Constitution Hill, Fairmount & Main Street
COMMUNITY CONTRACT

City of Woonsocket

March 2010
Planning Task Force: Individuals

Tracey Abrams
Minnie Adney
Catherine Ady Bell
Tayo Akinboboye
Amy Albert
Kristen Allen
Karla Alvarez
Annelise Ambert
Iris Ambert
Jill Anderson
Sandra Ashley
Betsy Aubin
Allen Auclair
Denise Auclair
Sohena Bah
Mike Balint
Terri Barbosa
Corine Barclay
Geraldine Barclay-King
Mary Ann Barner
Geraldine Barclay
Stephen Barchard
Carmen Boucher
Chris Buelke
George Brainerd
Stella Brien
Todd Brien
April Brooks
Khanissa Brooks
Don Brunelle
Tempest Burrell
Jessie Butash
Dawn Camara
Valaria Canar
Maria Canton
Lisa Carrofero
Claudia Cardozo-Tarullo
Justin Cares
Marlon Carey
Thomas Carey
Robert Carl, Jr.
Jim Carlton
Patricia Carlton
Iyonna Caro
Holly Carpenter
Scott Carpenter
Sheri Carrera
Kombel Ceesay
Manjara Ceay
Brenda Clement
Reza Clifton
Evelyn Colon
Ann Conway
Jacque Corineau
George Costa
Alan Cote
Lester Cote
Marc Cote
Melissa Cote
Eric Creamer
Jennette Conruck
Wesley Cruz
Tereza Curtin
Vivian Daluz
Emma Dandy
Irene Davis
Lynne DeBeer
Al DeCello
Dorothy Desjardins
Robert Desrosiers
Harry Diarbin
Felicia Diaz
Joyce Dibiec
Cary Donaldson
Marylaine Douglas
Blayne Dowdy
Latia Drayton
Tom Duques
Francis Dunton
Catherine Eason
Stanley Eason
Kim Eisenreich
Thomas Ellison
Valerie Endress
Brittney Esquillin
Kayleen Esquillin
Cheryl East
Brad Fesmire
Barbara Fields
Chris Ferro
Mayra Figuena
Brenda Flores
Cyndy Fontaine
Leo Fontaine
Kristina Fox
Richard Frechette
Christine Gadbos
Bette Gallegly
Brenda Galvin
Marisol Garcia
Yolanda Garcia
Joe Garlick
Selena Gavrin
Sharon Geving
Tom Geving
Nancy Giambusso
Denise Giugue
Gene Giugue
Maryanne Giugue
Ruby Godette
Chris Goldstein
Jose Gomez
Herson Gonzalez
Dan Grabowski
Bekah Greenwald
John Gregory
Thomas Grey
Susan Griselis
Marianne Grondalski
Eric Hangen
Kimberly Hanson
Stephanie Hopkinson
Dennis Harner
Donald Harmon
Dayton Harmon Jackson
Maryanne Harmsen
Roger Harris
Gina Harwood
Tom Hazard
Christina Hill Berkley
Christopher Holman
Donna Lee Houle
Nancy Howard
William Hunter
Kay Israel
Alexa Jackson
Jen Jackson
Marge Jacobs
Eugene Jallette
Sue Jarosz
Charles Jones
Binetou Keita
Moussa Keita
Keni Kenebou
Pachitha Khandangheng
Charles King
Donna Kotwica
Walter Laflar
Marc Lavallee
Edward Lee
Joseph Lee
Bill Legare
Sandy Lernay
Benedict Lessing, Jr
Sue Limes
Jermaine Lopez
Marie Lopez
Brenda Luchon
Scott Luchon
Ericka Mack
Evelyn Mack-Loggins
Luke MacPherson
Darlene Magaw
Leisha Marin
Wilmar Marin
Karen Martel
Diane Martin
Ramon Martinez
Jason Marcini
Darlene McGaw
Patrick McGee
Nicole McKenna
Dave Medeiros
John Menkavich
Rosalind Mitchell
Wallace Mitchell
Daniele Mongeau
Kathy Mongeau
Todd Mongeau
Rosa Morales
Anisley Morissoue
Margaux Morisseau
Awal Ndiaye
Alfonso Nealy
Roth Nhav
Gene Noel
Patricia Nolan
Jana Nunes
Lee Nunes
Craig O’Connor
Mija Oliver
Stephen O’Malley
Paul Ouellette
Nancy Paradise
Dorian Parker
Paige Parks
Mila Patricarca O’Flaherty
Ken Paulhus
Conseulo "Gil" Perez
Deborah Perry
Catherine Pettit
Vimala Phongavanh
Richard Piette, Jr
Bob Plasser
Ann Poier
Mary Porcaro
Joe Potenza
Victor Profughi
Nick Ramos
Meghan Rego
Linda Reilly
Jan Reitsma
Paula Rezendes
Pauline Riel
Raymond Riel
Raymond Riel Jr.
Jose Rivera
Brittney Roach Cline
Jermaine Robinson
Leah Robinson
Shirley Robinson
Brittany Roach Cline
Pauline Riel
Raymond Riel
Raymond Riel Jr.
Jose Rivera
Brittney Roach Cline
Jermaine Robinson
Leah Robinson
Shirley Robinson
Christine Rogers
Ken Ruscetta
Nancy Saige
Elizabeth Santanta
Lamin Sarr
Harmon Scarry
Wille Scarry
Sengdara Sengsavang
Amy Seye
Hugh Shaw
Sue Shaw
Eric Shorter
Carla Silva
Madeline Silva
Kathryn Smith
Lauren Smith
Michael Smith
Andy Snyder
Sandy Soukamneuth
Scott Spear
Duncan Speel
Cindy Stepanian
Chris Stephens
Paula Sterlacci
Deb Tarry
Nail Tavera
Evelyn Terry
Margaret Thereault
Steve Thibault
Isabella Tolston
Andrea Underwood
Fred Unger
Albert Vaille,Jr.
Sammie Vaughan
Marcos Vazquez
Mamadou Wade
Pauline Washington
Joyce Weston
Bret Williams
Maria Williams
Michelle Williams
Dora Wilson
Samantha Young
Carrie Zaslav
Planning Task Force: Participating Organizations

