

GROUNDWORK LAWRENCE (GWL): COMMUNITY INVESTMENT PLAN (CIP) FY16-18

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 have 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 has only recently become 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. As we will present below, our 3-year CIP was based on the accumulated community input we have received from working in each of our 4 core work areas over the past 16 years and from our deep engagement in community groups and alliances. GWL’s Board of Directors approved our CIP on 10/25/2015.

Section 1: Community or Constituency to be served

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

Lawrence 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 Merrimack River mill power, which propelled its rise to become the largest manufacturer of worsted woolen textiles in the world. However, marked strongly by the departure of the majority of 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 canopy, air pollution and auto traffic.

Lawrence Constituency: Lawrence is home to 76,377 residents, and is the most heavily populated Latino city in New England and also one of the poorest and youngest. According to 2010 US Census data, 29% of residents are living below the poverty level, 47% are below the age of 25 and 74% are Latino. Low-income and working poor families are vulnerable to unpredictable events such as sudden job loss or a steep rise in utility bills or food prices. One in 3 families is persistently unable to meet their daily food needs. One in 7 families receives food stamps though hundreds more qualify, 82% of school children are eligible for free or reduced-price meals. As a result 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 43.9%, 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 Latino immigrant community, a high-functioning nonprofit sector and renewed community vitality.

Methuen & Haverhill: Within Methuen (population 48,500, median household income is \$67,556) and Haverhill (population 62,000, median household income \$60,429), GWL has worked on business corridor improvements, park projects and tree planting projects 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

Feasibility Study: 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 local mill and other business owners, city officials, the group which became Lawrence CommunityWorks (LCW), nonprofits, and local residents completed GWL's feasibility study. The study, sponsored by the US National Park Service and EPA, in partnership with the City of Lawrence, 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 on a daily basis. Of our 17-member staff, 7 people currently live in and/or were born and raised in Lawrence, Methuen or Haverhill. Of our 15-member board of directors, 2 are Lawrence residents and 6 were born and raised in Lawrence, Methuen or Haverhill. Please refer to our FY16 Board of Directors list and our FY16 organization chart in Attachments A & B.

Community Engagement in Projects: All of our 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 to 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 City of Lawrence. This community-based effort led to a mixed-use zoning overlay for the North Common Neighborhood and significant revitalization including the redevelopment of vacant mills into LCW's Union Crossing, which provides office space and affordable housing units, and the redevelopment of an underused lot into GWL's Ferrous Urban Wild Park which is the capstone park of the 3.5 mile Spicket River Greenway that GWL developed in partnership with the City of Lawrence. Currently, through a federal transportation earmark, we are designing and constructing a new pocket park at the Union and Canal Street intersection, and implementing associated corridor improvements, which will transform this intersection into a gateway to the North Canal District.

City of Lawrence Open Space Plan (2009): GWL completed the latest Open Space Plan for the City of Lawrence by conducting extensive public outreach, including individual interviews with local officials, a series of 3 community meetings, and distribution of bilingual surveys to residents across the community (250 residents completed surveys). GWL also met with several neighborhood associations, and made presentations about the Open Space Plan renewal to the Lawrence Conservation Commission, Planning Board, Historical Commission, Board of Health, and Redevelopment Authority.

Parks for Public Spaces (PPS) 2012 Placemaking in the North Canal District: PPS facilitated two workshops, hosted by GWL and LCW, to initiate a community visioning and Placemaking process that featured a walking tour of the North Canal District, and PPS's Power of 10 and Place Performance Evaluation exercises. The workshops were each attended by 75 community members and local stakeholders who were asked to "envision how lighter, quicker, cheaper interventions could be implemented in the short term in the five sites that the community identified as those in the District with the most potential to become great places in Lawrence". This effort and the ULI TAP event (detailed below) served as a community check-in activity from the original RGI effort (detailed above).

Urban Land Institute (ULI) 2013 Technical Assistance Panel Report (TAP): GWL brought ULI to Lawrence through a partnership with Mass Development and the MA Smart Growth Alliance, for Lawrence's North Canal District. The TAP brought together a diverse group of 24 stakeholders—including property owners, local residents, community-based organizations, business people, city council members, and other city and regional officials—who met with the panel and shared information, ideas, and opinions on a range of issues effecting the North Canal District.

Kane Site (current): A sports field project at the Kane site in Lawrence has involved 4 years of convening groups such as residents, sports leagues, youth, City Planning and Economic Development staff, and a local soccer non-profit to plan for the concept and secure funding for the project. GWL has been instrumental in bringing groups together, writing MA Executive Office of Environmental and Economic Affairs (EOEEA) PARC grant applications, and is currently managing the project.

Community Engagement through Programs: Our goals are informed by community residents through our community engagement and education programs which call on the work of approximately 3,000 volunteers each year and which serve approximately 3,500 residents each year. In addition to residents, we partner with local businesses throughout the year 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: There are 2 other CDCs in the City of Lawrence aside from GWL whose work informs our CIP, specifically:

Lawrence CommunityWorks (LCW): GWL shares a deep relationship with LCW, a vibrant CDC in Lawrence focused on Lawrence's North Common Neighborhood who played a prominent role in the founding of GWL. Our first major project together in 2002 was the RGI (described above). GWL also regularly provides our Healthy Living Workshops to LCW's members and clients. A GWL employee serves on LCW's Board of Directors and GWL's Executive Director serves on LCW's Working Cities Initiative Executive Committee (detailed below).

