



# Lawrence CommunityWorks

## Equitable Neighborhood Development Action Plan

*Lawrence, MA*

*Developed in partnership with*



# 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.*

# Lawrence CommunityWorks

## Equitable Neighborhood Development Action Plan

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# 01 | Introduction

*Founded in 1986, 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.*

Prior to its founding, LCW had original organizing roots as Immigrant Housing, a coalition formed by local residents in the early 1980s to advocate for affordable housing in North Lawrence in response to the city's plans for urban renewal efforts. In 1986, Immigrant Housing joined forces with the Community Builders to create the Heritage Common Community Development Corporation and successfully completed the affordable Heritage Common housing development in Lawrence in 1990. Heritage Common CDC later rebranded as the Lawrence Planning and Neighborhood Development Corporation (LPNDC) before embarking on a rebirth in 1999 that would result in the organization we know today as LCW.

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. Nearly 80% of the city's housing was built before 1970, contributing to severe crises in childhood lead poisoning and creating an obstacle to wealth creation for homebuyers faced with major deferred maintenance issues. The legacy of disinvestment, abandonment and fires in the city culminated in the net loss of more than 1,000 units of housing in the 1990s. At the time — with few exceptions (such as the smaller-scale work of other nonprofit housing providers) — very little new construction besides LCW's projects and a handful of smaller private developers had occurred to replace these units for low-income families, especially in North Lawrence.

LCW has a core commitment and track record of involving residents in robust planning processes and in redeveloping Lawrence for Lawrencians, including young people. Since 1999, LCW has become one of the major forces for equitable development and economic justice in Lawrence. Our approach is guided by a core belief in network organizing as a critical strategy for rebuilding and nurturing the civic environment of the city. The Our House Community Center (designed and developed over five years with the leadership of an adult- and youth-led resident committee) and the Lawrence Working Families Initiative are two shining

examples of this commitment, as is the affordability mandate in the Reviviendo Gateway Zoning Overlay and our work shaping the strategic priorities of the Lawrence Partnership to focus on local employment and indigenous growth. For 20+ years we have aimed to build social capital among Lawrence residents (neighbors, parents, youth), fostering leadership skills and practice at multiple levels of the community; engaging residents in the design and governance of projects and programs; mobilizing people to volunteer and vote; graduating local leaders from PODER leadership institutes; and implementing collective action campaigns and deep collaborations to improve housing, municipal budgeting, economic development and schools.

Our membership is composed of over 5,000 people who live or work in the city of Lawrence; roughly 1,000 of these are actively engaged in our work in a variety of ways each year — from classes to counseling to committees to volunteer projects to campaigns to leadership training. One of our core organizing strategies, NeighborCircles, is recognized both nationally and locally as a model for resident engagement and co-investment. All of our real estate projects — and the neighborhood or master planning processes from which they arise — are guided by resident committees and also provide ample opportunities, through one-on-one conversations, block meetings, NeighborCircles,

#### New Construction Planned in Lawrence

Nearly ten acres of cleared urban renewal land in Lawrence will come alive in the next two years as the Heri-

tage Common Neighborhood Partnership begins construction of 193 homes. Immigrant City Community







design charrettes and neighborhood summits, for even broader groups of residents to participate in their shaping.

LCW has a long history and robust practice of in-depth neighborhood and project planning that draws heavily on the insights and iterative conversations of a broad array of neighborhood residents, building a constituency for project development and stewardship. The North Common neighborhood, along with the city's historic Mill District, has long been a focal point of LCW's physical redevelopment efforts. In conjunction with these physical revitalization activities, LCW also conducted a neighborhood planning and community engagement campaign in 2013 that engaged **439 residents** in a variety of conversations and activities to develop a vision and priorities for the neighborhood's redevelopment. The 2013 study spanned an entire year of information-gathering and community engagement efforts, ranging from door knocking and street outreach to a comprehensive block-by-block analysis of property conditions to resident surveys, design charrettes and NeighborCircles conversations. In addition to these activities, LCW staff held a number of individual and joint meetings with nonprofit housing developers, housing providers and social service organizations citywide to discuss housing issues, trends and challenges in the city. This was key in jumpstarting a citywide