21st Century Program with Connecting for Children and Families (21st Century)
5th Avenue Elementary School (5th Ave.)
AAA
Annenberg Institute at Brown University (Annenberg)
Beacon Charter High School for the Arts (Beacon)
Blackstone Valley Partnership Team
Blackstone Valley Tourism Council (BVTC)
Block Leaders
Board of Canvassers
Boy Scouts of America (Boy Scouts)
Boys and Girls Club of Woonsocket (BGC)
Bright Stars - RI Association for the Education of Young Children (Bright Stars)
Brown University
Buy Local RI
Calvary Worship Center
Charles Stewart Mott Foundation (Mott Foundation)
Citizens Bank of Rhode Island (Citizens Bank)
Citizens for the Arts
City Economic Development Department (City Economic Development)
City of Woonsocket (City)
City Planning Department (City Planning)
City Public Works Department (City Public Works)
College Crusade of Rhode Island (College Crusade)
Connecting for Children and Families (CCF)
Dean College
Democracy Prep of Blackstone Valley (Democracy Prep)
Department of Children, Youth, and Families (DCYF)
Department of Justice (DOJ)
Department of Transportation (DOT)
Even Start
Every Company Counts (ECC)
Fairmount Matters
Family Resources Community Action (FRCA)
Family Resources Community Action’s First Connections Program (First Connections)
Family Resources Community Action’s Way to Work Center (Way to Work)
Friends of the Blackstone
George C. Wiley Center (Wiley Center)
Girl Scouts of America (Girl Scouts)
Graffiti Bandits
Grow Smart RI
Harvest Community Church
Head Start
Homestead Group
Housing Action Coalition of Rhode Island (HAC)
Housing Network of Rhode Island (Housing Network)
John H. Chafee Blackstone River Valley National Heritage Corridor (NHC)
Juvenile Hearing Board
Keep the Blackstone Valley Beautiful (KVBB)
Kevin A. Coleman Elementary (Coleman)
Landmark Medical Center (Landmark)
Local Initiative Support Corporation (LISC)
Lowe’s
Main Street Riverfront Initiative (MSRI)
Making Connections
Mayor’s Office (Mayor)
Minimum Housing
Museum of Work and Culture
Navigant Credit Union
Neighborhood Partnership Team (NPT)
NeighborWorks Blackstone River Valley (NWBRV)
NeighborWorks Blackstone River Valley Home Ownership Center (NWBRV HOC)
NeighborWorks Blackstone River Valley Youth RAP (NWBRV YRAP)
NetworkRI
New Roots Providence (New Roots)
Northern Rhode Island Chamber of Commerce (Chamber)
North Rhode Island Community Services, Inc. (NRI)
Orbitz Direct Marketing
Parent Advisory Council (PAC)
Parent Support Network of RI
Parent Voices
Pastucket Foundation
Police and Community Together (PACT)
Prisoner Re-Entry Council (Re-Entry Council)
Probation Office
Project LEARN
Providence Plan
Rhode Island After School Plus Alliance (RIASPA)
Rhode Island Arts Learning Network (ALN)
Rhode Island Charter School Association (CSA)
Rhode Island College (RIC)
Rhode Island Department of Education (RIDE)
Rhode Island Department of Health (DOH)
Rhode Island Department of Human Services (DHSS)
Rhode Island Department of Labor and Training (DLTI)
Rhode Island Economic Development Corporation (EDC)
Rhode Island Foundation (RI Foundation)
Rhode Island Human Rights Commission (Human Rights Commission)
Rhode Island Kids Count (Kids Count)
Rhode Island Legal Services (Legal Services)
Rhode Island Mentoring
Rhode Island Parent Information Network (RIPIN)
Rhode Island Public Transit Authority (RIPTA)
Rhode Island Regional Adult Learning (RIRAL)
Rhode Island State Council on the Arts (RISCA)
RiteCare Works
RiverEdge Arts Project (RiverEdge)
Safe Routes to School (SRTS)
School Improvement Teams (SIT)
School Success Coalition
Shape Up RI
Skill Up Initiative of the United Way (Skill Up)
Sovereign Bank
St. Charles Borromeo Church (St. Charles)
St. James Baptist Church
Stadium Theatre Performing Arts Centre (Stadium Theatre)
Straight Up Teens
Terry’s Auto
Thundermist Health Center (Thundermist)
Transportation Committee
Tyra Club
United Way 211
Valley Alliance
Valley Transportation
Veterans Memorial Tenant Council
Woonsocket After School Coalition (WASC)
Woonsocket Fire Department (WFD)
Woonsocket Harris Public Library (WHPL)
Woonsocket High School (WHS)
Woonsocket Police Department (WPD)
Woonsocket Prevention Coalition (WPC)
Woonsocket School Committee (School Committee)
Woonsocket School Department (School Department)
YMCA of Greater Woonsocket (YMCA)
YWCA of Northern Rhode Island (YWCA)
Contents

