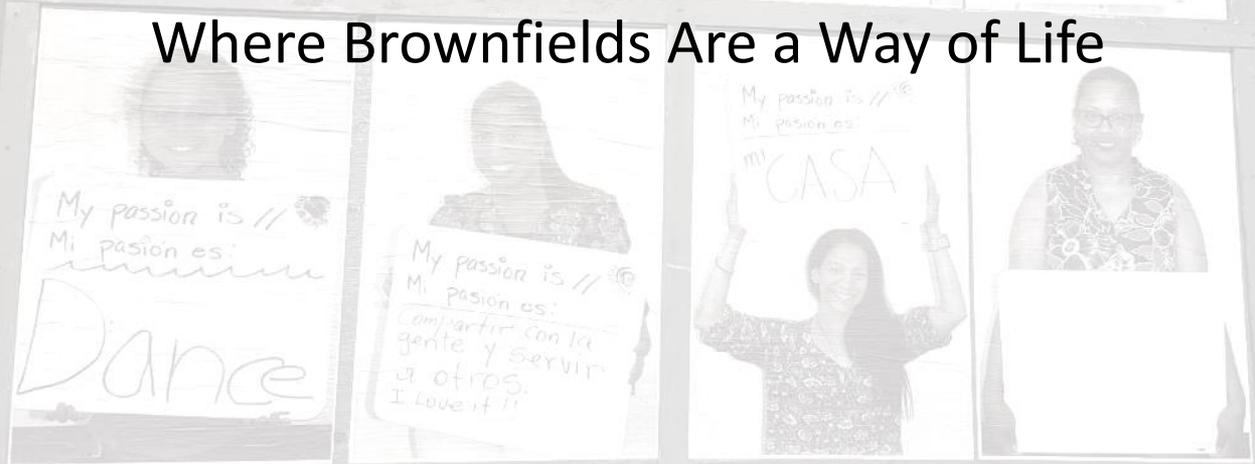


Lawrence Community Works

Where Brownfields Are a Way of Life

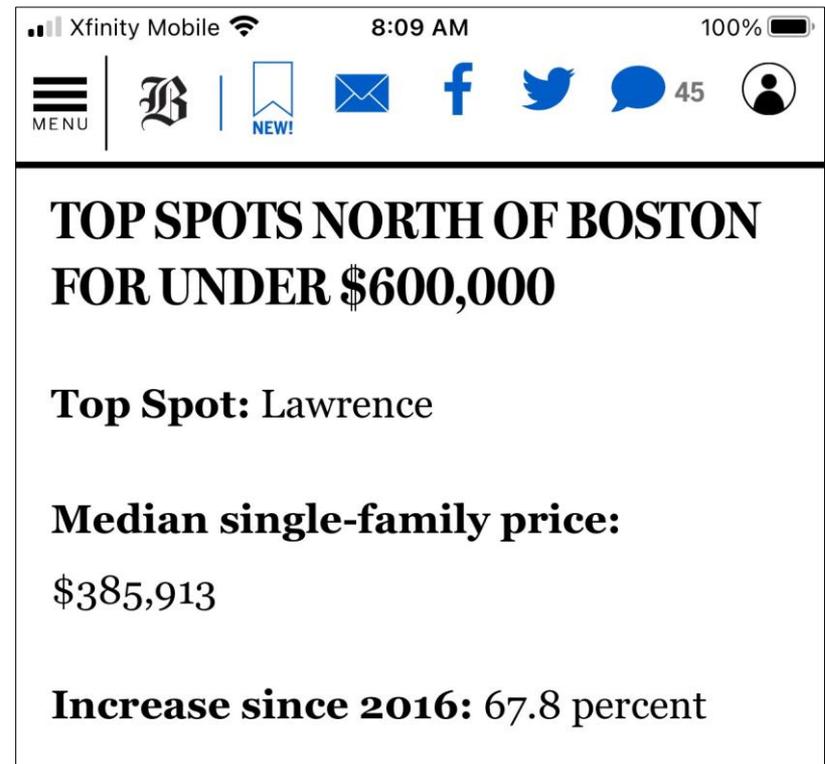


Lawrence

- Working-class, Gateway city 26 miles north of Boston; 28% households in poverty; 85,000 residents and growing
- Youngest, most Latino city in New England: median age 31; nearly 80% of residents of Hispanic origin
- Embodiment of larger urban challenges: managing economic change and immigration, reusing historic infrastructure, combating poverty, dealing with the legacy of industrial production and contamination
- Embodiment of modern strengths: striving immigrant population, improving educational system, increasing indigenous and outside investment, gorgeous bones

