall budget increases/decreases based on whether these projects are in planning, pre-development or construction. We will continue to partner with Lawrence to secure these funds and will continue expanding our partnerships with Methuen and Haverhill as they invest their CDBG funding and apply

for state and Federal grants. The EEA has invested significantly in all 3 cities, with GWL partnering in the creation of new parks, redevelopment of open spaces, and expanding the urban tree canopy. GWL has secured USDA funding for our urban agriculture work. The EPA was prominent in the formation of GWL and has made significant financial investments in GWL and the CoL through brownfield assessment funding, urban waters, healthy community and small EJ funding streams. GWL's involvement in the GLHWA will also enable us to continue pursuing large-scale government funding for our collaborative public health-related efforts including the MA Department of Public Health, the Federal Center for Disease Control, and the U.S. Department of Health and Human Services. Over the last 3 years we have been able to secure government funding for our education programs and continue to see these sources expanding, including the renewal of a 3-year grant from the Massachusetts Cultural Council's YouthReach program, a budget earmark through DETMA, and annual MA DESE grants to decrease summer learning loss and increase students' social-emotional competencies.

Earned Income Fundraising Strategy: In recent years we have built Earned Income revenue, mostly with LPS and education partners for enrichment programming. We just signed a new 3-year LPS contract, as has the Boys & Girls Club, where we are a subcontractor to provide similar services for additional LPS students. These contracts are important tools for GWL to create a steady source of income for our program. We also receive earned income through program management and consulting services that our Project Director provides to the cities of Lawrence, Haverhill and Methuen and to other local partners such as NECC. As mentioned above, our level of earned income for this work is tied to the phase of development a project is in.

Corporate Fundraising Strategy: Our goal is a 30% increase in individual funding in FY19 as compared to FY16 levels. In recent years, we have increased the number and level of corporate sponsorships for our events, a trend we plan to continue. Our Community Engagement Manager helps us capitalize on the many requests that community partners, local corporations and church groups make for stewardship work days. These groups benefit from a day out of the office working side-by-side and our cities benefit from the stewardship these groups complete and from the engagement and sense of ownership developed within people from their work efforts. GWL asks these groups to donate, commensurate with the number of volunteers they provide, to cover the cost of our coordination services and supplies, and CITC can help stretch these corporate dollars further.

Individuals Fundraising Strategy: Our goal is a 50% increase from individuals in FY19 as compared to FY16 levels. We are developing a major donor campaign and have significantly increased the size of our revenue in this area. We will continue to develop our individual donor base and consider CITC an important tool in helping us to reach this goal. In the last 3 years, GWL transitioned to Raisers Edge, the industry standard in constituent relationship management databases which comes with a wealth checking mechanism, informing the level at which we should engage individual donors.

Capacity & Strategy related to CITC: We are requesting \$200,000 in CITC this year. With our learning and success in securing funds for office build out, new staffing, and program support with our first two allocations, we are confident that we can utilize the full \$200,000 in the next year. (Un)fortunately, we have committed all our CITC prior to our annual Glow Gala fundraiser which is later this week and our end-of-year appeal.

Section 9: History, Track Record and Sustainable Development

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS: In partnership with the City of Lawrence, GWL has provided design and construction management services for over \$23M of capital improvements through our environmental improvement initiatives. We have improved over 437 acres of public parkland representing approximately 85% of the city's total inventory of green space; built or improved 23 parks. We have built 11 safe-soil community garden sites (including our first in Methuen), created 43 raised garden beds at 14 schools, 30 backyard gardens and 1 urban farm, totaling 2.5 acres of soil growing space in Greater Lawrence.

EDUCATION & JOB TRAINING: As we began to engage the community in stewardship events to keep the spaces that we had built clean, we noticed the strong passion of Lawrence youth for stewardship. In response,

we launched our Green Team program in 2002 and expanded it into a year-long program for 10 youth in 2006. In the summer of 2012, we expanded the summer program to accommodate 20 youth and again in 2014 to accommodate 30 youth. Recognizing the need to provide flexible opportunities for busy Lawrence youth, we modified the structure of our program to be with 10 job slots each semester, and 30 during the summer. We have been providing elementary/middle school educational programming since 2008 when we served 30 youth. In recent years, and in response to state receivership, GWL has quickly expanded to all grades from pre-K through high school to support LPS' Turn Around Plan. In FY18, we provided 1,330 students with educational, enrichment programming. In FY19, we expect to serve 1,400.