Arlington Community Trabajando, Inc. (ACT): Is a new CDC with a strong base in Lawrence's Arlington neighborhood that was approved as a CDC in the same 2015 round as GWL. 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. With ACT offices right along the Greenway, we look forward to continuing to partner with them on activating spaces in the Arlington Neighborhood and offering educational programming to their members.

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

City of Lawrence Mayor's Health Task Force (MHTF), a broad-based collaborative of health care and social services providers, environmental groups, academic institutions, local 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. In 2012, the MHTF, conducted a Community Health Assessment to help it focus work around community health and wellbeing. This was headed by a Core Partner Engagement Group, with over 30 MHTF members trained on the Center for Disease Control's Community Health Assessment and Group Evaluation (CHANGE) tool, designed to help communities set priorities and engage community members in public health issues particularly relevant to that community. GWL's Executive Director is a member of the Executive Committee and Chair of the Healthy, Active Living Working Group.

Greater Lawrence Health & Wellness Alliance (GLHWA), a development-oriented affiliate of the MHTF, whose mission is to "convene partners to work collaboratively to improve the health and welfare of the community in the broadest possible sense." GWL is a founding member organization and our Associate Development Director serves as the chair.

Lawrence Partnership (LP), a private/public sector collaboration for the economic and general improvement of Lawrence. GWL's Executive Director is a Board member, is Chair of the PR Committee and serves on the Executive Committee.

Boston Federal Reserve's Working Cities Challenge is a city collaboration of 30 nonprofits, businesses and public agencies, led by LCW, to support the Lawrence Public Schools turnaround effort, making city schools the cornerstone of a new way to connect entire families both with each other, and the organizations and resources to help them realize their aspirations. GWL's Executive Director serves on the Steering Committee and GWL hosted an AmeriCorps intern last year who developed a Community Web portal for the initiative which supports not only the Working Cities Challenge but also LP and the MHTF, and serves as a central location for the City, local businesses, and community organizations to list their services and programs, providing a central, accessible resource for community members.

Jericho Road Lawrence (JRL)'s focus is to improve the quality of life in Lawrence by strengthening the city's non-profits through pro-bono "white collar" assistance. Groundwork is part of the steering committee and a participating member of JRL's Cultural Inclusion Project which seeks to place young Lawrence professionals on the boards of local non-profit organizations while also ensuring that the board itself is an inclusive environment. Three of GWL's current board members and two of our Advisory Council members are graduates of the Cultural Inclusion Project and our Associate Development Director serves on the JRL's board of directors.

North Canal Coalition: In addition to engaging community groups through specific project outreach, GWL's Project Director co-chairs the North Canal Coalition, a group of 20 property owners based in this historically and economically important district. We convene the group, which combined owns about 3.3 million square feet of mill space in over 60 acres of the City's North Canal area, monthly to discuss shared improvements, group marketing proposals, canal maintenance, project updates and economic development opportunities.

EPA Making a Visible Difference: The US EPA has recently designated Lawrence one of 50 communities across the country for this new initiative which is aimed at aligning EPA's community-based activities to provide "seamless EPA assistance to communities." Their goal is to identify "environmental and public health challenges and goals in consultation with the community and local leaders" and to "build healthy, sustainable, green neighborhoods and reduce and prevent harmful exposures and health risks to children and underserved, overburdened communities." GWL is a key participant in the process serving as a lead agency in the Lawrence Stakeholder group.

Section 3: Plan Goals

Lawrence is a community that is 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 mindset of continual planning and community engagement has proven 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 kicked off our latest strategic planning process early in 2012 with an all-staff, all-board retreat. We created a framework for our work by defining the 4 groupings presented below, as well as vision and mission statements for each group. As a 2013 Root Cause Social Innovator, we developed a model graphic to help us explain our framework to others. Please see Attachments C and D for the model graphic and our latest brochure.

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 by renovating existing facilities, creating new recreational opportunities and restoring Lawrence's three rivers. GWL will explore how to 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. Its environmental improvement projects focus on making the community's underutilized outdoor spaces safe, accessible and attractive. GWL projects transform vacant and often contaminated open spaces into parks, playgrounds, gardens, orchards, wooded trails and pathways, promoting healthy pursuits like walking, running, cycling and gardening.

EDUCATION & JOB TRAINING

Vision Statement: GWL and partners 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 and job training programs for Lawrence youth and Greater Lawrence adults, GWL cultivates respect for the environment, social awareness and healthy behavior while concurrently preparing young people to be positive role models and future leaders in their community.

COMMUNITY ENGAGEMENT

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

Methodology: GWL achieves results by engaging the community it serves in its mission. Its education programs, volunteer events and family activities are designed to foster ownership among participants in making Lawrence a safer, healthier place to live.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

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

Methodology: GWL increases fresh food access by creating, promoting and supporting food subsidy instruments and spaces to grow and purchase fresh and/or healthy food.

