

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 GWL works with residents to build an equitable community where residents in all stages of life feel they belong, are safe, supported, and empowered; where healthy living is the norm; and everyone’s neighborhood is a resilient environment that thrives with parks, trees, and open spaces. GWL is committed to “changing places, changing lives, and changing systems.” 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 community-informed planning processes which is the basis of the CIP that we present here. Our CIP is based on the accumulated community input we have received from working in each of our four core work areas over the past 23 years and from our deep engagement with residents and in community groups and alliances. This CIP is scheduled for approval at GWL’s February 14, 2022, Board Meeting.

Section 1: Communities and Constituencies to be served

GWL’s primary service area is Lawrence. Our secondary areas are the Environmental Justice Communities/ (EJCs) neighborhoods of Methuen and Haverhill. As Lawrence residents are being pushed out of the city due to unaffordable housing costs, and with a commitment to improve connectivity in the region to jobs and services, we also have begun working in LMI/minority EJ neighborhoods in North Andover and Andover (see map in the attachments).

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 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 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. **Greater 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, a growing invested business community, and renewed community vitality. These assets are also supporting stronger, healthier EJ neighborhoods in Methuen and Haverhill.

Constituencies: Lawrence is home to 89,143 residents and is the most heavily populated Latino city in New England and one of the poorest and youngest. Per 2020 US Census data, 21% of residents are living below the poverty level, 26% are younger than 18 and 81% are Latino. Low income and working but poor resourced families are vulnerable to unpredictable events such as sudden job loss, a steep rise in utility bills or food prices, or the recent disasters like the gas explosions and pandemic. In 2021, over 40% of the city population received SNAP benefits, a stark increase from 14% in 2018. **Methuen & Haverhill:** Within these cities GWL has worked on corridor improvements, park projects, and tree planting focused on CDBG eligible areas intended principally for MI persons. In October of 2021, Project Bread recorded over 14,000 and nearly 9,000 SNAP participants in Haverhill and Methuen respectively. As housing costs soar in Lawrence, and in response to COVID-19 causing increases in regional food insecurity, GWL has expanded into the EJCs of North Andover and Andover as part of a regional food system assessment and the program we launched that invested in locally owned restaurants to provide meals to those experiencing food insecurity. See chart below:

Municipality	Total Pop	% of Pop Living in EJs	% Speak Language Other than English	% in Multifamily	% Renter Occupied	Renter Income % of State Median Income	% Renter Median Housing Cost/ Median
Lawrence	89,143	100%	78%	73%	69%	40%	40%
Methuen	53,059	65%	36%	33%	28%	44%	39%
Haverhill	67,787	50%	22%	47%	43%	48%	35%
North Andover	30,915	29%	15%	36%	29%	57%	39%
Andover	36,569	5%	20%	24%	19%	80%	28%

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 has been woven into the fabric of our organization from the very beginning. In the late 90s, a group of local stakeholders including residents, mill and other business owners, city officials, the organization that became Lawrence CommunityWorks (LCW), and nonprofits completed GWL’s feasibility study. The study, sponsored by the 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 20-member staff, 13 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 three cities and all have a deep connection and commitment to the Greater Lawrence area. Please see our FY22 Organization Chart in the Supplemental Attachments.

Pa’Lante Resident Taskforce: In 2021 Groundwork established Pa’Lante to ensure resident-led engagement in developing Resilient Corridors in Lawrence and connections to surrounding communities. This group is leading a community-engagement research strategy for the effort, focused on active transportation, air quality data, and the urban tree canopy.

Community Engagement in Projects and Programs: GWL’s open space 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 focused 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.

Reviendo Gateway Initiative (RGI) 2002: was a partnership between GWL, LCW, and the City of Lawrence (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, cleaning up brownfield sites, 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. Other GWL completed RGI identified projects include Warehouse Square and connecting corridor improvements, transforming a major intersection into a gateway for the N. Canal District. GWL is currently partnering with LCW on the Ultimate Windows site, located between Ferrous and Union Crossing, to ensure activation and integration of the park and the future Merrimack River Trail and at Union Crossing to develop a healthy living hub that includes a new grocery store and health services.

Parks for Public Spaces (PPS) Placemaking- Canal District 2012: GWL and LCW, in partnership with PPS, led a community visioning and placemaking process with over 150 participants to “envision how lighter, quicker, cheaper interventions could be implemented in the short term in the five sites residents identified in

the district with the most potential to become great places.” ***Urban Land Institute (ULI) Technical Assistance Panel Report (TAP) 2013:*** GWL brought ULI to Lawrence in partnership with Mass Development and the MA Smart Growth Alliance, bringing together 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 for the N. Canal District. Both of these efforts served as community check-ins on the continued vision from the RGI effort (above).

City of Lawrence Open Space & Recreation Plan (OSRP) 2017-2024: GWL has completed Lawrence’s OSRP plan since 2004, including the recent renewal, ensuring community engagement through channels including interviews with local officials, stakeholder interviews, focus groups, English/Spanish surveys and a specifically created bilingual website. OSRP presentations are done with neighborhood associations, schools, city boards/commissions, MHTF, and Lawrence Redevelopment Authority. In 2016, residents participated in three community meetings (one specifically for youth) and 360 surveys were completed. The newest OSRP covers seven years, providing a blueprint for GWL’s next phase of open space improvement efforts. During this CIP we will work with the city on the next renewal.

Lawrence Mayor’s Health Task Force (MHTF): is a broad-based coalition 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 community and promote improved public health its residents. GWL’s Executive Director is a member of the Advisory Council and GWL’s Deputy Director is a Tri-Chair of the Healthy, Active Living Working Group. Both play key roles in the strategic leadership of the MHTF. GWL relevant health focus areas include: 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.