Housing Market Context

- 2016: Housing market recovering from Great Recession; multiple mill buildings still vacant/ underutilized/ available; rents on the rise
- Today: one of the hottest housing markets north of Boston with vacancy rate below 2% and rent and sale prices skyrocketing citywide; most mills under conversion to housing



The screenshot shows a mobile app interface with a status bar at the top displaying 'Xfinity Mobile', '8:09 AM', and '100%' battery. Below the status bar is a navigation bar with icons for a menu, a 'B' logo, a 'NEW!' badge, an envelope, Facebook, Twitter, a notification bubble with '45', and a profile icon. The main content area features the following text:

**TOP SPOTS NORTH OF BOSTON
FOR UNDER \$600,000**

Top Spot: Lawrence

Median single-family price:
\$385,913

Increase since 2016: 67.8 percent

LCW 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.

THEORY OF CHANGE

STRONG SYSTEMS

- Inclusive Economy
- Responsive Institutions
- Collaborative Partnerships
- Effective Public Services
- Practical Policy
- Dynamic Businesses
- Quality Jobs
- Support and Opportunities for Youth



STRONG PEOPLE

- Knowledgeable and Skilled
- Financially Stable and Resilient
- Healthy and Well
- Increased Upward Mobility and Choice
- Connected to Each Other
- Connected to Common Life
- Engaged for Collective Impact

STRONG PLACE

- High-Quality Affordable Housing
- Open Community & Recreational Spaces
- Vibrant Mixed-Use Neighborhoods
- Good Quality of Life
- Healthy & Green Environment
- Positive City Image

IMPACT

5,000 members working to revitalize Lawrence

399 homes for Lawrence families (with 80 coming in next 2 yrs)

763,832 square feet of abandoned, contaminated, neglected property reclaimed for community use



\$459,537 into the City tax base annually

95% of youth program grads go to college

1103 homeowners educated

540 People placed in jobs since 2014

120 people learning English annually



\$287,650,113

invested by LCW and our members in Lawrence homes, neighborhoods, businesses, and education