Section 4: Activities To Be Undertaken

In addition to listing our activities in this section, we have also developed a logic model to describe the activities that will be undertaken over the next 3 years in the context of partners, outputs and outcomes. (Please refer to our CIP Logic Model in Section 10). In summary, our activities include:

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

Urban Forestry: We will continue to plant, and/or coordinate the planting of shade trees to increase the urban tree canopy in Lawrence, Methuen and Haverhill. The tree canopy helps add 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 green house gas emissions. Trees also absorb and filter storm water runoff, helping to minimize flooding during storm events and keep the rivers clean. In addition, studies show that an increased tree canopy decrease crime and residents feel safer in their neighborhood. In the next 3 years, we anticipate adding at least 925 shade trees to the Greater Lawrence urban canopy.

Parks: We will continue to transform underused, blighted and contaminated spaces in Greater Lawrence into neighborhood assets including parks, playgrounds, community gardens and orchards. In the next 3 years, we anticipate managing or assisting with the development or redevelopment of 9 Lawrence parks. We will also work with Lawrence, Haverhill and Methuen to develop a pipeline of projects for future years and will update the City of Lawrence's Open Space and Recreation Plan.

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 3 years, we anticipate initiating, planning or completing construction of 4 Greater Lawrence trails.

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

Northern Essex Community College (NECC): In the coming year we will manage NECC's Lawrence campus expansion project which will enable the college to improve services for Greater Lawrence students and serve as a revitalization engine for downtown Lawrence.

EDUCATION & JOB TRAINING

K-12 Educational Programming: We will 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 their academic performance and advancement in life and to encourage these primarily Latino students to pursue careers in fields in which they are under represented. Our curriculum aligns with the MA State Frameworks on Science, ELA, Reading as well as the Comprehensive Health Standards and reinforces STEM-related concepts in innovative ways. In the next 3 years, we anticipate serving 1,200 K-12 LPS youth during each school year and 200 during each summer with regular enrichment programming. We also intend to promote and facilitate Den Rock Park, Costello Urban Farm and Ferrous Urban Wild Park as outdoor education centers and ensuring they become standard field trip sites for local school districts.

Green Team: We will continue to engage Lawrence youth in environmental and public-health based, service-learning, leadership employment-programming with the goal of increasing their professional horizons and developing Lawrence's next generation of leaders. Through 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 outreach. Youth will be exposed to new professional careers and meet people working in these areas. Youth will have 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 jobs per year.

Environmental Technical Training Program (ETTP): GWL partners with the Merrimack Valley Workforce Investment Board to provide a free, intensive, 5-Week, 40 hour per week course that balances classroom lecture and discussion with active hands on indoor/outdoor field projects. The program includes 9 highly sought after certifications and trainings including: Asbestos and Lead Abatement, OSHA 40. These training are often required for employment and are expensive and time consuming to obtain individually. GWL will continue to provide recruitment, program management services, and the environmentally-related training for ETTP participants. In the next 3 years, we anticipate engaging 60 unemployed/underemployed Greater Lawrence adults in the ETTP program.

COMMUNITY ENGAGEMENT

Community-Wide Stewardship: In order 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 April and the Spicket River Cleanup in September. In the next 3 years, we anticipate engaging at least 2,500 people each year in these events.

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 engaging at least 150 local residents each year.

Community Health & Safety Events and Celebrations: To encourage the community to use the 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, and participate in the City's annual National Night Out event. 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.

Partnerships: Please refer to the description in Section 2.

Storm Water/Urban Waters: Through an EPA cooperative agreement, we are expanding our community initiatives to include environmental resiliency with an initial program that will educate the Lawrence community about climate change, its potential impact on Lawrence neighborhoods (increased flooding) and climate change mitigation options; and about the damaging effects of cooking oil/grease/fat disposal on the city's waste water infrastructure and river health. In the next 2 years, we anticipate engaging 7,000 residents through this project.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

GWL Farmers Markets: We will continue to provide fresh, locally grown produce to the Greater Lawrence community by managing the GWL Farmers Markets. We will accept WIC and EBT/SNAP (Food Stamps) as payment at our markets, match federal subsidies with local subsidies and accept and provide coupons to the community to help make the produce more affordable. We will also provide cultural activities, face painting, healthy living programming and table displays manned by our partner organizations, helping to make our markets a festive destination. In the next 3 years, we anticipate managing 3 Farmers Market sites in Greater Lawrence from July through October of each year.

Community Supported Agriculture (CSA): We will continue to provide subsidies and enable low-income residents to make weekly payments for Farmer Dave's CSA shares. In the next 3 years, we anticipate helping 58 families per year afford a CSA share.

GWL Share-A-Share™ (SAS): We will continue to provide additional fresh produce subsidies for the Greater Lawrence LMI community by fundraising for our SAS™ fund. We will seek individual, foundation and corporate donations and use the funds to redeem coupons at our farmers markets, match federal subsidies, subsidize the CSA shares and purchase starter plants for our community gardeners. In the next 3 years, we anticipate raising \$20,000 each year.

Healthy on the Block/ Bodegas Saludables: In partnership with the MHTF and Mill Cities Community Investments, GWL will enable Lawrence bodegas (corner stores) to increase their supply of healthy food options, to increase their financial literacy and business assets, build credit, and apply for small business loans. We will develop a Memorandum of Understanding (MOU) between the MHTF and bodegas to formalize their certification. In the next 3 years, we anticipate S.A.L.S.A.-certifying 30 Lawrence bodegas.

Community Garden Network: We will continue to manage the City's 8 community gardens and hold social and education events for our network of community gardeners. In the next 3 years, we anticipate facilitating the gardening activity of 150 community gardeners each year and host 3 events each year.