Lawrence Redevelopment Authority’s Urban Renewal Plan: created through a Citizen Advisory Committee which included GWL staff, formal workshops, open houses, and outreach for a total of over 40 meetings and 400 active participants, highlighting the goal of “build(ing) on Lawrence’s physical assets, including its historic buildings, rivers and canals, infrastructure, and transportation” creating eight strategies, two directly related to GWL’s efforts and helped inform our expansion into energy efficiency: “1. Create a more attractive environment for walking and biking and improve public safety through the urban renewal area and 7. Encourage sustainable development through renewable energy production, energy efficiency, and low-impact development.”

TDI Planning and Activation Efforts (2018): GWL was a founding partner in establishing the Mass Development TDI district in Lawrence, which is located in the RGI/Historic Mill District where GWL’s offices are located and many of our projects supported the development of this new, mixed-use neighborhood.

Lawrence General Hospital’s Community Health Needs Assessment (2019): LGH is a long-term GWL partner through the MHTF and our fresh food access efforts. The past two CHNA’s have highlighted the need for better access to affordable, healthy food: “Focus group participants shared the difficulties...residents needing to make tradeoffs between paying for utilities, medication, transportation, and food.”

Residents are integral to developing our community engagement, planning and design, and education programs calling on the involvement of 2,000+ residents and stakeholders and serving approximately 60,000 Lawrence residents each year (pre-COVID). In addition to residents, we collaborate with ***local businesses*** engaging them in our community-wide clean-ups and events and in smaller group stewardship projects. As we expand our borders, our partnerships are growing. Our Executive Director joined the Greater Haverhill Chamber of Commerce, and our recent Climate Safe Neighborhoods work matched redlined Haverhill neighborhoods with heat and flooding issues, which helps inform our tree planting efforts.

Alignment with Other Lawrence-based CDCs: other Lawrence CDC’s work informs and supports our CIP:

- ***Lawrence CommunityWorks (LCW):*** GWL has had 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 and we are partnering with LCW 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, the Lawrence Partnership (see below), and emergency response efforts.

- ***ACT Lawrence***, focused on 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. ACT and LCW were key partners, with GWL, in the One Lawrence Fund, created with the United Way to respond to the pandemic.
- ***Mill Cities Community Investments (MCCI)***: has been a key partner with our Healthy on the Block/Bodegas Saludables program and we are in the early stages of planning for the DOER/AGO Merrimack Valley Renewal Fund releasing funds to support energy efficiency improvements for small businesses and residents, utilizing funds from Columbia Gas Disaster fines. This partnership will also support our new MassSave efforts through the Community First partnership.

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 in 2018 and GWL is a lead partner, along with the LP and LCW, 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. We are waiting notice on the application for a new TDI district to build-up the last three years of success.
- ***Canals Coalition (CC)***, with the new TDI district, this group, led by GWL and LCW, has shifted its focus to the improvement of Lawrence's north and south canals. Partnering with the city, this group represents over 3.3M square feet of mill space in over 60 acres and is advocating for the safety and preservation needs of the canals.

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 (as we've experience with the gas explosions and the pandemic). For this reason, we have found that having a commitment to continual planning through community engagement to be most effective. We continually assess where there is the most momentum from residents for revitalization and we respond accordingly. In this way, we work towards longer-term efforts but remain nimble and opportunistic based on what's happening right now. With the understanding that our priorities are driven by the community processes we manage and participate in (see partnerships and plans above), we launched a strategic positioning 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 four areas below, as well as vision and mission statements for each. Leadership regularly reviews this framework and adapts it to meet resident needs and priorities. 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. In 2019, the week we closed down for the pandemic, GWL leadership finalized Organizational Vision and REDI statements and Strategic Priorities supporting GWL growth and ongoing evaluation and improvement process.

Organizational Vision: An equitable community where the residents of Greater Lawrence in all stages of life feel they belong, are safe, supported, and empowered; where healthy living is the norm; and everyone's neighborhood is a resilient environment that thrives with parks, trees, and open space. Please see the Supplement Attachments for the GWL Model Graphic, a graphic representation of our GWUSA Network shared theory of change, and a document combining the statements and priorities just mentioned.

Section 4: Activities to be Undertaken

In addition to listing our activities in this section, please see the chart at the end of this document outlining activities to be done from 2022 - 2024 including partners, outputs, and outcomes. Our activities include:

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

Climate Resiliency: Through a partnership with the Commonwealth's Greening the Gateway Cities project we launched an ambitious multi-year tree planting program. In Lawrence, GWL is in the process of finding homes for the last of the 2,800 trees in our GGC contract. In Haverhill, an additional 1,800 trees will be planted with GWL assisting DCR with outreach and the City with identifying parks and right of ways that need additional tree canopy. We just secured \$200,000 in state ARPA funds to continue planting in Lawrence and to add a planting zone in Methuen (in the low-income Arlington neighborhood, which is shared by both cities). These funds and contracts will allow us to continue expanding the urban tree canopy while we look into utilizing carbon off-set credits to fund future tree planting. In preparation, and for evaluation purposes, we will be developing internal and external dashboards measuring the resilience value of the services provided by GWL's urban forestry efforts. In addition, we will work with our city partners to support the development and implementation of a minimum of two applications to EEA's Municipal Vulnerability Program.

Parks and Open Spaces: We transform underused, blighted, and contaminated spaces into neighborhood assets including parks, playgrounds, trails, and gardens. In the next three years we anticipate managing the (re)development of at least three Lawrence parks and Plugs Pond recreation area in Haverhill. We are currently partnering with Lawrence on the clean-up and redevelopment of two brownfield sites: Merrimac Paper and Tombarello, ensuring resident engagement and the integration of open space/trails into the redevelopment. Lawrence's Open Space and Recreation Plan (OSRP) expires in 2024, so by year three we will work with the city and residents on its update and renewal. We will continue partnering with all three cities on their pipeline of projects based on each city's OSRP.