Overview 5
Summary of Strategies 7
Our Community: History of the Main Street, Fairmount, and Constitution Hill Neighborhoods 8
Our Neighborhoods Today: A Profile 9
Our Neighborhoods Process 13
Building Bridges to a Brighter Tomorrow 15
Community Contract 1: Civic Engagement 16
Community Contract 2: Economy 18
Community Contract 3: Health 21
Community Contract 4: Life Long Learning 23
Community Contract 5: Physical Fabric 25
Community Contract 6: Safety 27
Endnotes 28
Work Plan: Civic Engagement 29
Work Plan: Economy 31
Work Plan: Health 34
Work Plan: Life Long Learning 36
Work Plan: Physical Fabric 38
Work Plan: Safety 40
Overview

In 2008, Rhode Island Local Initiatives Support Corporation (LISC) selected NeighborWorks® Blackstone River Valley (NWBRV) as one of its Our Neighborhoods project sites, initiating a process of community building and planning to improve the quality of life for the residents of the Constitution Hill, Fairmount, and Main Street neighborhoods. This community contract is the outcome of a year of hard work towards that end – one that engaged hundreds of residents, community groups, businesses, government agencies and others to explore the promise of our neighborhoods and their challenges, to build communication and partnerships to envision a bright future for the neighborhoods, and to identify the strategies that could lead them there.

This contract also represents the beginning of many more years of hard work to achieve this vision – to advocate for change, unite community members, strengthen community groups’ relationships with institutions, businesses, and government, design and fund projects and programs, and to
evaluate our progress and refine our strategies as we move forward. For that work, our community is truly fortunate to have the commitment of the many partners whose future efforts on behalf of Woonsocket are described in this community contract.

In the pages that follow, we describe the history of our neighborhoods and their modern profile. Next, we provide a more detailed description of the planning process and its convening agency – NeighborWorks® Blackstone River Valley - and the many partners involved. Finally, we present a unifying vision for our neighborhoods developed through hundreds of hours of conversation in the community, and finally put forward a detailed Community Contract – our commitments to one another to work for the betterment of the community. This Community Contract lays out specific strategies, projects and programs, their lead and supporting partners, and the timeframes for implementation.
**Summary of Strategies**

The Community Contract comprises six themes that emerged organically from community discussions, interviews, and work sessions:

**Theme 1. Civic Engagement: How do we engage each other to improve our community?**

Goal: Generations of residents are engaged with their neighbors, community institutions and elected officials and are committed and prepared to take the leadership necessary to make their neighborhoods the best they can be. Residents have decision-making positions throughout the community and its institutions, and they diligently build the relationships, collaborations and social capital necessary to safeguard our quality of life.