Lawrence, MA

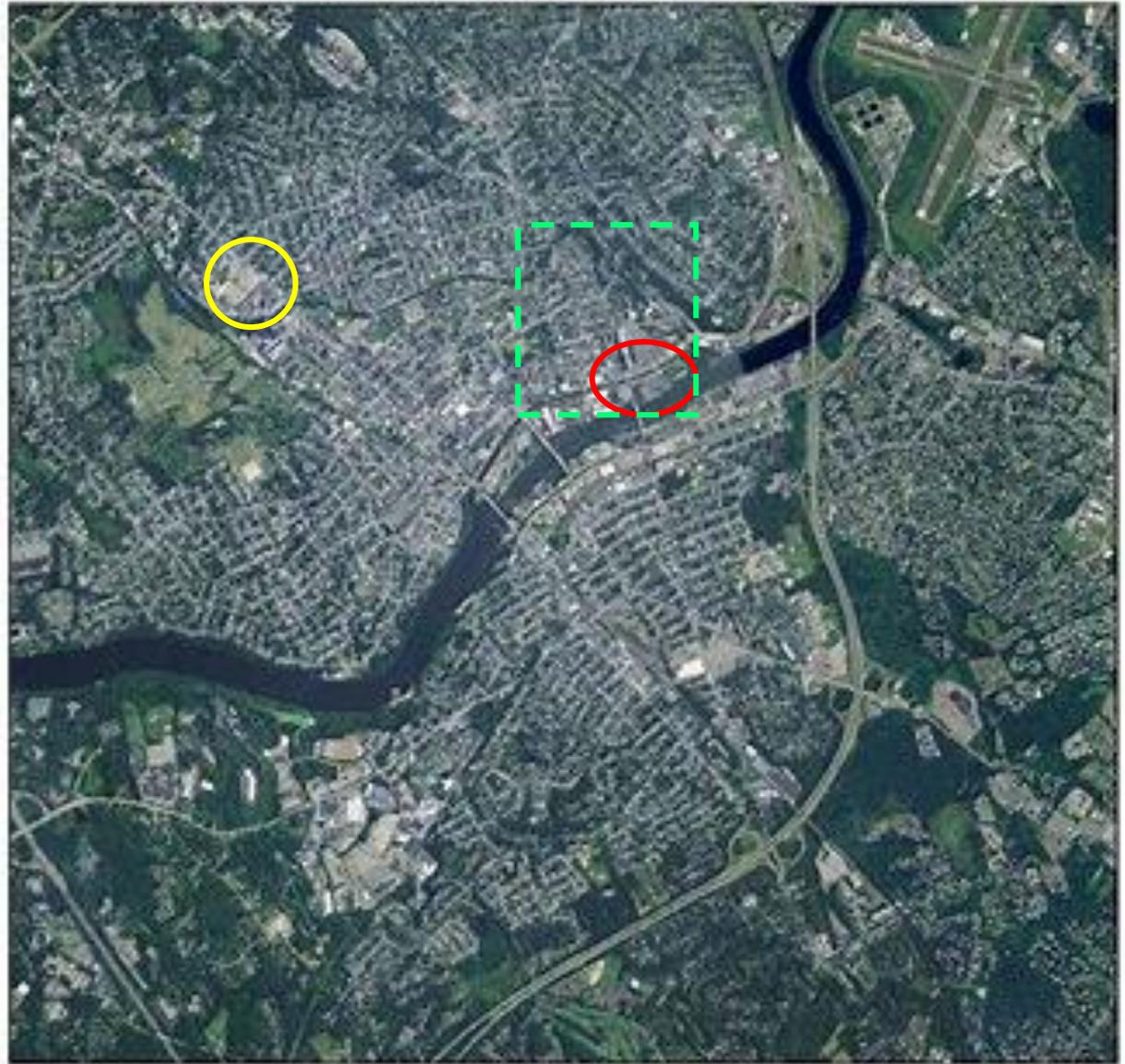
LCW: Strategic
Focus on
Place

Areas of Interest

North Common
Neighborhood

East Island

Marriner Building /
Arlington Mill
District

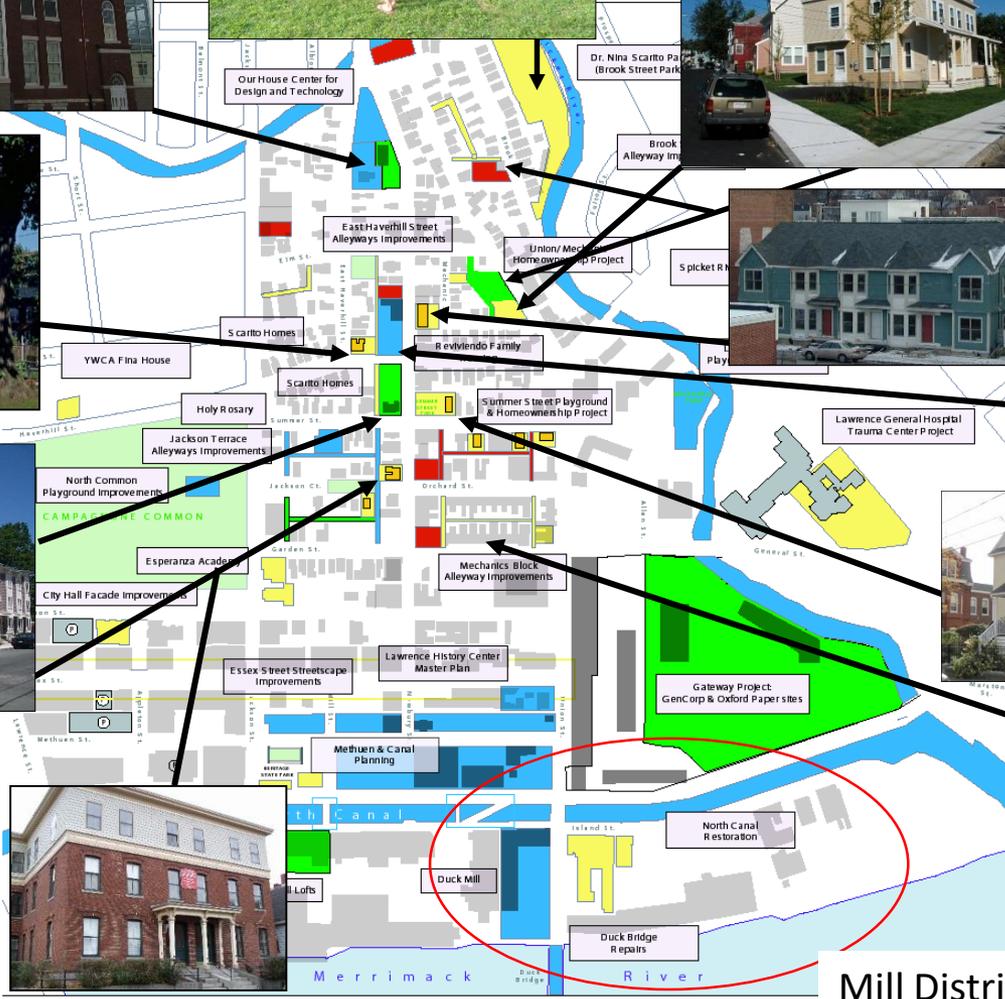


LCW Redevelopment Strategy

- All development driven by iterative rounds of community visioning, planning, engagement in design and problem-solving, and stewardship of assets