Greenway Framework: We will continue to develop multipurpose, pedestrian trails in Lawrence, Methuen, and Haverhill to provide residents with safe means of active transportation to their jobs, schools, stores, and other assets. Trails also provide residents with recreational space for walking, running, and biking and they connect 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 planning, designing, and completing construction on portions of the Lawrence Rail Trail (LRT) and the Merrimack River Trail (MRT). The LRT, which connects to the Methuen Rail Trail, which GWL worked with the city on, 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. The LRT connects to the planned Merrimack River Trail (MRT) with the potential for a park on the bridge crossing the river where it connects to the trail as it goes through the Merrimac Paper Site. The first piece of the MRT was built into Ferrous Park, where it connects to the Spicket River Greenway and future phases will connect to existing trail portions in Andover and all along the Merrimack River.

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 Mayor DePena's administration. 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 communities are aware of MVP's EPA Brownfields Revolving Loan Fund.

Lawrence Canals with the Canals Coalition: Please refer to Section 1 for a description of this coalition. GWL, with LCW, will collaborate with residents and stakeholders by convening meetings, coordinating legal efforts, and advocating with Federal and state offices for the improvement and preservation of Lawrence's canals with the goal of creating a Historic Preservation Plan for the canals that also resolves safety issues.

Tactical Urbanism: focusing on the results of three years of partnering in the TDI district, the planning for a new district, and the LRA's Urban Renewal Plan (Lawrence TBD). Specific activities include working with partners to advance the Lawrence Arts Collaborative, Iluminaciòn Lawrence, and Heritage festivals.

EDUCATION & JOB TRAINING

PreK-12 Educational Programming: We continue to engage Lawrence Public School (LPS) students with environmental and public-health, Science, Math, Engineering, Arts, and Math (STEAM)-based, service-learning programming to increase academic performance and advancement in life and to encourage these primarily Latino 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 STEAM-related concepts in innovative ways. We are currently developing a partnership with Gr. Lawrence Technical School (GLTS) on sustainable horticulture and landscaping, connecting to our urban farm and Merrimack River Trail projects. In the next three years, we anticipate serving 1,300 PreK-12 students each year and 150 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 focused leadership development employment with the goal of increasing their professional horizons and developing Lawrence's next generation of leaders. Urban Adventures also provides three Jr. Counselor jobs. In Green Team, youth learn on-the-job 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 (post-COVID) to camp, hike and engage in service-learning projects. In the next three years, we anticipate supporting 52 part-time Green Team members and 6-8 Summer Team Leaders each year. We will also explore new funding resources (utilizing CITC) to expand the number of positions, with the goal of adding 10 summer positions by 2024, potentially in a new city.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

Fresh food access highlighted as a priority in GWL's Feasibility Study, in 2006, we started building a network of community garden sites, now at 11 in Lawrence and Methuen (with another one to be built in 2022), 14 schoolyard gardens, and 30 residences with container gardens. Next, GWL secured an USDA Community Food Planning grant that allowed us to lead a community-assessment focused on healthy food access, which identified barriers including few local locations to buy fresh produce, food cost, and transportation needs. Recognizing not everyone can grow their own food, GWL also manages an urban farm, expanded the farmers market to three sites and a winter market, created the Healthy on the Block/Bodegas Saludables program, and built a Learning Kitchen (utilizing CITC) for healthy cooking classes and food preservation. We will continue these efforts, integrating Spanish ServSafe certification classes and advocate for the expansion of the Healthy Incentives Program (HIP). GWL was an early partner with DTA and MDAR and we saw market sales increased from \$82,521 (2016) to \$651,023 (2019 pre-COVID, which we expect to hit again this year after the winter market ends). CITC has supported this growth, as well as a new partnership with MHIC (they accept sponsorship funds from our local health care providers and matches them with CITC).

Healthy Living Community Education and the Food System: 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. 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. During the pandemic, we have been working with the MHTF to evaluate our efforts and update Lawrence’s Community Food Plan. The pandemic has brought into focus the challenges of our food system, and in response, GWL has secured funding to lead a regional food systems partnership with the goal of co-creating a regional food security action agenda for our five communities and share this work within Essex County.

COMMUNITY ENGAGEMENT

Community-Wide and Partnership Stewardship Events: To keep parks and open spaces that we have developed clean and beautiful and to develop local stewards, we will continue to coordinate two annual community-wide volunteer cleanups each year: Earth Day/Comcast Cares Day in the spring and the Spicket River Cleanup in the fall. 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 three years, we anticipate rebuilding partnerships after COVID for an increase in the number of participants by 10% per year.

MassSave & Energy Efficiency: GWL is starting a new partnership with MassSave through the Community First program in 2022. Based on a growing partnership with All In Energy on joint outreach for energy efficiency and tree planting, over the next three years we will help at least 200 residences complete weatherization and HVAC upgrades, 100 small business to take advantage of MassSave programs, and do outreach and help residents and businesses leverage MV Renewal funds (from the Columbia Gas fine) to be able to utilize MassSave offerings. Through these efforts, residents and small businesses will have decreased utility costs, increasing their economic stability, there will be a decrease in fossil fuel usage, supporting MA’s climate change 2030 goals, improve air quality in the Merrimack Valley, which will improve public health.