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 90 residents each year with classes and workshops.

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 the Logic Model (Section 10) 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 student's 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 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.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING: We will measure the short term impact by measuring the pounds of affordable fresh 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 our attached CIP Logic Model in Section 10 for a full listing of our primary partners for each of our work areas. A summary is provided below.

Lawrence Community Works (LCW), Financial Stability Center (FSC), Family Resource Center (FRC): These organizations represent our primary outreach partners through to reach the Lawrence community and through whom we collaborate to increase the public health assets of the community.

City of Lawrence, Haverhill and Methuen: GWL works closely with local municipalities. Depending on the needs of each project, we provide planning, project management services, outreach and community engagement services, fundraising/grant writing and project implementation.

Lawrence Public Schools, Boys & Girls Club and Merrimack Valley YMCA: Our youth education partners provide the learning space and student body for our educational programs.

Merrimack Valley Workforce Investment Board, ValleyWorks Career Center: These organizations are the lead agency for our adult job training efforts. GWL provides project management services, recruits participants, and the environmental education and job search components.

City of Lawrence Mayor's Health Task Force (MHTF): The MHTF is our primary public health improvement and outreach partner and we work closely together on S.A.L.S.A. initiatives such as Healthy on the Block, the Healthy Active Living Resolution and the S.A.L.S.A. festival.

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.

City of Lawrence 2009 Open Space and Recreation Plan: includes the following goals: “decrease the amount of litter and debris in parks and open space; Decrease dependence and burden on the DPW by encouraging public-private partnerships to protect and maintain public space; Increase activity and attendance in parks by creating and implementing more active in-parks programming; Increase attendance in parks by creating and implementing more passive park elements; Increase pedestrian and biking activity by encouraging walking and biking for exercise and enhancing safety and connectivity between schools, neighborhoods, and parks; Reclaim vacant lots and other abandoned and under-utilized land. Increase access to waterfront resources through enhancement and protection”.

Mayor’s Health Task Force 2012 CHANGE Tool: Major priorities included: (1) availability of healthy foods and beverages; (2) increased options for physical activity throughout the community; (3) management of chronic diseases.

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.”

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.

Lawrence General Hospital 2013 Community Health Needs Assessment Report: concludes in part that: “Obesity, healthy eating, and physical activity continue to be a concern among residents, organizational leaders, and health care providers. Of particular concern were affordability of healthy foods and the fragmentation/lack of coordination of area programs on the topic”.

City of Lawrence 2014 Downtown West Planning Study: includes the following recommendation for a near-term improvement: “intensively design and program ... the new NECC El Hefni Health & Technology Center on Common Street to Essex Street.”

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.”

City of Lawrence 2014 Manchester Street Hub and Park Access Plan: states “The project provides access to and parking for local (Spicket River Greenway) and regional (Manchester Lawrence Branch Rail Trail) trail networks for recreation. We believe this amenity will become a significant regional destination for cyclists looking to access the 65 miles of rail trail already developed north of the site. This rail trail corridor will eventually reach the Connecticut River Valley by following the I-89 corridor from Concord, NH.”

Lawrence CommunityWorks (LCW) 2014-2016 Community Investment Plan: includes this goal “Create a vibrant mixed use community in the heart of the city, linking the revitalization of the North 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.”

City of Lawrence FY2016-2020 Consolidated Plan included the following as high-priority needs: “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...”

Section 8: Financing Strategy

GWL strives for a diverse mix of sources from across the funding spectrum in order 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 earned income funding streams but consider our individual donor stream to be our largest potential growth area especially in light of the CITC opportunity. Our funding strategy within each area is shown below.

Revenue Source	FY14 Actual	FY15 Actual	FY16 Budgeted	% Change FY14 to FY16
Foundation	\$465,697	\$433,180*	\$539,100	116%
Government**	\$635,720	\$2,403,502	\$302,966	48% **
Earned Income	\$173,500	\$164,325	\$200,594	116%
Individuals	\$108,437	\$103,030	\$132,800	122%
Corporate	\$86,690	\$119,510	\$175,750	203%
In-Kind	\$41,352	\$10,978	\$43,156	104%
* Includes \$55,000 restricted for capital campaign				
**Government funding fluctuates from year to year based on environmental capital project status				

Foundation Fundraising Strategy: Our goal is a 20% increase in Foundation funding in FY16 as compared to FY12 levels. Foundation income has always been a strong component of GWL’s portfolio which we plan to maintain. We plan to sustain our long-term funders including Stevens, New Balance and Bank of America foundations. Given that foundations can fluctuate in their areas of interest, our strategy is to continually research and cultivate new foundation donors to replace those who may eventually drop off. Within the last few years, we have secured new funding from: Doe Family Foundation, Tufts Health Plan Foundation, Alice Willard Dorr Foundation, Field’s Pond Foundation, American Heart Association, Cummings Foundation, Arbor Day Foundation, Harvard Pilgrim Healthcare Foundation (a 3 year funding commitment).

In addition, we are seeking large foundation grants for our public health related efforts through our GLHWA participation (detailed in Section 2). We intend to pursue funding for large-scale, collaborative projects from funders such as: The Robert Wood Johnson Foundation (who recently named Lawrence a finalist for their 2015 Culture of Health Prize – final decision pending) and The Kresge Foundation.