- Mill District development situated in a Master Planning process involving a broad array of stakeholders
- Development built on an earlier citywide organizing process to modernize zoning in the area: Reviviendo!



North Common



NORTH COMMON NEIGHBORHOOD
Infill Development, 2001 - 2018

Mill District /
Union Crossing /
East Island

North Canal Mill District: Union Crossing

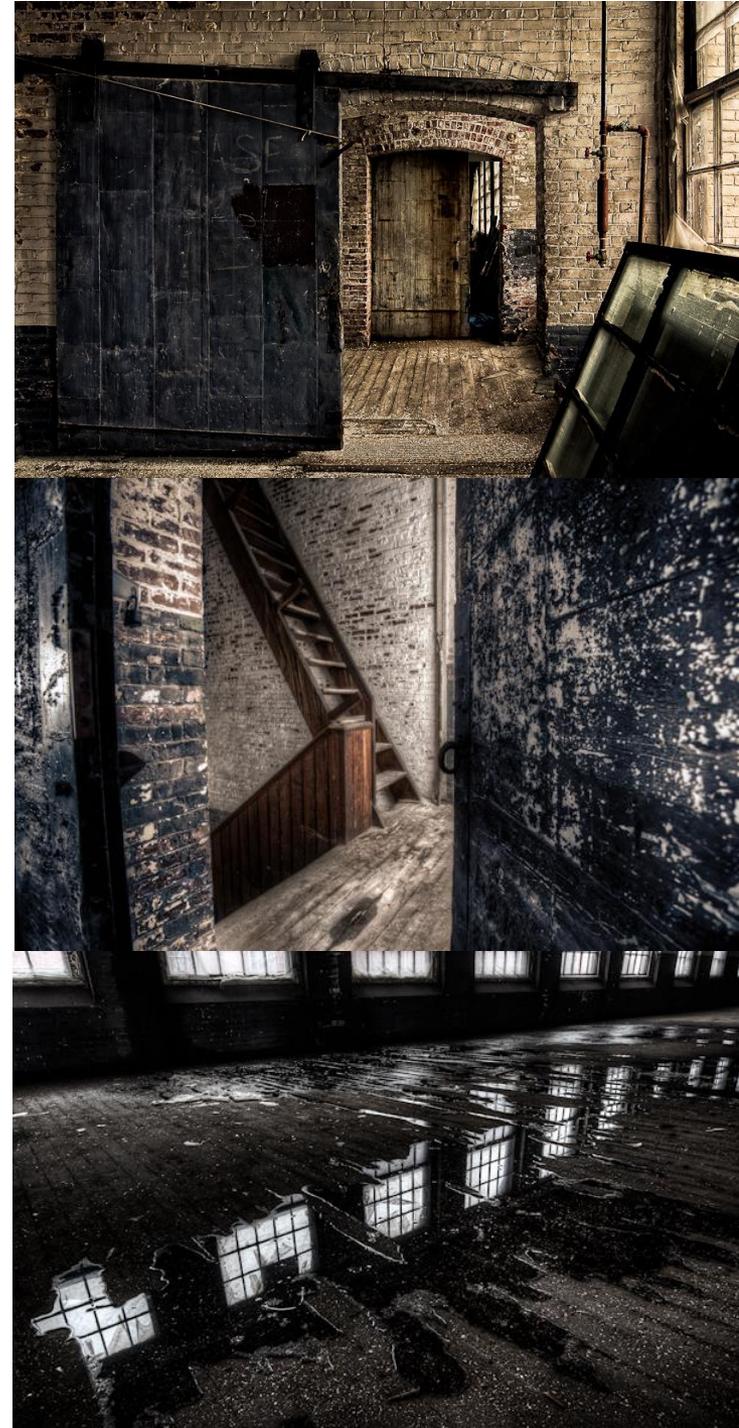


Total 133
Residential Units
40,000 sf
commercial
space includes
26 artists'
studios