conversation around housing and directly informed recommendations submitted to the City of Lawrence's Housing Committee. First and foremost among those was the need for a comprehensive Housing Study for the City of Lawrence, which was conducted and completed in August 2015 outlining citywide housing needs and priorities. LCW and numerous other nonprofits and housing professionals were instrumental in developing the scope for this study.

With this action plan, LCW pursues the continued development of a new, expanded neighborhood plan for Lawrence's North Common, a working class and low-income community that has struggled with blight, divestment and numerous economic challenges dating back to before LCW's beginnings in the 1980s.

Creating an updated development plan rooted in equity will not only help us to gauge the priorities and needs of the neighborhood's current residents (some of whom may be new since 2013), but aligns well with our own internal organization goals to re-engage with neighbors to shape our remaining planned infill and scattered site projects in LCW's real estate development pipeline. Similar to the 2008 housing bubble and subsequent economic crises, both the 2018 gas explosions in Lawrence and ongoing impacts of the COVID-19 pandemic have shifted LCW's response efforts

and heightened our awareness of localized economic fallout in a new way since 2013. Amidst a persistent housing crunch, increasing risk of evictions and a potential rise in future foreclosures, time is of the essence to ensure LCW's efforts meet residents' demands while building resiliency long-term for the city.

**In 1999, 30% of properties in the North Common neighborhood were vacant or abandoned.** Since then, the incidence of vacant/abandoned properties has been halved to about 15%, a significant improvement both derived from and catalyzed by LCW's development of 19 different key properties clustered in various areas of the neighborhood. These projects include:

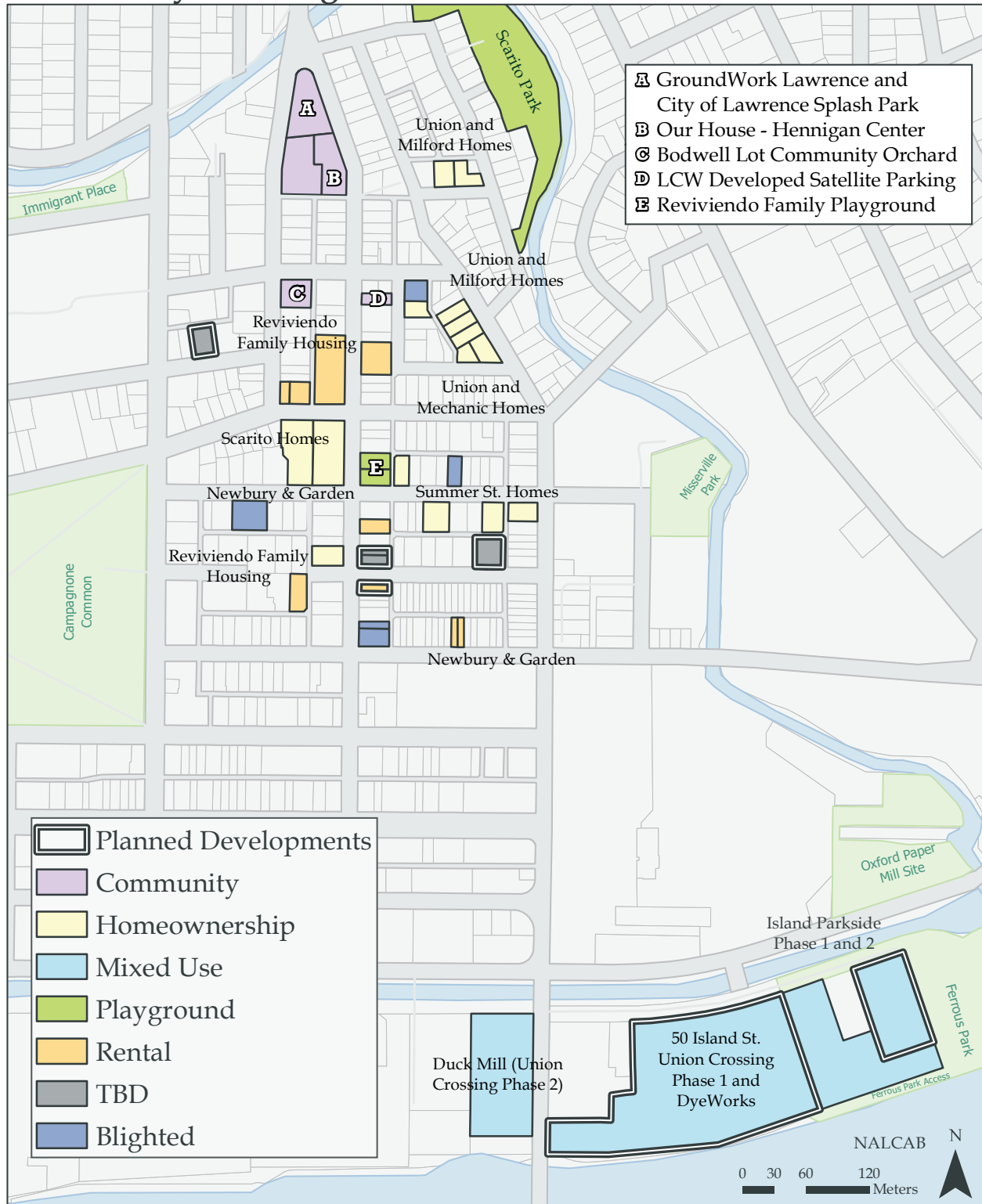
- **Union Crossing Phase I:** Redevelopment of the Southwick Mill Building as 60 units of green and affordable family housing, open space and commercial space. *Residential completed December 2011.*
- **Newbury & Garden Project:** Eight foreclosed properties — including two historic row houses — rehabilitated to aid neighborhood stabilization. *Completed December 2010.*
- **Farnham Street Project:** 11-unit affordable rental rehabilitation project in four triple-decker buildings. *Completed winter 2008.*
- **Our House for Design and Technology:** Renovation of the former St. Laurence O'Toole Catholic School building for a community learning center housing all of LCW's adult and youth programs. *Completed October 2007.*
- **Hennigan Center:** Acquisition/renovation of former St. Laurence O'Toole rectory building to house Movement City Residency program and office space for LCW. *Completed October 2007.*
- **Scarito Homes:** 10-unit green townhouse homeownership. *Completed summer 2007.*
- **Union & Mechanic Street Homes:** Five-unit low-impact development homeownership and community garden project on four formerly vacant lots. *Completed spring 2006.*
- **Reviviendo Family Housing:** 17 scattered-site units of affordable rental housing in three historic structures and one vacant lot. Winner of the 2003 National Trust for Historic Preservation Award for Affordable Housing and the 2006 Fannie Mae Maxwell Award.
- **Summer Street Homes:** Eight units (four duplexes) of affordable homeownership and a neighborhood playground on six formerly vacant lots. Winner of the 2001 HUD and National Home Builders Gold Award for Affordable Housing.
- **Bradford Apartments:** Five-unit affordable rental project.
- **Berkeley Place Apartments and Playground:** 38-unit affordable rental apartment complex and adjacent playground/green space.

During the aforementioned 2013 planning process, residents expressed a strong preference for more owner-occupied affordable two- and three-family homes, in keeping with the historic character of the neighborhood.



