

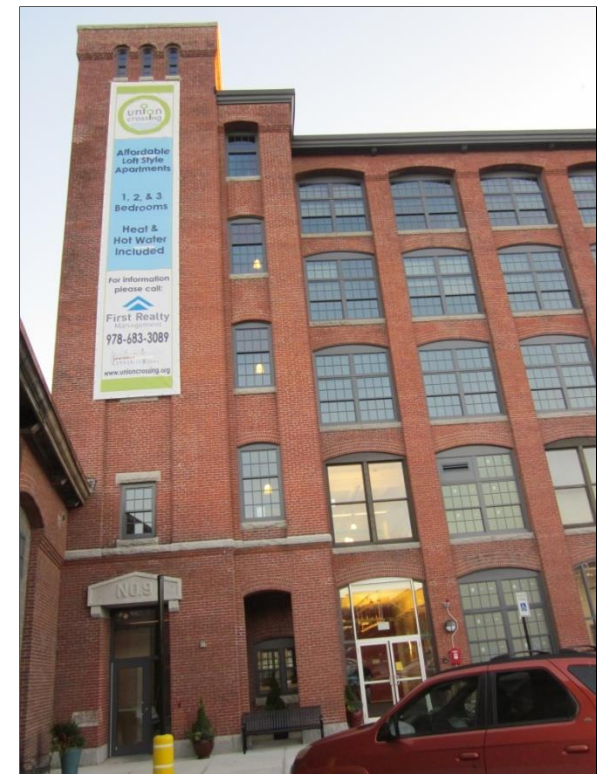


## **A Great Neighborhood in Lawrence, Massachusetts**



# Lawrence CommunityWorks

- “ A CDC rooted in network organizing and asset building, with **over 5,000 members**
- “ Since 2000, directly invested **more than \$60 million** in Lawrence places and people
- “ Catalyzed additional \$110 million of local investment in revitalization



# What is Community?

- “ At the cellular level: The exchange of value that comes from a single relationship of trust and mutual support
- “ In Place - The aggregate of these relationships form a *connected environment* which provides the infrastructure for community
- “ It is the functionality that emerges from this infrastructure – the ability to act, plan, solve problems, adapt to or create change, embrace newcomers, collectively comfort and individually be known, that is “community”

We are **building community** when we act to *optimize the value of place* by:

- “ Catalyzing and facilitating relationships and exchanges of value between and among residents (primarily) and local institutions
- “ Fostering a functional democracy where people are developing and practicing habits of deliberation, engagement, action, and reflection
- “ Creating a culture of co-investment that emphasizes reciprocity and asset-building

# Network Organizing: Optimizing the Value of Place

Lawrence: Post-Industrial Gateway City of almost 80,000; most heavily Latino City in New England. In 1999:

- “ Poor leadership and barren environment for civic engagement
- “ Tremendous economic challenges
- “ Dynamic, young immigrant population
- “ Great location and beautiful buildings

Our Approach: Smart and **Equitable** Growth

- “ Build from the inside out by investing in the local asset base: family assets and collective community assets.
- “ Build new leadership from a broad set of resident and business interests; build new habits and a new infrastructure for civic engagement to get thousands in the game of reinventing the City.