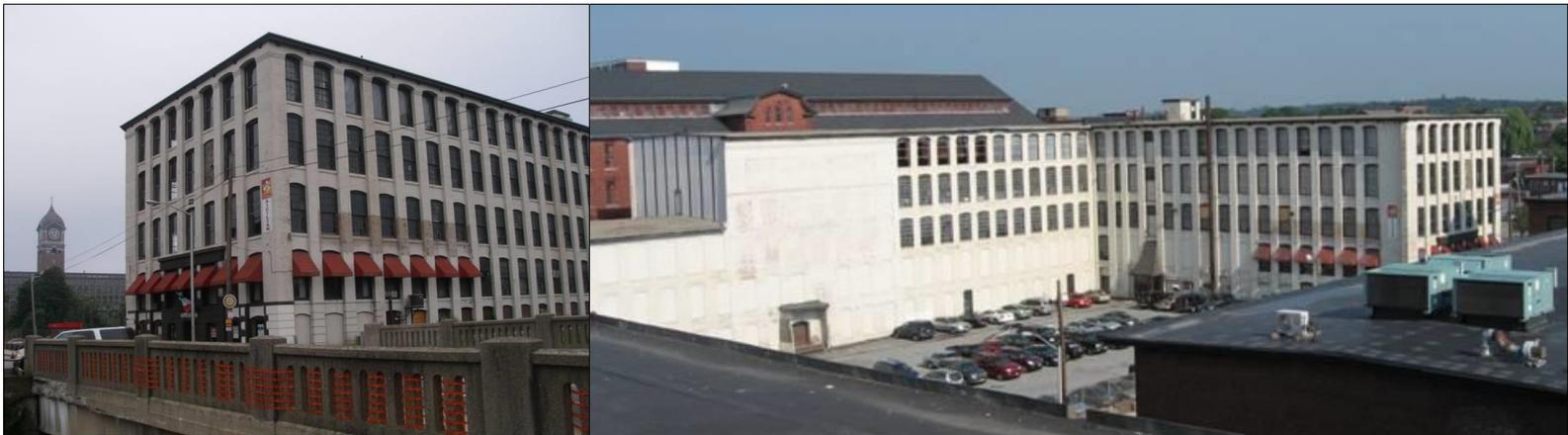
Duck Mill Development Challenges

- Historic rehab project, multiple funding sources, mixed-use building.
- Legacy structural features: Penstocks and raceways under the building and site
- MassDev Brownfields fund frozen by state partway through project construction



Duck Mill Development Challenges

- Old industrial site with other former structures that had been demolished and used as fill
- Initial issues and testing, clean-up, then new issues arising halfway through construction on a very tight budget and timeline





Key Insights

- Assume there will be unforeseen problems
- Assume it will be at least twice as expensive to fix those problems as you first assumed
- Make sure you have both the technical and the “adaptive” expertise you need to tackle your problems
- Make sure there is broad community and stakeholder support for your project – support you can mobilize when the problems arise
- Do not hesitate to leverage any and all soft power and connections you may have to solve your problem

Key Insights

- Know the history of your community: what issues are likely to arise given the particular environmental and economic history of your community/ site?
- Talk to other developers in the area, and learn from their and your own previous projects.
- Build your plan and vision for your site/project: it is easier to leverage resources if there is a clear and compelling endgame
- Are you capitalizing on an opportunity or making a market? Different contexts require different strategies.

Duck Mill Project Stats

- 100 year-old mill building, mostly vacant for 30+ years
- 125,000 square feet
- 73 units of housing (1, 2, & 3 bedrooms)
- 8,000 sf of commercial space
- Total Development Cost: \$29,442,492
- Brownfields \$ in project: \$672,875
 - \$136,000+/- in testing/admin
 - \$541,000+/- in remediation
 - \$206,800 interior lead, asbestos, PCB, oil tank removal/ remediation
 - \$334,365 soil removal and disposal due to asbestos contamination
- Other Project Funding Sources
 - Federal Low Income Housing Tax Credits
 - Fed Historic Tax Credits
 - State LIHTC Equity
 - State HTC
 - City of Lawrence HOME
 - DHCD HOME
 - CATNHP
 - Affordable Housing Trust Fund
 - Housing Stabilization
 - FCF Funds
 - CBH Funds
 - Sponsor Loan (NeighborWorks)
 - LCW Equity
 - EnergyStar Rebates
 - MHP Perm Loan

Duck Mill *Ribbon Cutting*

January 26, 2017
Thursday at 10 a.m.

4 Union Street
Lawrence, MA

Refreshments after the program
Parking available on site