Government Fundraising Strategy: Government funding through GWL is an important mechanism for the federal, state and local governments to make an impact in our community. We will continue to partner with the City of Lawrence and expand our partnership with the cities of Methuen and Haverhill as they invest their CDBG funding and apply for state and Federal grants. The state has invested significant EOEEA funds in the City and to GWL for the creation of new parks and the redevelopment of open spaces. MA Department of Agriculture has provided significant funding in recent years in GWL’s redevelopment of Costello Park in Lawrence into an Urban Farm. GWL is currently seeking USDA funding for our urban agriculture work and the MA Department of Transitional Assistance has recently received USDA Food Insecurity Nutrition Incentive grant funding to increase the usage of federal food subsidies in low income communities and GWL is a local partner on that grant. The EPA was prominent in the formation of GWL and has made significant financial investments in our organization and the City of Lawrence through brownfield assessment funding, urban water, healthy community and small environmental justice funding streams. 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 phases.

GWL's involvement in the GLHWA alliance will also enable us to pursue large-scale funding from government funding sources 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.

We have also recently secured first-time government funding for our Green Team program through a 3 year grant from the Massachusetts Cultural Council's YouthReach program and through an earmark from the MA Department of Children and Family Services.

Earned Income Fundraising Strategy: In recent years we have significantly increased our Earned Income revenue, mostly in the area of LPS elementary through middle school education. We provide STEM-based, environmental and public health related enrichment program for Lawrence students during the school year and during the summer months. We have recently signed a 3-year contract with LPS to continue to provide these services and a one-year contract with the Boys & Girls Club of Lawrence to provide similar services for additional Lawrence students through their contract with LPS. These contracts are important tools for Groundwork to create as steady source of income for our programs for the next 3 years. 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.

Corporate Fundraising Strategy: Our goal is a 30% increase in individual funding in FY16 as compared to FY12 levels. In recent years, we have increased the number and level of corporate sponsorships for our events, a trend we plan to continue. We have also added a Community Engagement Director position to our staff in the last year to help 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 the City of Lawrence benefits from the stewardship work these groups complete and from the engagement and sense of ownership developed within people from their work efforts. Groundwork asks these groups to make a small donation, commiserate with the number of volunteers they provide, to cover the cost of our coordination services and supplies.

Individuals Fundraising Strategy: Our goal is a 22% increase in individual funding in FY16 as compared to FY12 levels. Through the development of our major donor campaign in recent years, we have significantly increased the size of our revenue in this area. We plan to continue to develop our individual donor base and consider DHCD's Community Investment Tax Credit an important tool in helping us to reach this goal. Also, GWL recently 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 \$100,000 be made available for our community investment tax credits this year. Our strategy is to highlight our new CDC status and our available community investment tax credits to encourage donations at our upcoming annual Glow Gala fundraiser, end-of-year and spring appeals. Similarly, through our interface with corporations via our growing number of small group stewardship events and sponsorship opportunities, we anticipate sharing our CDC status and generating increased corporate donations.

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 \$19M of capital improvements through our environmental improvement initiatives. We have improved over 417 acres of public parkland representing approximately 75% of the city's total inventory of green space; built or improved 19 parks, improved over 5 miles of wooded trails; and planted 1,088 trees, hundreds of shrubs, and thousands of

bulbs and perennials. We have built 8 safe-soil community garden sites, created 43 raised garden beds at 15 schools, 30 backyard gardens and 1 urban farm, totaling 2.3 acres of soil growing space in 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 the summer of 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 more seasonal with 10 job slots in the fall/winter, 10 in the winter/spring and 30 during the summer months. We have been providing elementary/middle school educational programming since 2008 when we served 30 youth that year. In recent years, and at the invitation of the LPS Superintendent/Receiver, GWL has quickly expanded our elementary/middle school programming in order to assist LPS in meeting their Turn Around Plan goals. In FY15, we served provided 2,633 elementary/middle school youth with 28 hours (each on average) of educational, enrichment programming.

COMMUNITY ENGAGEMENT: We held our first Kite Festival in 1999 and have done so ever since. This year, as part of the City's Supporting Active LifeStyles for All (S.A.L.S.A.) festival, the event drew 1,200 people. Since 2002, GWL has engaged the Lawrence community in our annual Spicket River Cleanup event. This year our event drew 700 volunteers who came together to clean 10 sites along this great waterway. In 2006, we introduced our annual Earth Day event for which we now partner with Comcast Corporation. This year, our event drew 1,424 volunteers. This year we held our second annual Spicket River Greenway 5K Walk/Run for 140 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 on Appleton Way. We enabled SNAP payment via Electronic Benefit Transfer (EBT) when we became certified as an authorized USDA merchant and purchased a wireless POS device. We added a Saturday Market in Lawrence in 2010 and a Friday market in neighboring Methuen in 2014. Today, our markets provide over \$70,000 worth of fresh, locally-grown produce each year and draw an average of 1,200 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 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. GWL launched the GWL Share-A-Share™ (SAS) fund to subsidize fresh produce and to-date we have distributed nearly \$85,000. This year we are enabling 58 LMI families to afford a CSA share. Realizing that cost was only the first barrier to healthy eating we began offering our Healthy Living Workshop series for the community to increase their healthy living assets along with the community's growing space. Since 2010, we have offered 45 gardening, cooking and shopping workshops for 860 Greater Lawrence adults. Through EP and other funding, we have also educated the community about recycling and composting and worked to reduce illegal dumping.