We Are/Somos Lawrence (WAL): GWL has long supported and managed the WAL community portal. Adapted to provide accurate and current information during both the gas explosions and the pandemic, over the next three years we will redesign the bilingual WAL website to make it more user-friendly and return it to a community information portal, relaunch the WAL newsletter, and grow the following of its social media channels. This will ensure residents are informed of local events and activities, increasing their resilience; that city and community-based organizations have improved resident communication channels; and residents are better able to access services and support to improve their economic, health, and social well-being.

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, now part of the MHTF’s S.A.L.S.A. Festival. We will also hold our annual Spicket River Greenway 5K Walk/Run event. In the next three years, we anticipate engaging at least 2,000 residents per 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: GWL has secured a third grant to support this partnership with Lawrence’s MHTF, Office of Planning and Development, the Council on Aging (COA)/The (Senior) Center, and UMass Lowell (UML), to develop a city-wide action plan to advance age-friendly systems, policies and practices in the city and to add a new effort to support Lawrence becoming an age-friendly resilient city. We have added a focus lessons learned and gaps identified from the gas explosion disaster and the pandemic. This work is a direct response to the city’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. Please see additional outputs and outcomes in the chart below.

Lawrence Partnership (LP) and Additional Partners: 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. Please refer to the descriptions in Section 2 for additional partnership efforts.

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 Activities Chart below as well 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. As mentioned above, we will create dashboards that quantify the climate value of the trees we plant and will look for additional ways to value the expansion of open space and trails. In the long term, we will measure our success by tracking the impact that our projects have on environmental, public health, and economic 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. 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 track the number of our students who pursue third level education and/or careers in the environmental or public health field and 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 residents 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’s open spaces, helps to steward, and beautify their public spaces and rivers, and make 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 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 and markets.

Section 6: Collaborative Efforts to Support Implementation

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

- **LCW, The Center, LP, MHTF, WAL:** our primary outreach partners and avenues collaborate to increase the public health and economic assets of the community.
- **Cities 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, Esperanza Academy, Elevated Thought, Lawrence Parks and Rec Dept. NPS, and GWUSA, MV MassHire:** Our youth education partners provide youth participants, learning space, and supporting activities.
- **LP, MCCI, LCW, TDI, Greater Haverhill Chamber, MVPC, CC:** enable GWL to support our cities’ and community member’s economic development and building financial assets.

- **MHTF, LGH, and COA/The Center:** our primary public health partners, and we work closely together on initiatives such as healthy food access and security, SALSA, and Age-Friendly policies.
- **One Haverhill Fund and One Lawrence Fund with the United Way:** have helped launch our regional food effort, enabled us to support residents that do not qualify for Federal or state benefits through the pandemic, providing information, financial resources, food, and COVID-19 information and referrals.

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 2017-2024: 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 awareness about the natural, cultural, recreational, and historic resources provided by the park system; 3) Provide alternative transportation through the establishment of an interconnected system of trails and greenways; 4) Preserving and maintaining historic resources and 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. Methuen and Haverhill’s OSRP will inform our efforts as our partnerships with the municipalities grow through our resiliency efforts including MVP and tree planting.

MHTF Mass in Motion Plan 2018: planning that included member organizations and city departments, facilitated by Institute for Community Health, and informed by our local health agencies’ Community Health Assessments, the goals are: 1) By 2020, Lawrence will have a Community Food Plan (delayed by COVID), that will serve to guide food service and financial appropriation decisions, policies, systems, and procedures to efficiently address food access for residents, 2) By 2024, Lawrence will have an Age-Friendly Framework, to guide decisions, policies, and procedures that will contribute to residents successfully aging in place, and 3) By 2024, Lawrence will utilize the OSRP, to advance initiatives to activate parks and open spaces and engage 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. As described above, an extensive public process guided the plan’s recommended strategies and actions. These include 1) Create a more attractive environment for walking and biking and improve public safety throughout the urban renewal area (Lawrence Greenway Framework); 2) Incentivize/accelerate development of large vacant parcels for light manufacturing, health care, education, and mixed-use development (Merrimac Paper Site); 3) Bolster the City’s arts, cultural and recreational assets and attract more visitors to Lawrence (Iluminaciòn Lawrence and Cultural Collaborative); 4) Preserve, protect and enhance historic buildings and infrastructure through adaptive re-use (work to improve and preserve the canals); 5) Support the expansion of small businesses that generate jobs and build local wealth (Restaurant Grab ‘n Go meals program); 6) Activate Essex Street through new and expanded retail, cafes, restaurants, galleries, and upper-floor residential uses (GWL has moved the winter farmers market to Essex Street, TDI, Ciclovía); 7) Encourage sustainable development through renewable energy production, energy efficiency, and Low-Impact Development (GWL’s new MassSave partnership); and 8) Create linkage mechanisms that capture the value of new development for citywide quality of life improvements (GWL’s stewardship and community events, open space improvements).

LCW CIP 2020-2000 Plan Goals: mirror’s GWL’s three focuses: Invest in People (Changing Lives), Invest in Place (Changing Places), and Invest in Systems Change (Changing Systems). The CIP 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 FY2021-2025: “Through data gathered from the resident participation process, existing community reports, and quantitative data, the City identified the following high priority needs,” almost all of which align with GWL’s CIP: “1) Expanded support for small businesses in light of the COVID-19 pandemic, 2) Pathways to economic stability for low income households through education, job training, small business development, and job creation, 3) *Housing development through the production of new units to meet increasing population* and through improvements to an aged housing stock, 4) Provide for the immediate needs of families impacted by loss of income as a result of COVID-19, 5) Improving health outcomes for individuals and advancing public health strategies that address health inequities and improve upon social and economic factors of poor health; and 6) Continued investment in parks, public spaces, and infrastructure.”