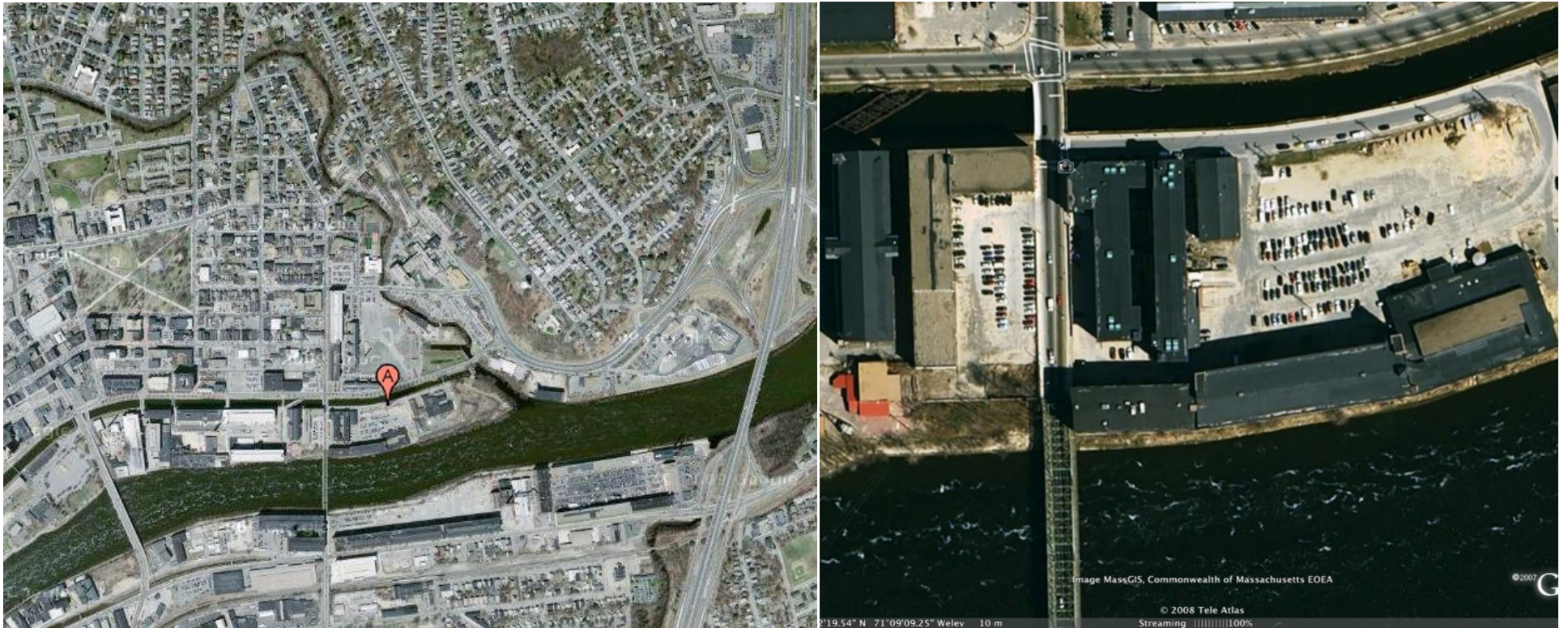


# The Network Environment

- “ Peer to Peer Connections
- “ Value and Choice Driven
- “ Reciprocity: Give and Get
- “ Form Follows Function
- “ Leading = Weaving/Connecting
- “ Interactive Spaces
- “ Food and Fun
- “ Many Doors
- “ Productivity
- “ **Mutual Support, Asset-Building, and Collective Action**



***Great Neighborhoods Project Location:  
North Canal Historic District, Lawrence MA***



***Part of Reviviendo Gateway District  
Physical Locus of LCW Revitalization Efforts***

# ***Great Neighborhoods***

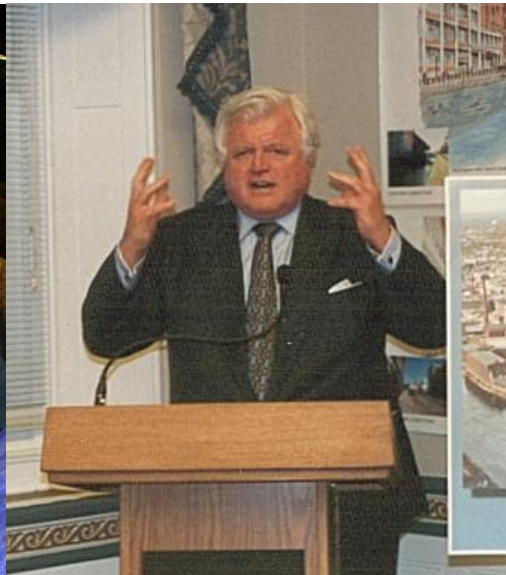
Partnership of LCW, Groundwork Lawrence, the North Canal Coalition (property owners), residents, and the City to revitalize the North Canal Mill District.

## **10 Year Goals:**

- “ Create 200 units of housing in the North Canal Mill District.
- “ Create 200 jobs in the North Canal Mill District.
- “ Establish 5 miles of community paths in Lawrence that connect low-income neighborhoods to parks and commercial areas.
- “ Establish 3 regional destinations for retail and services.
- “ Prioritize and implement goals of completed development plans including land use, infrastructure, transportation, and economic development strategies.

## Foundation: The Reviviendo Gateway Initiative

- “ 2002-3 community planning process involving hundreds of residents, mill and business owners, and public officials
- “ Created local vision and development priorities; generated member mandate for LCW mill acquisition
- “ Culminated in unanimous Council approval of major zoning reform that opened Mill District to mixed-use development with minimum affordability mandate





# Union Crossing: Community Planning Process

- ✓ All-volunteer Committee shaped project design and development
- ✓ LCW members and partners involved in architect selection, site visits, project design, advocacy, and outreach to local residents and businesses
- ✓ More than twenty charrettes and committee meetings held from January 2008 to October 2010
- ✓ Community needs and priorities created Union Crossing Master Plan, Vision, and Objectives



# UC Phase One Complete

- “ 350+ construction jobs created
- “ 60 family housing units; 100% residential lease-up within three months of opening
- “ Brownfield cleanup and site infrastructure work complete
- “ LCW/United Way Financial Stability Center opened 4/13; commercial lease-up @25%
- “ \$40M of new investment (\$30M private)
- “ Green features: TOD, solar roof array, low-VOC finishes, energy efficiency, storm water mgmt; southern terminus of Spicket River Greenway





# Union Crossing Phase Two

The Duck Mill



# Deepening the Network

- “ Ongoing NeighborCircles in UC, and charrettes and CanalCircles in the District, to surface and discuss resident priorities, share information, build community, and mobilize around canal activation, green space, and further development
- “ New round of planning with City and GWL in adjacent North Common – over 400 residents participating
- “ Continued advocacy on historic infrastructure (canals, alleyways)
- “ FSC a base and door for resident asset-building, deeper engagement in economic development planning and visioning