# North Common Neighborhood

## North Common Neighborhood Community Planning Initiatives





Of nearly equal priority was the need for more decent and affordable rental units, as the quality of the housing stock is a perennial problem across the city for renters and buyers alike. Both then and now, the need for safe, clean, well-managed and affordable rental units ranks highly among the list of resident concerns. Concerns that families are looking to escape include lead paint, criminal activity, inadequate heating facilities and high energy costs caused by inefficient and ill-maintained units. With many young, working-poor families (many of whom often have uncertain employment) and a great many households also looking for more or better work, the need for affordable rental housing continues unabated.

At the same time, policy-makers and elected officials in the city strongly favor homeownership development — primarily single-family homes; however, the story on the ground is more complex. While many residents surveyed in 2013 also expressed the desire for more homeownership, perceiving it as a stabilizing force in neighborhoods, North Common residents still strongly favored homeowner-occupied multi-family properties. They tended to favor this even if they were not homeowners or in a position to become homeowners themselves, preferring to live in owner-occupied properties, as the majority are not economically or otherwise able to access homeownership and did not indicate it as a short-term goal in 2013. However, homeownership demand has remained strong in the city as a

whole and LCW itself sees an average of 1,000 participants in homebuyer education and counseling programs annually.

Since the 2013 planning process concluded, LCW completed four additional physical redevelopment projects in the North Common and adjacent Mill District that span the spectrum of multi-family affordable rental housing, homeownership and mixed-use commercial spaces:

- **Union & Milford Homeownership Project:** Five detached single-family homes for first-time low-income homebuyers. *Completed winter 2019.*
- **Building 9:** Commercial space from UC Phase 1, including 26 creative/artist studios and office space; in lease-up process with less than 1,000 square feet remaining of a 33,000 square foot footprint.
- **Union Crossing Phase II:** Redevelopment of the former Duck Mill as 73 units of green and affordable workforce and family housing, with 10,000 square feet of commercial space as well as parking and streetscape improvements. *Completed January 2017.*
- **Casa di Anna:** 18 units of affordable rental housing on prominent corner of Newbury and Haverhill Street. *Completed May 2014.*



*The housing stock is a mixture of historic, largely brick structures that represent some of the earliest housing built in the city, poorly-constructed triple-deckers built prior to 1970, a few duplexes and single-family homes, and a number of larger, multi-unit buildings in various stages of disrepair. **Forty percent of all housing units in the neighborhood were constructed before 1939.***

## 02 | About the Neighborhood

**The North Common is one of the more densely populated areas of the city and one of the oldest.** Historically, it was an affordable entrance point for new immigrants to the city and one of the first residential areas laid out by the founding Essex Company, which was chartered in 1845 to build a dam and canals on the Merrimack River with the explicit purpose of providing water power for the city's textile mills. At the same time, the Essex Company laid the city's industrial infrastructure, including streets, alleyways, housing and parks. Some of the original skilled mill-worker housing (known as "Mechanics Row") still exists along Orchard and Garden Streets. The housing stock is a mixture of historic, largely brick structures that represent some of the earliest housing built in the city, poorly-constructed triple-deckers built prior to 1970, a few duplexes and single-family homes, and a number of larger, multi-unit buildings in various stages of disrepair. Forty percent of all housing units in the neighborhood were constructed before 1939. Neighborhood data analysis conducted in partnership with MIT during our 2013 planning process showed that 95% of structures and properties in the North Common were still multi-family properties with two or more rental units.

Since its industrial beginnings, Lawrence has often been the engine that fuels the regional economy but rarely reaps the benefits. Once fed by cheap immigrant labor, Lawrence's historic mills furnished the profits that built wealth in Boston and neighboring towns while mill workers crammed into tenement housing and endured low wages and nasty working conditions. Today, the city is one of the poorest in Massachusetts and the nation, with over 20% of all residents living below the poverty line (US Census, American Community Survey 2015-2019). Lawrence has experienced many cycles of immigration since the city's founding

### Census Tract 2509 in 2013

(roughly representing the North Common neighborhood)