Lawrence General Hospital 2019 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.

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 in all areas, with CITC supporting non-earned income sources, to achieve a more robust financial portfolio (see 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 our office buildout 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 with CITC for a donor-advised fund and an annual unrestricted foundation grant that has more than doubled due to CITC (\$30,000-\$40,000 to \$120,000 a year). GWL’s current CITC allocation is almost fully committed, and we will focus the next month on supporting filing by our donors. Recent funding by year:

Revenue Source	FY18 Audit	FY19 Audit	FY20 Audit	FY21 Actual	FY22 Budget	% Change
Foundation	557,650	872,378	1,211,994	973,202	935,661	40%
Government	799,195	905,6682	1,020,403	1,071,934	1,210,730	34%
Earned Income	103,538	141,036	129,502	64,703	344,462	70%
Individuals	127,061	96,637	232,420	251,577	260,000	22%
Corporate	127,061	166,949	143,420	225,536	141,000	10%
In-Kind	83,907	20,661	18,381	47,958	47,102	-78%
Total	\$1,875,018	\$2,203,329	\$2,756,003	\$2,632,909	\$2,939,055	36%

* FY19 – FY21 includes emergency response funding, including pass-through funds to residents, as GWL played backbone organizational roles with the Columbia Gas Relief Effort and COVID-19 response. We purposely were conservative in FY22 budgeting, expecting the pandemic to end. In addition, these numbers do not include Groundwork Southcoast, which GWL provides fiscal sponsorship to.

Foundations: We have seen our foundation support grow 40% since FY18 (pre-emergency responses). 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 CITC, 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, and the Fish Family Foundation. In

addition, we are seeking large foundation grants through partnerships, which includes the Robert Wood Johnson Foundation, secured in partnership with CLF, which is funding the resilient corridors effort being led by the Pa'Lante Resident Task Force.

Government: 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, 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 three cities, with GWL partnering in the creation of new parks, trails, 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 efforts supporting our city partners will enable us to continue pursuing large-scale government funding for our collaborative public health-related efforts including the MA DPH, the CDC, and the U.S. Health and Human Services. Over the last three years we have secured government funding for our education programs and continue to see these sources expanding, including grants from the Massachusetts Cultural Council's YouthReach program, budget earmarks through DESE and MDAR, and annual MA DESE grants to decrease summer learning loss and increase social-emotional competencies.

Earned Income: In recent years we have built earned revenue, mostly with LPS and education partners for enrichment programming. We just signed a new three-year LPS contract, the second one in a row. These contracts are important tools for GWL to create as steady source of income for our program. We also receive earned income through program management and consulting services that we provide to the cities of Lawrence, Haverhill, and Methuen and to other local partners such as MVPC. As mentioned above, our level of earned income for this work is partially connected to the phase of development a project is in.

Corporate: Prior to the gas explosions and the pandemic, we were seeing an increase in the number and level of corporate sponsorships for our events, a trend we plan on focusing on again after the pandemic. We budgeted conservatively as corporate support increased over the past three years for emergency response including large grants from the New Balance Foundation to purchase fresh food in FY21 and warm jackets and clothes in FY19. Our Community Engagement Director helps us capitalize on the many requests that community partners, local corporations and church groups make for stewardship workdays. 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: With a few years of CITC experience, and new major donors that have learned of GWL due to our emergency response efforts, 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.

Capacity & Strategy related to CITC: We are requesting \$250,000 in CITC this year. With our learning and success in securing funds for office build out, new staffing, and program support with previous allocations, we are confident that we can utilize the full \$250,000 in the next year.

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 \$26M of capital improvements through our environmental improvement initiatives. Our project work is also growing in Haverhill (trees and open spaces) and Methuen (trees, MPV, open spaces). We have improved over 437 acres of public parkland

representing approximately 85% of Lawrence’s inventory of green space; built or improved 26 parks, and the creation of three trails (Methuen Rail Trail, Bradford Rail Trail, and the Spicket River Greenway). 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: After the pandemic we will be able to return to working with the community in large stewardship events to keep the spaces that we have built clean, and we are excited to welcome back our youth volunteers. 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, in 2014 to 30 youth, and last year to 40 (despite COVID). Recognizing the need to provide flexible opportunities for busy Lawrence youth, we modified the structure of our program to be 12 job slots each semester, and 40 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 expanded to grades pre-K through high school to support LPS’ Turn Around Plan. While in-person enrichment was put on hold during the pandemic, we anticipate reaching our previous number served of 1,300.

COMMUNITY ENGAGEMENT AND EVENTS: We held our first Kite Festival in 1999 and have done so ever since (minus 2020). As part of the City’s Supporting Active Life Styles for All (SALSA) festival, this event typically draws 1,200 people. Since 2002, GWL has engaged the Greater Lawrence community in our annual Spicket River Cleanup (SRC) event. Unfortunately, we had to cancel the SRC due to the gas explosions in 2018, but we were able to move to an individual, then hybrid model, during the pandemic. In 2006, we introduced our annual Earth Day event for which we now partner with Comcast Corporation and draws over 1000 volunteers annually. Based on community input, we are excited to plan for large, in-person events in 2022. Our annual Greenway 5K Walk/Run attracts 150 – 200 participants. For other efforts please refer above to Pa’Lante, the OSRP renewal process, and community planning and design for our open space and brownfield efforts.