1.1 Promote and increase neighborhood-level exchanges between residents
1.2 Build neighborhood leadership on an individual and organizational level
1.3 Empower residents to be active participants in government
1.4 Strengthen relationships with community partners and involve new stakeholders
1.5 Leverage the arts in Woonsocket as a tool for civic engagement

**Theme 2. Economy: How do we grow jobs and businesses, as well as earn and save?**

Goal: More widespread opportunity and wealth is generated as our neighborhoods are positioned as competitive locations to do business. New and existing businesses grow in our neighborhoods as they thrive in a challenging regional and global economy. At the same time, families and residents improve their ability to compete for jobs in the labor market and increase their employment and earnings.

2.1 Build organizational capacity for economic and workforce development in Woonsocket.
2.2 Establish an active city center by revitalizing the Main Street district and surrounding commercial districts.
2.3 Prepare residents for employment and connect them to jobs that have a ladder of opportunity
2.4 Strengthen the connections between Woonsocket and the surrounding jurisdictions
2.5 Help residents save and build wealth
2.6 Improve transportation linkages to education, jobs and other opportunities

**Theme 3. Health: how do we take care of ourselves?**

Goal: Residents are healthy and well connected to a strong, responsive, sustainable healthcare system. Good health is supported by a network of culturally-sensitive providers and other partners who collaborate and innovate to facilitate healthy lifestyle choices and provide access to affordable health care for everyone.

3.1 Promote healthy lifestyles
3.2 Prevent and further reduce substance abuse in the community
3.3 Improve community access to health care and preventive health services

**Theme 4. Lifelong Learning: How do we learn and grow?**

Goal: The community strongly supports a broad, well connected and high achieving system of learning. Community resources and assets are mobilized in new ways to provide a wide assortment of educational, athletic, and cultural opportunities. Teachers and families work together to support and inspire students to achieve at their highest levels.

4.1 Provide support to help very young children learn and grow
4.2 Promote greater connections with and involvement by parents in schools
4.3 Improve school quality so that students are inspired to achieve at their highest levels
4.4 Create a connected system of learning in our community

**Theme 5. Physical Fabric: How do we create a community space that we can be proud of?**

Goal: Neighborhoods are inviting, well designed, and well maintained places, that support strong housing, job, and business markets. Residents take pride in their neighborhoods and they recommend them as great places to live.

5.1 Increase community use of parks, the river, and other natural spaces
5.2 Create a plan to maintain existing infrastructure
5.3 Engage and support property owners in maintaining and improving our neighborhoods’ housing stock
5.4 Preserve existing affordable housing resources in the neighborhood
5.5 Promote environmentally sustainable living in our community
5.6 Increase public art in our neighborhoods
5.7 Preserve the City’s historic character

**Theme 6. Safety: How do we create a safer community?**

Goal: Strong relationships, partnerships and mutual respect among neighbors, police, and government prevent and deter crime and nuisance activity and enhance neighborhood quality of life.

6.1 Identify and implement physical changes that can deter crime and create a welcoming, safe environment
6.2 Engage neighbors in crime prevention and build community-police partnerships
6.3 Promote transportation safety
6.4 Work to provide people at risk of engaging in crime with positive alternatives
Our Community

History of the Constitution Hill, Fairmount, and Main Street Neighborhoods

Woonsocket’s rise as a major manufacturing center for textile mills informs the history of its neighborhoods. By the mid 1800’s, Woonsocket had grown to be one of the largest textile manufacturing centers in the United States, but it did not escape the Great Depression, when unemployment among mill workers hit 50 percent.

A brief revival for war-related production ensued in the 1940s, but a decline followed shortly after. Postwar suburbanization, a common experience throughout the nation, also affected Woonsocket. A slow postwar decline affected neighborhoods in the 1970s and 1980s, culminating with the collapse of the Marquette Credit Union on Social Street in the 1990s. Nevertheless, our communities carried on, seeing a revitalization in the 1990s that has continued into the 21st century - including housing renovation projects on Constitution Hill, façade and streetscape improvements along Main Street, and the development of locales such as the Blackstone River bikeway, the Museum of Work and Culture, the Stadium Theatre Performing Arts Centre and the National Heritage Corridor, which was designated in 1986.