Demographic	# or %
<i>Housing Units</i>	
Owner Occupied	7%
Renter Occupied	93%
Rental Vacancy Rate	3%
Median Rent	\$ 712
One Unit	6%
Two Units	12%
Three & Four Units	34%
Five to Nine Units	16%
Ten or More Units	32%
Built Before 1970	68%
Built Before 1940	45%
Lack Plumbing Facilities	2%
Lack Kitchen Facilities	0%

Source: ACS, 2013—5 Year Estimates

and attracted English, Italian, French-Canadian, Irish and, starting in the 1950s, Latinx populations. The most heavily Latinx city in New England, Lawrence is now home to a large community of multi-generational Caribbean and Central and South American families — the vast majority of whom are serving the region's low-wage, low-skill, downgraded and seasonal manufacturing or service jobs.

While the North Common neighborhood has improved over the last two decades, it is still one of the poorest neighborhoods in Lawrence, which — like many post-industrial gateway cities — faces a number of interrelated challenges that have shaped LCW's efforts in recent years to improve residents' educational and economic outcomes for both family and community prosperity. In Massachusetts, gateway cities are midsize urban centers that anchor regional economies. For generations, these cities and towns were home to industry that offered residents good jobs and a "gateway" to the American Dream, welcoming immigrants and offering them opportunity. In Lawrence, more than one third of residents are foreign-born, and nearly 70% speak a language other than English at home. Over 35% of adults do not graduate high school. English-language skills remain a huge barrier to work and career advancement for families. According to the Greater Boston's Housing Report Card, nearly half of renters in Greater Boston — and an even greater share in gateway cities like Lowell, Lawrence, Lynn and Brockton — are considered "cost burdened" since they spend 30% or more of their income on housing. As of 2019, Greater Boston had the third highest rents in the nation and affordability has been deteriorating since 2000.

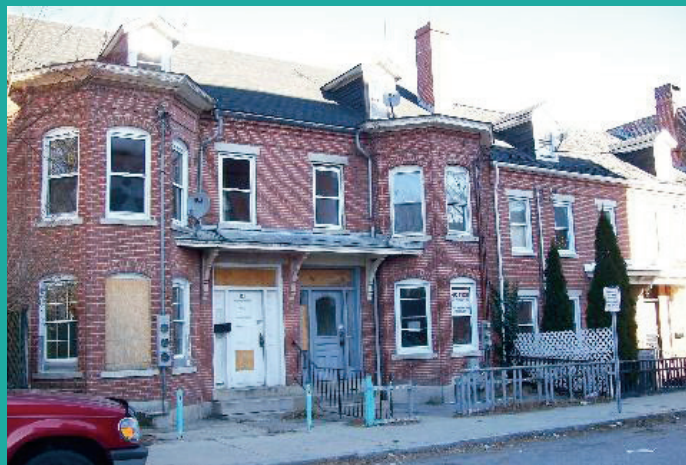
Similar to 2013 and prior years, the Newbury Street Corridor of the North Common is one remaining area of significant blight in the neighborhood, especially in the

### Census Tract 2509 in 2019

(roughly representing the North Common neighborhood)

Demographic	# or %
<i>Housing Units</i>	
Owner Occupied	9%
Renter Occupied	91%
Rental Vacancy Rate	4%
Median Rent	\$ 797
One Unit	6%
Two Units	15%
Three & Four Units	31%
Five to Nine Units	10%
Ten or More Units	39%
Built Before 1970	56%
Built Before 1940	41%
Lack Plumbing Facilities	1%
Lack Kitchen Facilities	1%

Source: ACS, 2019—5 Year Estimates



blocks between Garden and Summer Street, where several properties coalesce in a “perfect storm” of the redevelopment challenges that travel in the wake of divestment and plague Lawrence: title inconsistencies, tax delinquency, fragmented ownership, a variety of liens and environmental issues. At one time in Lawrence’s history, Newbury Street was a thriving secondary business district in the city, with a classic mixed-use streetscape, anchored by major churches at each end of the corridor. Population shifts, mainstream church divestment, arson and larger economic challenges have all contributed to the current face of the street. New investment, by LCW and private homeowners in particular, has repopulated the northern end of the corridor and generated some economic activity to support local food retailers, but gaping chunks remain along this section of the street.