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 the city’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 farmers market. We enabled SNAP/EBT payments by becoming 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. Today, our markets provide over \$600,000 worth of fresh, locally grown produce each year and draw an average of 1,000 visitors each week. In 2006, we began working to create community gardening space for the community and formally assumed the role of managing the city’s eight community gardening sites through the renewal of our MOU in 2014. We have added three community gardens, including one in Methuen, since 2016. Since 2010, we have offered gardening, healthy cooking and shopping workshops for more than 2,000 adults, and we plan to continue increasing this number by 10% a year with our Learning Kitchen. Through EPA and other funding, we have also educated the community about recycling and composting, worked to reduce illegal dumping and litter in our open spaces, and are about to launch MassSave outreach and support efforts.

GWL/Project Awards: Governor's Award: 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 (2010); NCDA’s Audrey Nelson Community Development Achievement (2011); Social Innovation Forum Healthy Lifestyles Social Innovator (2013); The US Conference of Mayors Honorable Mention (2013); DPH Peter R. Lee Healthy Communities (2013); Enterprise Bank Non-Profit of the Year (2014); APA Sustainable Communities Division - Excellence in Sustainability (2018). MV YMCA Outstanding Partner of the Year (2020); and LCW’s Collective Action Award (2021)

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), TDI on 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 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 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 urban tree canopy, reducing and filtering stormwater runoff, improving water quality, revitalizing riparian corridors, and creating resiliency.
- ***Use natural resources wisely:*** Our environmental projects are aimed at making better use of underused spaces and use low-impact-design practices. Our open space projects and tree planting include stormwater remediation measures to reduce negative impacts of the urban environment on the region's rivers and watersheds. Our outreach initiatives have raised the community's engagement with recycling and composting and worked to reduce litter and illegal dumping, while our MassSave efforts will decrease fossil fuel usage.
- ***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. Our energy efficiency efforts will also support improved housing options.
- ***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 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, we will further increase 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, which is one of the reasons we are partnering with MassSave. We also partner with our cities on EEA's MVP programs.
- ***Plan regionally:*** GWL serves the tri-city area of Lawrence, Haverhill, and Methuen and our 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. The MassSave and Food System Partnerships follow this priority and our partnership with MVPC supports these efforts as well.

2022 - 2024 CIP ACTIVITIES/PARTNERS/OUTPUTS/OUTCOMES

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS: Promote Greater Lawrence’s identity and reputation as an affordable, healthy, and prosperous green community.

Program	Partners	Planned Activities	Outputs	Projected Outcomes
Climate Resiliency	Cities of Lawrence, Haverhill, Methuen, EEA, DCR, Arbor Day Fndn, TD Bank, ECCF, Pa’Lante Resident Taskforce, EEA, MVPC	<p>Conduct outreach and plant trees in parks, along streets and in private yards in Lawrence, Methuen, and Haverhill.</p> <p>Work with affordable housing partners to identify residents for trees.</p> <p>Partner with Municipalities and EEA to increase the region’s climate resiliency</p>	<p>Establish three planting zones (2 in Lawrence and one in Methuen) with the long-term goal of planting at least five trees per acre and plant up to 300 trees.</p> <p>Support outreach efforts for Haverhill tree planting in partnership with DCR to plant up to 800 additional trees.</p> <p>Support the City of Haverhill’s efforts to plant up to 1000 public trees throughout the city with an emphasis on parks and right of ways.</p> <p>Develop internal and external dashboards measuring the resilience value of the services provided by GWL’s urban forestry efforts.</p> <p>Support the development and implementation of a minimum of two applications to EEA’s Municipal Vulnerability Program.</p>	<p>Reduce flood and heat vulnerability by planting trees, installing green infrastructure, and community engagement.</p> <p>Increased climate resiliency through building energy savings, carbon storage, carbon sequestration, and carbon avoided.</p> <p>Improved public health through pollution removal, avoided runoff, and oxygen production.</p>
Parks & Brownfields	City of Lawrence, MHTF, COA, ACT, LCW, MHTF, Boys & Girls Club, New Balance Foundation, Solomon Foundation	<p>Manage resident engagement, planning, & renovation of 3 or more parks.</p> <p>Improve Lawrence’s Park system to increase access to close to home recreational opportunities.</p> <p>Work with cities to identify and fundraise for new park projects.</p> <p>Support Lawrence’s efforts to equitably redevelop the city’s brownfields through an inclusive process that prioritizes public help and transparency</p>	<p>Complete renovations at Stockton and Storrow parks</p> <p>Complete S. Common improvements including an accessible playground and other renovations through resident engagement, design, and construction.</p> <p>Advance Rowell Park renovations by finalizing construction plans and completing construction.</p> <p>Continue community engagement process to guide renovations to the amenities at Reservoir Park.</p> <p>Advance community engagement and site planning for the Water Street parcel.</p> <p>Tombarello (BF): Complete phase 2 of cleanup, engage residents around re-use planning, and support city’s efforts to partner with a master developer.</p> <p>Merrimac Paper (BF): Complete permitting, demolition, remediation, assessment, and disposition.</p> <p>Update the City of Lawrence’s Open Space and Recreation Plan by leading a planning effort that incorporates resident surveys, pop-up engagement activities, and at least three public meetings.</p>	<p>The community has access to quality active and passive recreation opportunities, quality of life and public health of residents improves.</p> <p>Community has diverse play opportunities for a range of ages and abilities.</p> <p>Parks are safer because of increased usership.</p> <p>Equitable access to quality parks is increased through the expansion of Lawrence’s park system.</p> <p>Two Lawrence brownfield sites are cleaned, redeveloped</p> <p>Updated Open Space and Recreation Plan.</p>