COMMUNITY ENGAGEMENT: We held our first Kite Festival in 1999 and have done so ever since. As part of the City's Supporting Active Life Styles for All (SALSA) festival, this event now draws 1,200 people. Since 2002, GWL has engaged the Greater Lawrence community in our annual Spicket River Cleanup (SRC) event. Unfortunately for the first time ever, we cancelled the SRC due to the pipeline explosions 2 days prior to our event. On the positive side, we were able to pivot, donate all our supplies and food to the relief efforts at the Senior Center, where our staff, Green Team and many SRC volunteers jumped in. In 2006, we introduced our annual Earth Day event for which we now partner with Comcast Corporation and draws over 1000 volunteers annually. Our annual Greenway 5K Walk/Run attracts 150 – 200 participants.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING: Supported by a 2006 USDA Community Food Planning grant, GWL conducted a community food assessment in Lawrence to better understand the many dimensions of Lawrence's interrelated hunger, poverty, health and justice issues and to plan for proactive, preventative ways to address them. That year, we assumed management of the Wednesday Farmers market. We enabled SNAP/EBT payments by become an authorized USDA merchant. We added a Saturday market in Lawrence in 2010, a Friday market in Methuen in 2014, and a winter market in 2017 (as recommended by PPS, see above). Today, our markets provide over \$300,000 worth of fresh, locally-grown produce each year and draw an average of 1,800 visitors each week. In 2006, we began working to create community gardening space for the community and formally assumed the role of managing the 8 community gardening sites through the renewal of our MOU with the City of Lawrence in 2014. We have added 3 community gardens, including one in Methuen, since 2016. We launched a CSA, using Farmer Dave's produce in 2007, and as he expanded his CSA program regionally, we transitioned to ensuring the CSA would be accessible to low-income community members living near Farmer Dave's CSA pick-up locations. With our new office space located in LCW's Union Crossing, which has 130 affordable units, we brought the CSA and winter market onsite. GWL launched the GWL Share-A-Share™ (SAS) fund and now partner with HIP, to subsidize fresh produce with \$295,595 in benefits utilized last year. Realizing that cost was only the first barrier to healthy eating we began offering our Healthy Living Workshop series to increase healthy living knowledge along with the healthy growing space. Since 2010, we have offered gardening, healthy cooking and shopping workshops for more than 2,000 adults, and we are able to continue to increase this number by 10% a year with our new Learning Kitchen. Through EPA and other funding, we have also educated the community about recycling and composting and worked to reduce illegal dumping and litter in our open spaces.

Awards to GWL and/or for our Projects: MA Governor's Award for Smart Growth Leadership (2004); LCW Reviviendo Champion (2006); The Trustees Conservationists of the Year (2008); Neighbors in Need Outstanding Volunteer (2008); Brownfields Renewal Magazine Social Impact of the Year - Manchester St. Park (2010); NCDA's Audrey Nelson Community Development Achievement (2011); Social Innovation Forum Healthy Lifestyles Social Innovator (2013); The U.S. Conf. of Mayors Honorable Mention - Spicket River Greenway (2013); MA DPH Peter R. Lee Healthy Communities (2013); US Forest Service 21st C. Conservation Service Corps (2014); Enterprise Bank Non-Profit of the Year (2014); APA Sustainable Communities Division - Excellence in Sustainability, Green Streets Health Impact Assessment (2018).

GWL Plan's Consistency with Commonwealth's Sustainable Development Principles

Concentrate development and mix uses: GWL partnered with LCW, NCC, and CoL on RGI (2002), PPS (2012), ULI TAP (2013), OSRP (2018) to ensure mixed use in the North Canal District (see Section 2).

- *Advance equity:* Equity is at the foundation of everything we do. Our green spaces, parks and gardens are created based on community input and are located on public land for the community to use. Our food programs help make healthy food more accessible for our community. Our education programs are offered to public school students and provide enrichment helping to increase their academic performance and future prospects. Our community initiatives are free to the public and are designed based on community input. These initiatives ensure a more sustainable community for generations to come.
- *Make efficient decisions:* We work closely with local partners and engage the community in planning sessions in order to ensure that our projects have wide support and can be implemented quickly (see Section 2).
- *Protect land and ecosystems:* Our environmental improvement projects are designed to increase the quantity, quality and accessibility of open spaces and recreational opportunities for the Greater Lawrence community while protecting the area's land and waterways; specifically: increasing tree urban canopy, reducing and filtering storm water runoff, improving water quality, revitalizing riparian corridors and creating resiliency.
- *Use natural resources wisely:* Our environmental improvement projects are aimed at making better use of underused spaces and use low-impact-design practices. Our park projects include storm water remediation measures to reduce negative impacts of the urban environment on the region's rivers and their watersheds. Our outreach initiatives have raised the community's engagement with recycling and composting and worked to reduce litter and illegal dumping.
- *Expand housing opportunities:* We partner with LCW, and plan to expand on our partnership with ACT, to improve the healthy living assets of their clients including those in their homeowner programs. The Spicket River Greenway has attracted new affordable-housing projects at either end and we anticipate the Rail Trail and Merrimack River Trail will support additional housing projects as well.
- *Provide transportation choice:* New trails and complete streets promote pedestrian travel and connectivity to public transportation modes, schools, jobs and services while fostering economic activity.
- *Increase job and business opportunities:* Our job training programs provide critical career training. Our work with Lawrence bodegas is helping to increase these small businesses' financial foundation. The Spicket River Greenway has enabled people to access the city's downtown area which is the primary economic hub. As we increase the region's trail connectivity with the Rail Trail and the Merrimack River Trail, access to Lawrence's S. Canal district, Broadway, the Lawrence Industrial Park, and downtown Methuen, further increasing access to jobs and travel between the cities.
- *Mitigate and Adapt to Climate Change:* We add trees to the urban canopy which sequester carbon dioxide, helping to reduce greenhouse gas emissions in the atmosphere and reducing air conditioning and heating costs. The natural gas disaster in Lawrence has had a major impact on the city, but it also provides an opening to focus on energy conservation and increasing renewable energy use. As this is a recent development, we are just in the early stages of looking how to pivot and take advantage of this window to talk about resiliency, transition from gas to electricity to utilize renewable energy, and encourage energy efficiency measures.
- *Plan regionally:* GWL serves the tri-city area of Lawrence, Haverhill and Methuen and this regional focus enables us to align projects throughout the metropolitan area. Our trail development projects are designed to provide regional pedestrian connectivity and connection to public transit. Expanding the urban tree canopy in all three cities supports healthier rivers, decreases energy costs, and improves neighborhood safety. Our partnership with MVPC supports these efforts as well.