Awards to Groundwork Lawrence and/or for our Projects: State of Massachusetts (2004) Governor's Award for Smart Growth Leadership; Lawrence CommunityWorks (2006) Reviviendo Champion Award; The Trustees of Reservations (2008) Conservationists of the Year; Neighbors in Need (2008) The Outstanding Volunteer Award; Brownfields Renewal Magazine (2010) Social Impact of the Year Award for Manchester Street Park; National Community Development Association (2011) Audrey Nelson Community Development Achievement; Essex National Heritage Commission (2012) Certificate of Recognition; RootCause (2013) Healthy Lifestyles Social Innovator of the Year; The U.S. Conference of Mayors (2013) City of Lawrence received Honorable Mention for the Spicket River Greenway; Essex

National Heritage Commission (2013) Pioneer & Partnership Award; Massachusetts Department of Public Health (2013) Peter R. Lee Healthy Communities Award; USDA Forest Service (2014) 21st Century Conservation Service Corps; Enterprise Bank (2014) Non-Profit of the Year: Celebration of Excellence.

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

Concentrate development and mix uses: GWL partnered with LCW and the City of Lawrence on the RGI (2002), PPS (2012) and ULI TAP (2013) to ensure mixed use in the North Canal District (detailed in Section 2).

Advance equity: Equity is at the foundation of everything we do. Our 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 many community partners and engage the community in planning sessions in order to ensure that our projects have wide support and can be implemented quickly (as detailed in 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 the urban canopy, reducing and filtering storm water runoff, improving urban water quality and revitalizing riparian corridors.

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 will include storm water remediation measures to reduce negative impacts of the urban environment on the city'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. Our work on the RGI enabled LCW to develop Union Crossing affordable housing units from vacant mill buildings. We work to help make these neighborhoods more pedestrian friendly.

Provide transportation choice: Our development of trails and complete streets promotes additional pedestrian travel and connectivity to public transportation modes and fosters economic activity.

Increase job and business opportunities: Our youth and adult job training programs provide critical career training. Our work with Lawrence bodegas is helping to increase these small business's financial foundation. The Spicket River Greenway has enabled people to access the city's downtown area which is the primary economic hub.

Promote clean energy: We add trees to the urban canopy which sequester carbon dioxide, helping to reduce green house gas emissions in the atmosphere and reducing residential air conditioning costs.

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.

Section 10: CIP Logic Model is contained on pages 14-18.

Acronyms: Lawrence Community Works (LCW), Financial Stability Center (FSC), Family Resource Center (FRC), ACT (Arlington Community Trabajando)

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

promote Greater Lawrence's identity and reputation as an affordable, prosperous and healthy green urban community

Program Area	Primary Partners	Planned Activities	Outputs	Time Frame	Outcomes	
Urban Forestry	City of Lawrence, Methuen & Haverhill LCW, Bread & Roses Housing, ACT, and Habitat for Humanity	Plant shade trees in public parks, along public streets and in private yards in Lawrence, Methuen and Haverhill.	Plant 800 trees in Lawrence in public spaces and private yards over 3 years.	FY16-FY18	Increase the urban canopy, provide shade and beauty for residents, improve air quality, sequester carbon dioxide, absorb storm water runoff, improve climate change mitigation.	
		Work with affordable housing partners to identify residents in need of a shade tree.	Coordinate the planting of 50 trees in Methuen in public spaces and along public streets over 3 years.	FY16-FY18		
			Coordinate the planting of 75 trees in Haverhill in public spaces and along public streets over 3 years.	FY16-FY18		
Park Development & Design	City of Lawrence	Complete construction of the Soccer/Athletic field at the Kane Site.	Park at Kane site complete.	FY16	Community has additional open space for soccer and other athletics and for walking and connecting with nature. Crime rates near the parks drop and abutting property values increase. Public health improves.	
		Complete Union Street Corridor improvements and new park at the intersection of Union & Canal Streets in Lawrence	Union Street Corridor & Park Completed	FY16		
		Complete Construction of the Spray Park at the Point, abutting LCW's campus.	Spray Park completed	FY16		
		Manage the community engagement process, planning and implementation of the redevelopment of Stockton Park.	Stockton Park Planned Stockton Park designed and built	FY16 FY17-FY18		
		Complete the planning and implementation of the South Common redevelopment.	South Common redevelopment planned	FY16		
			South Common redeveloped	FY17-FY18		
		Work with city to fundraise to redevelop at least 3 new additional playgrounds.	3 new playgrounds are redeveloped in public parks	FY16-FY18		
		Assist the City of Lawrence with real estate and property ownership issues for the development of the Manchester Street Park connection.	Manchester Street Park Connection managed	FY16-FY18		
	City of Lawrence, Methuen & Haverhill	Work with City to identify and fundraise for additional park projects	3 potential park redevelopment/development sites are identified and 3 potential funding sources are identified	FY16-FY18		Pipeline of park projects is developed in each city.
	Trails	City of Lawrence, Methuen & Haverhill	Create local multi-purpose trails that connect to the regional trail system. Provide technical assistance, planning, community outreach services as needed.	Community reengaged with the Merrimack Riverwalk Trail planning process.		FY16-FY18
			Methuen Rail Trail Phase I completed.	FY16		