Lawrence Greenway Framework	Cities of Lawrence, Methuen, Haverhill, Shawsheen Greenway/ Andover Trails, AVIS, GLTS, COA, MHTF, LCW	Plan and implement design and construction of active transportation infrastructure.	Advance the Lawrence Rail Trail by supporting the city's efforts to secure right of way, complete construction documents, and start construction in FY23. Continue advancing the Merrimack River Trail by securing right of way, advance construction plans / permitting, and constructing boardwalks as well as the connection at the Merrimac Paper Site (BF). Continue advancing corridor and node framework started by Pa'Lante resident taskforce, emphasizing climate change education, urban forestry, & mode shift.	Greater connectivity between communities with better access to services & jobs. Pedestrians have safer alternative transportation options. Reclamation of derelict land, reduction in crime rates, increased property values, and improved quality of life for Greater Lawrence residents.
Lawrence Canals	LCW, LP, TDI, Canal Property Owners,	Coordinate efforts to protect, preserve and realize the potential of Lawrence's canals	Collaborate with residents and stakeholders by convening meetings, coordinating legal efforts, and advocating with Federal and state offices for the improvement and preservation of Lawrence's canals.	Preservation plan for the canals developed and safety issues resolved.
Tactical Urbanism	NECC, CoL, LP, Elevated Thought, Essex Arts Center, Mass Development	Advancing Lawrence's Creative Economy and supporting TDI economic development efforts	Working with partners to advance the Lawrence Arts Collaborative, Iluminaciòn Lawrence, and Heritage festivals. Serving as a main partner in MassDevelopment's TDI Districts	Lawrence becomes a year-round destination for the arts Iluminaciòn Lawrence infrastructure is integrated into lighting projects throughout the city and actively engaged by the arts community.

EDUCATION & JOB TRAINING: Develop Greater Lawrence's new generation of environmentally engaged leaders & employable residents

Program	Partners	Planned Activities	Outputs	Outcomes
PreK-12 Education Programs	Lawrence Public Schools, Gr. Lawrence Tech School, Boys & Girls Club, MV YMCA sites, LCW, Elevated Thought, YDO, Esperanza Academy, and surrounding local schools	Provide PreK-12 students with in-school and out-of-school STEM-based, environmental, and public health enrichment programming. Work with schools to facilitate their use of Costello Urban Farm, Ferrous Urban Wild Park, and Den Rock Park as priority field trip sites.	Provide 1,300 PreK-12 youth/year with STEM-based, environmental, and public health enrichment programming. 150 LPS Elem/middle school students/year receive 30 hours (average) of programming during the summer months in Urban Adventures. Partners routinely utilize Costello Urban Farm, Ferrous Urban Wild Park, and Den Rock Park for field trips. Minimum of 5 field trips/year supported.	Youth increase: Their awareness of and competency in environmental and health issues. Sense of place and city pride Academic content-based language and knowledge through experiential learning experiences that connects academic learning to the real world. Build social-emotional and work-based skills to support the pursuit of careers in fields in which they are underrepresented. Their experience and learn about a diversity of urban and natural spaces.

Youth and Young Adult Employment	NPS, DCR, AMC, GWUSA, LCW, AVIS, USF&W, MHTF, Elevated Thought, ACT, LPS, GLTS, MV MassHire & Career Center	<p>Youth receive 130 hrs/yr (avg) of environmental and public health, STEAM-based, service-learning leadership training.</p> <p>Youth are exposed to 10 (min) professionals and career disciplines.</p> <p>Youth gain experience with resume and cover letter writing, job interviewing, public speaking, and community engagement.</p> <p>Youth participate in educational workshops, camping and hiking trips, and service-learning trips locally and in national parks.</p>	<p>Provide 12 Green Team (GT) leadership development, part-time jobs for Lawrence youth aged 14-21 during the school year</p> <p>Provide 40 GT jobs during the summer, secure funding to increase to 50 by 2024 (potentially with a new city)</p> <p>Hire 6-8 GT Leaders and secure funding to increase to 8-10 by 2024</p> <p>Work with partners to recruit Green Team members and provide supporting activities.</p>	<p>90% of participating youth graduate high school and pursue higher level education or training</p> <p>Youth express interest in relevant content careers including environmental and public health fields</p> <p>Youth are prepared to return to Lawrence as our next generation of civic leaders.</p> <p>Lawrence median family income increases.</p>
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FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING: Increase access to healthy foods in Greater Lawrence, enabling residents to make healthy food choices and decreasing the rate of diet-related disease.

Program	Partners	Planned Activities	Outputs	Outcomes
Healthy Living Community Education	Share Our Strength (Cooking Matters), LCW, ACT, MCCI, MHTF, Lawrence Partnership's RTK	<p>Provide each year:</p> <ul style="list-style-type: none"> 2-5 wk GWL Cooking Class Sessions 2-6 wk Cooking Matters 5 Canning/ Preserving and shopping on a budget bi-monthly Fresco Cooking Club 3 Spanish ServSafe certification classes 	<p>Lawrence residents increase their awareness/competency for cooking/shopping for healthy meals.</p> <p>More certified, Spanish-speaking local food entrepreneurs</p> <p>Increase in farmers market visits, increase in sales of healthy, local foods (10%/yr).</p> <p>5% increase in class attendees</p>	<p>Families increase their consumption of fresh produce and improve their health.</p> <p>Greater Lawrence's public health is improved through residents' increased knowledge and capacity to prepare healthy foods.</p> <p>Local farmers have increased sales and revenues from expanding farmers markets.</p>
Fresh Food Access	MHTF, MCCI, LCW, MHIC, Lawrence General Hospital, Holy Family Hospital, Gr. Lawrence Family Health Center, COA,	<p>Each Year:</p> <ul style="list-style-type: none"> 3 farmers markets/week July – October Winter Farmers Market Nov – Feb (if HIP is available) Engage our gardeners including those who use the 30 	<p>Work with partners to plan and seek funding for healthy living program expansion to Methuen or Haverhill</p> <ul style="list-style-type: none"> 25,000 Farmers Markets visits/yr (minimum) 155 residents/yr grow vegetables in garden beds for their families 	<p>Lawrence's healthy food economy is bolstered.</p> <p>Lawrence families increase their consumption of fresh produce, decreasing diet-related disease and improving Lawrence's public health.</p> <p>Lawrence's small businesses increase their financial security.</p>