Through our role as the backbone agency of the Lawrence Working Families Initiative (LWFI), we have successfully addressed a critical economic challenge facing Lawrence: unlocking the skills and talents of our hard-working, limited-English immigrant families, and placing them in jobs that meet the needs of employers, diversify the workforce and provide living-wage employment. We believe strongly that collaboration across business, political, educational and social sectors does and will build skills for residents, create more and better paying jobs, and help local businesses connect to a prepared, local workforce. These collective efforts will create a virtuous cycle of local

investment that will create a lasting, significant change in economic conditions and quality of life. In 2018, LWFI partners launched a “para-educator” training program to simultaneously meet the job needs of residents and the local demand for culturally-competent educators. We’ve since expanded the highly effective training program to include a para-to-teacher track for existing bilingual, bicultural paraprofessionals in the Lawrence Public Schools (LPS).

## Vision for the Neighborhood

LCW’s external vision for the neighborhood and city is that by 2030 Lawrence will be widely known as a vibrant and safe city of promise and opportunity — a great place to live, learn, work and play. The Lawrence of the future has a robust physical landscape marked by a healthy mix of housing options targeting lower-income residents earning 80% AMI or below, vital commercial development accessible to local entrepreneurs and small business owners, and attractive open spaces that foster quality of life and outdoor recreation. Community members — adults and youth — have the leadership and capacities to build their own assets, educational skills and financial success, and to co-invest in a stronger community.

All of our people-based work and leadership or key participation in partnership initiatives has led us to this powerful intersection of housing and health systems in






Lawrence, one we feel a deep responsibility to address on behalf of tenants and members who have shaped LCW into the organization it is today. In essence, this action plan showcases the possible and manifests our vision of empowering Lawrence residents to shape the city's future. As we re-engage with neighborhood residents, we envision robust community input that will surface resonant issues and create opportunities to elevate the voices of neighborhood residents in the planning process for LCW's future properties. By embarking on this new equitable neighborhood planning process, LCW seeks to build on the below priorities outlined by residents during our 2013 North Common neighborhood planning process and engage in an updated practice of visioning, identifying neighborhood priorities, planning for potential solutions to neighborhood challenges and concerns, and informing LCW priorities for physical revitalization in the neighborhood. While LCW's priority is resident engagement, our development efforts remain closely aligned with the City of Lawrence's current 2018-2022 Housing Production Plan, which outlines its own set of goals and action plan for working with both nonprofit and for-profit housing developers to create affordable housing opportunities for Lawrence residents. A 2015 housing study commissioned by the City of Lawrence cited aging housing stock, high rent prices and the fact that more than 40% of Lawrence residents are spending over half of their monthly income on living expenses as major challenges to address, while also noting that there is "no straight-forward supply-side

solution to Lawrence's housing problems as building and improving more housing *must be accompanied by significant improvements in residents' income, access to jobs, and asset building.*"

In addition to targeting the remaining housing blight in the neighborhood, Lawrence residents identified several other priority areas for the neighborhood during the 2013 planning process, including commercial development, public infrastructure and parks, community facilities and quality of life amenities.

- **Commercial Development:** Future mixed-use projects in the North Common will feature a greater degree of commercial vitality and space for small local businesses to get started and thrive, such as professional services, outdoor markets, and family recreational spaces.
- **Public Infrastructure and Parks:** In tandem with LCW's planned construction, we will also prioritize and advocate at the city level for complementary improvement of the neighborhood's infrastructure (parks, sidewalks, lighting and alleyways) to reinforce the safety and dignity of residents who deserve access to well-maintained public spaces.
- **Community Facilities:** On-site and/or within walking distance, LCW's property tenants and neighborhood residents will have access to accessible resources for financial empowerment and family economic mobility



programs, employment opportunities and workforce development training, and positive youth and family-oriented recreational spaces and programs.