Acronyms: Lawrence Community Works (LCW), Financial Stability Center (FSC), Family Resource Center (FRC), ACT (Arlington Community Trabajando)

			Methuen Rail Trail Phase II completed. Bradford Rail Trail in Haverhill completed.	FY17-FY18 FY16-FY18	Crime rates nearby the trails decrease and property values increase. Businesses nearby the trails see an uptick in activity. Real estate issues are resolved enabling increased economic development along the LRT.
			Lawrence Rail Trail (LRT) EPA brownfield area-wide project planning completed and funding for implementation identified.	FY16-FY17	
North Canal Coalition	North Canal Property Owners, City of Lawrence	Co-chair and convene this group of 20 property owners to discuss shared improvements, group marketing proposals, canal maintenance, project updates and economic development opportunities.	10 meetings each year are convened.	FY16-FY18	Plans for the North Canal district improvements are developed and implemented.
NECC	Northern Essex Community College	Provide project management services for NECC's Lawrence-based development projects.	A. Area-Wide Planning B. Oversight of the Lawrence Higher Education Campus Infrastructure Project C. Housing opportunities for NECC Lawrence Campus D. Regional Public Safety Facility Planning	FY16 with potential for extension	NECC is able to expand its Lawrence base and provide increased services to the Greater Lawrence community.
Lawrence Open Space & Recreation Plan	City of Lawrence, neighborhood groups, residents	Update the City of Lawrence's Open Space and Recreation Plan	Updated Open Space and Recreation Plan, ensuring the city's eligibility for EEA grants including the PARC grant.	FY17	Lawrence has an informed and coordinate approach for its next phase of open space improvement and stewardship projects.

EDUCATION & JOB TRAINING

develop Greater Lawrence's new generation of environmentally engaged leaders and employable residents

Program Area	Primary Partners	Planned Activities	Outputs	Time Frame	Outcomes
K-12 Programming	Lawrence Public Schools (LPS) Boys & Girls Club of Greater Lawrence, Merrimack Valley YMCA	Provide K-12 Lawrence public school students with in-school and out-of-school STEM-based, environmental and public health enrichment programming.	1,200 LPS elem/middle school students each year receive 45 hours of programming (each on average) during the school year	FY16-FY18	Increased awareness of and competency about environmental and public health issues amongst Lawrence's youth. Increased sense of place and city pride amongst Lawrence's youth. Improved student academic performance, decrease drop-out rate, increase the number of youth pursuing third level education.
			200 elem/middle school students each year receive 30 hours (each on average) hours of programming during the summer months		
			50 LPS high school students each year receive 20 hours (each on average) of urban agriculture programming during the school year.		

Acronyms: Lawrence Community Works (LCW), Financial Stability Center (FSC), Family Resource Center (FRC), ACT (Arlington Community Trabajando)

Field Trip Sites	Lawrence-based schools Other local school systems.	Develop a range of fun, educational activities for all ages; Work with schools to facilitate their use of Costello Urban Farm, Ferrous Urban Wild Park and Den Rock Park as priority school field trip sites.	Lawrence schools and other local school district routinely utilize Costello Urban Farm, Ferrous Urban Wild Park and Den Rock Park for field trips.	FY16-FY18	Greater Lawrence youth benefit from time spent in a diversity of urban wild spaces, experience an urban farm and learn about healthy eating and living.
Environmental Technical Training Program	Merrimack Valley Workforce Investment Board, ValleyWorks Career Center, LCW, FRC, FSC	Provide unemployed and underemployed Greater Lawrence adults with certificate training for careers in the green economy.	60 Greater Lawrence adults increase their employability in the green economy over the 3 year period.	FY16-FY18	Local residents find jobs in the green economy and increase their family's financial security.
Green Team	National Park Service, MA Dept. of Conservation & Recreation, Appalachian Mountain Club, Groundwork USA, LCW, FSC, FRC	Provide 20 leadership development, part-time jobs for Lawrence youth aged 14-21 during the school year and 30 during the summer months. Work with LCW/FRC/FSC to identify potential Green Team members from participating families.	30-35 youth each year receive 130 hours (each on average) of environmental, public health and urban agriculture, STEM-based, service-learning leadership training; Youth are exposed to 10 (min) professionals and career disciplines. Youth gain professional skills including resume and cover letter writing, job interviewing, public speaking, outreach, and customer service. Youth participate in educational workshops, camping and hiking trips and service learning trips locally and to national parks.	FY16-FY18	Lawrence youth pursue education and/or careers in the environmental or public health field and return to Lawrence as our next generation of civic leaders.

COMMUNITY ENGAGEMENT

help Greater Lawrence residents achieve economic self- sufficiency, feel safe and take pride in a clean and green urban community

Program Area	Primary Partners	Planned Activities	Outputs	Time Frame	Outcomes
Community-Wide Stewardship Events	City of Lawrence Comcast	Hold an annual Earth Day/Comcast Cares Day in April and a Spicket River Cleanup Event in September.	2,500 Greater Lawrence residents spend 5 hours each, working side-by-side, helping to clean and beautify the city each year.	FY16-FY18	The community develops more pride and ownership of their city and help to steward and beautify public spaces.
Partner Stewardship Events	Local Groups	Facilitate small groups from local corporations, churches, schools and other groups who wish to work together on local stewardship project.	150 participants from local groups spend 5 hours each, working together, to steward city spaces each year.	FY16-FY18	Local organizations and their employees develop more pride and ownership of the city and help steward and beautify public spaces.