DTA, Project Bread, MV YMCA, GLCAC, Merrimack College, NECC, Cities of Lawrence, Haverhill & Methuen, Towns of Andover. and N. Andover	backyard gardens built by GWL through 3 workshops Connect schoolyard garden leaders to community garden leaders Regional Efforts: Create and manage a Regional Food System Partnership Research new fresh food options (regionally)	Build a new community garden in Lawrence Research potential growing opportunities in Methuen Maintain 11 existing garden sites Build a regional food systems partnership Co-create a regional food security action agenda	Social capital of residents is increased as neighbors increase interactions at gardens and markets. Crime rates are reduced as people continue to spend time outside in garden spaces.
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COMMUNITY ENGAGEMENT: Support Greater Lawrence residents to achieve economic self- sufficiency, feel safe, and take pride in a clean and green community

Program	Partners	Planned Activities	Outputs	Outcomes
Community Health & Safety Programs & Celebrations	City of Lawrence, Mayor's Health Task Force, COA	Annual healthy community events: Kite/SALSA Festival (June) Greenway 5K (August) Ciclovía (Aug & Sept)	2,000 Greater Lawrence residents spend time in parks and trails participating in events each year.	The community increases their usage of public spaces, builds social capital, and has improved health outcomes due to increase in physical activity.
Healthy Aging / Age-Friendly	City of Lawrence COA, MHTF, UMass Lowell, MVPC, LCW, AgeSpan, Lawrence General Hospital, Lawrence Cable Access TV, Lawrence Housing Authority	Convene Resiliency Partnership to: - reflect & document recent disaster response/lessons learned & service gaps - ID resiliency barriers for older adults and develop solutions & training as needed - Create Emergency Preparedness Plan - Disseminate emergency planning info through community channels, partners, and events. -Create and disseminate Age-Friendly Business Practices Guide	Create an Age-Friendly Resilient Lawrence. System created to ensure the readiness, immediate safety, and equitable health and resiliency of all residents before, during, and after an emergency. System developed for registering residents with special needs with emergency responders The City and organizations adopt policies/systems that elevate older adults' voices and adopt age-friendly emergency preparedness practices, supported by age-friendly cultural trainings	Lawrence's Older adults voices are elevated have improved coping skills that build resiliency & maintain mental wellness have increased social capital are better prepared for adverse events and are able to withstand, adapt to, and recover from those events.

Program	Partners	Planned Activities	Outputs	Outcomes
We Are / Somos Lawrence (WAL)	City of Lawrence, LCW, The Center, LPS, LP, Lawrence Library, Community InRoads, LGH	<p>Redesign the bilingual WAL website to make it more user-friendly and return it to a community information portal</p> <p>Relaunch WAL newsletter, minimum monthly</p> <p>Grow following of social media channels (FB, Instagram, WhatsApp, Twitter)</p>	<p>Minimum 12 newsletters 2023 – 2024</p> <p>25% increase in social media followers</p> <p>New community calendar that is used by residents and local organizations</p> <p>Community Advisory Council created and oversees WAL</p>	<p>Residents are informed of local events and activities, increasing their resilience.</p> <p>The city and community-based organizations have improved resident communication channels</p> <p>Residents are better able to access services and support to improve their economic, health, and social well-being</p>
MassSave & Energy Efficiency	MassSave, All In Energy, MCCI, LCW, ACT, GLCAC, CAI, MV Small Business Coalition, Cities of Lawrence, Haverhill & Methuen, Towns of Andover & North Andover	<p>Hire a bilingual Energy Advocate for outreach to residents and small businesses</p> <p>Train GWL staff on energy efficiency and MA programs</p> <p>Integrate Mass Save efforts into GWL and WAL social media, website, and marketing efforts</p> <p>Heating/cooling event(s) for residents</p> <p>Networking/info events for small businesses</p>	<p>Minimum of 200 residences complete weatherization and HVAC upgrades</p> <p>Minimum of 100 small business take advantage of MassSave programs</p> <p>Do outreach and help residents and businesses leverage MV Renewal funds to be able to utilize MassSave offerings</p>	<p>Residents and small businesses decrease utility costs, increasing their economic stability</p> <p>Decrease in fossil fuel usage, supports MA’s climate change 2030 goals</p> <p>Improves air quality in the Merrimack Valley</p> <p>Improved public health</p>
LP and other partnerships	Lawrence-based Alliances	Participate in and help lead the Mayor's Health Task Force, Lawrence Partnership, and the Community Inroads Board 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.	The Lawrence community works collaboratively to revitalize Lawrence's economy and environmental and public health.
Community-Wide & Partner Stewardship Events	Lawrence & Methuen, ACT Comcast, LCW, LP, local businesses & neighborhood groups,	<p>Hold annual spring Earth Day/Comcast Cares Days and fall Spicket River Cleanups</p> <p>Facilitate small groups who wish to work together on local stewardship projects.</p>	<p>1,500 Greater Lawrence residents spend 5 hours each, working side-by-side, helping to clean and beautify the city each year.</p> <p>150 participants complete group projects to steward city spaces each year, 10% increase/year.</p>	<p>The community develops more pride and ownership of their city and helps to steward and beautify public spaces.</p> <p>Local groups & employees develop more pride & ownership in our cities & help keep them clean & healthy.</p>