- **Quality of Life:** Through LCW's growing and thriving network, neighborhood residents will have access to opportunities to build community with their neighbors and generate social capital; practice mutually respectful dialogue with city officials and local law enforcement; and become stewards and leaders in their neighborhood with community clean-ups, block parties and advocacy efforts.

LCW currently has several real estate development projects in our pipeline that warrant updated input and feedback from neighborhood residents. Typically, we work to unlock the most difficult-to-develop properties in a given area of focus — ones that are mired in tax title and legal issues, burdened with contamination, or of a scale and level of deterioration that is daunting to other developers. The results are a highly visible symbol of renewal that generates substantial new or increased tax revenue for the city and often catalyzes other private market investment in an area, creating a ripple effect. Our real estate work consistently turns critical abandoned and derelict properties into high-quality and highly productive spaces providing affordable homes for residents, offices for local nonprofits

and businesses, and space for community programs, events, and activities that feed neighborhood vibrancy and support resident aspirations.

With these below projects, we have the opportunity to double our real estate portfolio size over the next eight to ten years (from 230 to nearly 500 units) while keeping units permanently affordable to local families:

- **DyeWorks:** Essentially Union Crossing Phase III; 35,000 square foot building in pre-development as a commercial project with a health, nutrition and wellness focus. Community planning phase began in spring 2018.
- **Newbury Street Corridor:** 33-unit scattered site infill development on 9 proximate parcels in North Common neighborhood that will eliminate 80% of remaining neighborhood blight; will include residential units, streetscape and alleyway improvements, neighborhood-accessible parking, and limited first floor commercial space.
- **Island Parkside:** Two-acre parcel on last remaining blighted area adjacent to Union Crossing and a new city park. Target approximately 80 units of affordable family housing, and parking to support commercial use at DyeWorks.

- **Mariner Building:** 450,000 square foot mill on Broadway in northwestern Lawrence, targeted for mixed-use redevelopment as affordable residential and commercial offices.

Our strategic plan emphasizes equal investments in people, place and systems, all of which LCW views as critical levers of change. With these targeted, mixed-use developments we also have the opportunity to incorporate more substantial health and wellness amenities into their development, from on-site preventive care and service integrations to

co-located youth programs to fresh food and green space access. At completion and in full use, these revitalization efforts will also generate up to \$8M in development fees that can then be reinvested in LCW's asset building, workforce development, youth development and systems-change work. Informed by our mission's focus on building networks, project design and use is planned with residents and community members and implemented in conjunction with the city and other partners to coordinate infrastructure and/or green space improvements as part of larger plans to reknit the urban fabric.



*We have the opportunity to double our real estate portfolio size over the next eight to ten years (from 230 to nearly 500 units) while keeping units permanently affordable to local families.*

# 03 | Action Plan

## Goals, Strategies and Actions

### **Goal 1:** Build an *Updated Neighborhood Plan* that:

- a.** reflects community priorities and harnesses community strengths;
- b.** responds to the need for decent and affordable family housing in Lawrence;
- c.** leverages housing investments to make comprehensive and complementary improvements to the neighborhood that increase the availability of economic opportunities in the neighborhood for residents;
- d.** provides an accessible roadmap for stakeholders (current and future residents, LCW staff and board, city officials, policymakers, community partners) and the LCW network that will guide neighborhood revitalization efforts focused on the intersection of health equity and housing.

**Strategy 1a:** Intensive and sustained feedback loops with neighborhood residents through: Community Impact Measures (CIM) survey collection, LCW NeighborCircles (small group virtual and in-person conversations), community design charrettes and committee work.

