

MISSION

Lawrence CommunityWorks (LCW) is a community development corporation that weaves together community planning, organizing, and asset-building efforts with high-quality affordable housing and commercial development to create vibrant neighborhoods and empowered residents. By facilitating conversations and action on community priorities, LCW engages partners and a network of youth and adult residents in opportunities to move themselves and the city of Lawrence forward.

LCW had its beginnings in the early 1980s struggle to build affordable housing in North Lawrence, and has built or renovated over 400 units of affordable housing for the people of Lawrence. Since an organizational rebirth in July of 1999, we have become a powerful vehicle for community revitalization, attracting over \$100 million dollars in local, regional, and national public and private investment and catalyzing collaborative, community-wide revitalization efforts. LCW is widely recognized as a highly effective CDC that is solidly grounded in the community of Lawrence. With a membership of over 5,000 residents and other stakeholders, and robust community participation in the Board of Directors, project and program committees, community campaigns, and planning processes, LCW has a well-deserved reputation for genuine resident investment and ownership.

Our Community Investment Plan was informed by both a strategic planning process and a neighborhood planning process that together involved over 450 residents and other stakeholders. LCW continues its intensive member engagement through NeighborCircles, Community Education Circles, Marketplaces, Design Teams, and other engagement tools; resident priorities arising through those processes help us refine our ongoing plans. Our most recent Member Summit, held in April 2016 with nearly 200 participants, revolved around the topic of jobs, and is driving evolutions in our ESOL and workforce development programming. While our constituents are mainly the low-income immigrant and Latino families citywide that are striving to learn English, build assets, and develop networks in this community, we have over the past three years developed a particular constituency among parents of children in the Lawrence Public Schools due to our extensive collaborative work with the schools on parent engagement and family economic success. See a documentary demonstrating the impact of our work here: <https://vimeo.com/189338319>.

Our investment goals over the next three years are:

- 1) **INVEST IN PEOPLE** and ensure that Lawrence has strong residents who are skilled and knowledgeable, civically engaged, and connected to each other and common life.
- 2) **INVEST IN PLACE** so that Lawrence's physical landscape promotes an environment of opportunity and a high quality of life.
- 3) **INVEST IN SYSTEMS CHANGE** so that our systems and institutions effectively support resident aspirations and meet resident challenges.

Our strategies include:

The Network: We will continue to strengthen our resident Network by deepening connections among members, increasing the depth of member activity within the Network, and increasing the level of leadership among members. This includes implementing at least 20 Community Education and Neighbor Circles each year, expanding our local and regional leadership development efforts to graduate 45 people annually from Poder (Spanish-language), Mill Cities Leadership Institute (Lawrence & Lowell), and involving 100 people as core volunteers with LCW. We will also pursue and strengthen strategic partnerships with other key organizations to strengthen the institutional fabric of the City.

Asset Building (Financial and Personal Assets): We will increase educational attainment and financial resilience for the people of Lawrence, through financial education and coaching for 350 individuals, English for Speakers of Other Languages and computer classes for 150 individuals, career and job readiness coaching/training for 100 individuals, matched savings for asset ownership for 75 people, homeownership services (including foreclosure prevention) for 800 people, lending circles for 20 individuals, and youth development opportunities for 150 young people in The Clubhouse @ Movement City, a member of The Clubhouse Network, a global community for creativity and achievement.

Physical and community development: We will create a vibrant mixed use community in the heart of the city, linking the revitalization of the North Common neighborhood and the Mill District. This includes production of 5 homeownership properties, 25,000 square feet of new commercial space, and collaboration to develop two new green spaces in the area. We will also aggressively pursue acquisition and redevelopment of remaining derelict properties in response to resident mandates.

Economic Development: We will continue work with our partners, and our members to advocate for a comprehensive, city-wide economic development strategy through our collaborative leadership in the Lawrence Working Families Initiative, the North Canal Coalition, and the Lawrence Partnership (as well as other regional forums).

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