Acronyms: Lawrence Community Works (LCW), Financial Stability Center (FSC), Family Resource Center (FRC), ACT (Arlington Community Trabajando)

Community Health & Safety Events and Celebrations	City of Lawrence Mayor's Health Task Force, Lawrence Methuen Community Coalition	Hold an annual Kite/SALSA Festival in June, a Greenway 5K Walk/Run during the summer months and host sites for National Night Out event in the fall.	2,000 Greater Lawrence residents spend time in Lawrence's parks and along the Spicket River Greenway participating in civic events each year.	FY16-FY18	The community increases their usage of public spaces, build social capital, learn about healthy living, and participate in physical activity.
Partnerships	Lawrence-Based Alliances	Participate in and help lead the Mayor's Health Task Force, Working Cities Initiative, The Lawrence Partnership, Jericho Road Lawrence Cultural Inclusion Project	Groundwork brings its unique perspective and expertise to bear on the pressing issues in the city and Groundwork's efforts are continually informed by and guided by these groups.	FY16-FY18	The Lawrence community works collaboratively to revitalize Lawrence's economy and environmental and public health.
Storm Water/Urban Waters	City of Lawrence, US EPA, MA DEP, Merrimack River Watershed Council, Lawrence Boating Program	Educate the Lawrence community about climate change, its potential impact on Lawrence neighborhoods (increased flooding) and climate change mitigation options; and about the damaging effects of cooking oil/grease/fat disposal on the city's waste water infrastructure and river health	Climate Resiliency in Lawrence webpage created Bilingual Lawrence Waste Water Information flyer created 7,000 Lawrence residents engaged in climate change/storm-water/waste water systems educational outreach	FY16-FY17	Community has increased awareness of urban waters issues and how their behavior affects urban water quality health. Stormwater runoff into the city's rivers is reduced and cleaned. The city's water infrastructure is better able to support demand

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

increase access to healthy foods in Greater Lawrence, enabling residents to make healthy food choices and lead active lives

Program Area	Primary Partners	Planned Activities	Outputs	Time Frame	Outcomes
Farmers Market & Community Supported Agriculture (CSA)	City of Lawrence, Farmer Dave's CSA, MA Dept. of Transitional Assistance, Holy Family Hospital, YWCA, Project Bread, LCW, FSC, FRC	Manage the GWL Farmers Markets in Lawrence and Methuen where local/regional farmers, Green Team and LHS students sell their produce; facilitate access for low-income families to purchase CSA shares; accept as payment, promote and incentivize federal/state food subsidies for low-income residents and fundraise for additional subsidies. Work with LCW, FSC, and FRC to identify	70,000 pounds of fresh, locally grown and affordable produce is provided to the Greater Lawrence community each year. 58 families benefit from subsidized CSA shares each year. 18,000 people visit the farmers markets each year.	FY16-FY18	Lawrence families increase their consumption of fresh produce and improve their health by decreasing diet-related diseases.

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Healthy on the Block/Bodegas Saludables	City of Lawrence Mayor's Health Task Force, Mill City Community Investments	Encourage and enable Lawrence bodegas (corner stores) to begin selling healthier food options. Help these small, local businesses increase their financial literacy and business assets, build credit, and apply for small business loans. Help develop the customer base for healthy food purchases at Lawrence bodegas.	30 bodegas (over the course of 3 years) increase their supply/sale of healthy food options.	FY16-FY18	Lawrence's healthy food economy is bolstered. Lawrence families increase their consumption of fresh produce and healthy food and improve their health. Lawrence's small businesses increase their financial security.
Community Gardener Network	City of Lawrence, local gardeners	Faciliate the community's usage of the 141 garden beds available through Lawrence's 8 community garden sites. Engage the Lawrence gardening community including those who use the 30 backyard gardens built by GWL.	150 Lawrence residents each year grow vegetables in garden beds for their families.	FY16-FY18	Resident's social capital increases as gardeners increase their interactions and build networks. Crime rates are reduced as people continue to spend time outside in the garden spaces. Lawrence families increase their consumption of fresh produce and improve their health.
Healthy Living Community Education	Share Our Strength (Cooking Matters), LCW, FSC, FRC	Provide each year: 2-5 week GWL Cooking Class Sessions, 2-6 week Cooking Matters Sessions, 1-2 week Canning/Preserving Class Session, bi-monthly Fresco Cooking Club; regular Healthy Shopping on a Budget tours. Work with LCW, FSC, and FRC to identify people interested learning about cooking with the local harvest, preserving food, and healthy shopping on a budget.	90 Lawrence residents each year increase their awareness/competancy of cooking/shopping for healthy meals and increase their access to healthy foods.	FY16-FY18	Lawrence families increase their consumption of fresh produce and improve their health.
Learning Kitchen Usage	LCW, FSC, FRC	Analyze and launch a plan to enable community usage of our new learning kitchen (planned for Q2 2016 as part of our new 5,000 sq. ft. office build-out) Work with LCW, FSC, and FRC to identify people interested in usage of the kitchen.	Greater Lawrence community has a space available for open cooking hours, group canning sessions, value-added food product production, small scale catering, etc.	FY16-FY18	The social capital of local residents is increased as is their knowledge and capacity to prepare healthy foods.