### **Goal 2:** Reinforce and Create Sustainable Affordable Housing Options for Current Residents of the North Common Neighborhood

**Strategy 2a:** Use the canvassing opportunity to gauge resonance and interest in LCW's organizational goals and to support advocacy efforts around:

- a.** Community-wide supply of and access to affordable housing for working class, low-income households earning 80% AMI or below
- b.** Intersectional services to ensure housing quality and safety
- c.** Sustainability of tenancy support services provided by LCW

**Strategy 2b:** Learn messaging, strategies and tactics from other successful Community Preservation Act (CPA) campaigns around the state to support grassroots education/outreach with residents and attract other organizational partners to the CPA campaign efforts.



## Goal 3: LCW Investment and Corridor Development

**Strategy 3a:** Conduct community-based engagement and outreach activities to gather visioning input from residents around pending LCW property developments in the North Common/Newbury Street Corridor neighborhood.

- a.** LCW properties to be prioritized: Orchard Street development, Phase 1 of Island-Parkside, Polizzotti building, Oak Street property
- b.** Non-LCW properties to be prioritized: Vacant Holy Rosary school building and vacant lot at the corner of Newbury and Garden

**Strategy 3b:** Engagement of key local institutions and players: city departments and officials, neighborhood business owners, healthcare providers, public schools, community colleges and other nonprofit partners.

**Strategy 3c:** Synthesize community-informed feedback and identify funding streams that support the continued infill development of North Common and the Newbury Street Corridor



# 04 | Actions and Timeline

Goal	Strategy	Action	Timeline
<b>Update equitable neighborhood development plan for North Common</b>	Collect resident feedback on current neighborhood conditions	Community Impact Measures (CIM) survey collection	June 2021
	Identify neighborhood issues and areas for improvement	Conduct NeighborCircles with North Common residents	August 2020 – August 2021
	Engagement of key local institutions and stakeholders	Host community design charrettes and committees	Fall 2021

**Metric:** One (1) updated, Equitable Neighborhood Development plan created for 2021-2025.

**Metric:** 300 neighbors and/or Lawrence residents engaged in neighborhood planning process.  
Door-knocking and NeighborCircles activities engage with 100 households.

**Metric:** Updated street-by-street block conditions recorded for 36 blocks in neighborhood.

Goal	Strategy	Action	Timeline
<b>Facilitate conversations on pending/potential property developments in neighborhood</b>	Prioritize LCW properties and non-LCW vacant lots to gather community-informed feedback	Conduct NeighborCircles with North Common residents	August 2020 – ongoing
	Identify new funding streams to support continued infill development	Leverage Resource Development capacity and existing capital campaigns	Ongoing

**Metric:** “Neighborhood Summit” event held in conjunction with LCW Block Party in June 2021 to reach an additional 200 families/households.

**Metric:** Identify top 3-5 community priorities for each of the 4 LCW-owned properties being prioritized for the planning process.

**Metric:** Identify top 1-2 community priorities for each of the 2 non-LCW-owned properties being prioritized for the planning process.

Goal	Strategy	Action	Timeline
<b>Gauge resonance and interest in Community Preservation Act (CPA)</b>	Learn messaging and tactics from other successful CPA campaigns in Massachusetts	Connect with and set up meeting with “mentor” organizations re: CPA	Summer 2021
	Attract other organization partners to engage in CPA effort	Add to Lawrence Physical and Financial Health Working Group agenda and ask for volunteers	Fall 2021
	Create and distribute educational materials to support grassroots outreach	Work with partners and LCW marketing staff to develop clear, concise, persuasive collateral	Winter 2021

**Metric:** Launch one (1) outreach and educational campaign on Community Preservation Act (CPA) basics that reaches 500 Lawrence residents.

**Metric:** Create new or expand existing partnerships with 2-3 organizations or agencies to create a collaborative approach to adopting CPA in Lawrence.

*This Equitable Neighborhood Action Plan is supported by:*

**JP Morgan Chase  
Prudential**



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