Our neighborhoods have long served as a proving ground for hard-working, humble immigrants seeking to establish a better life for themselves. French Canadians first arrived from Quebec in the 1840s, seeking work at the textile mills, and continued to arrive for another century, making Woonsocket “the most French city in America.” In the 1930s, African American immigrants – including many from the Carolinas - began to arrive as a part of the Great Migration that lasted until 1970. In the early 1940s, almost the entire African American population of the town of Newbury, South Carolina, migrated north to Woonsocket, bringing with them their church (St. James Baptist) and many social organizations (such as the Tyra Club). Southeast Asian immigrants, particularly from Laos, Cambodia, and even China, arrived in the 1980s, as well as Latinos in the 1990s and beyond. Most recently, our neighborhoods have welcomed immigrants from Senegal, Gambia and Liberia. Our neighborhoods have maintained their hard-working culture along with this continuing tradition of immigration, persevering through good times and bad.
Our Neighborhoods Today | A Profile

The Constitution Hill, Fairmount and Main Street neighborhoods comprise the core of Woonsocket. They are located in 3 Census Tracts (Constitution Hill in 176, Fairmount in 174, and Main Street in 180).

Below we provide some basic information about our neighborhoods.

Neighborhood assets
Our neighborhoods offer many strengths that make them a desirable place to raise children, build a career, and connect with others.

Interviews with neighborhood residents, business owners, and other stakeholders revealed the following commonly mentioned strengths or assets of the neighborhood:

- A diverse community, including a base of residents with deep roots in the neighborhood who care and look out for one another
- A beautiful community with quality housing stock, convenient location, and historic character
- “Green infrastructure” including parks and, notably, the Blackstone River and accompanying greenway
- A strong system of community organizations, agencies and churches that serve the neighborhood
- Vital businesses that remain on Main Street, as well as key anchors such as the Stadium Theatre and the Museum of Work and Culture

Demographics
Our neighborhoods are diverse, growing, and youthful.

- The estimated combined population of the neighborhoods in 2009 was 10,448, living in 4,258 households, according to Claritas estimates. The estimated population equates to a 1% increase over the 2000 Census figures.²
- Our neighborhoods are diverse, with a mix of people from many different backgrounds, and will only continue to become more so.
- Some 514 households – 12% of all households in the Census Tracts comprising our neighborhoods – are linguistically isolated, meaning they do not have an English-speaking adult in the household.³
- Close to 50% of the population is under the age of 18. The under 5 population exceeds the state percentage. In the Main Street area there is also a concentration of seniors.

Population by Race (2009)

<table>
<thead>
<tr>
<th>Race</th>
<th>Tract 174</th>
<th>Tract 176</th>
<th>Tract 180</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>White (alone)</td>
<td>56%</td>
<td>52%</td>
<td>71%</td>
<td>82%</td>
</tr>
<tr>
<td>African American</td>
<td>11%</td>
<td>17%</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Asian</td>
<td>8%</td>
<td>8%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>American Indian, Native Pacific Islander</td>
<td>0.7%</td>
<td>0.5%</td>
<td>1%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Some Other Race</td>
<td>19%</td>
<td>15%</td>
<td>11.0%</td>
<td>6%</td>
</tr>
<tr>
<td>Two or More</td>
<td>5%</td>
<td>7%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Hispanic ethnicity</td>
<td>32%</td>
<td>27%</td>
<td>21%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Population by Age (2009)

<table>
<thead>
<tr>
<th>Age</th>
<th>Tract 174</th>
<th>Tract 176</th>
<th>Tract 180</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5</td>
<td>10%</td>
<td>9%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Under 18</td>
<td>31%</td>
<td>32%</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>18-64</td>
<td>57%</td>
<td>62%</td>
<td>55%</td>
<td>64%</td>
</tr>
<tr>
<td>65+</td>
<td>11%</td>
<td>6%</td>
<td>24%</td>
<td>14%</td>
</tr>
</tbody>
</table>
Constitution Hill, Fairmount & Main Street Community Contract

Land Use
Our neighborhoods form a highly interwoven fabric of diverse land uses, rich in history and character. There is a broad mix of land uses in the neighborhoods that include:

- Parks and natural areas along the riverfront
- Industrial and commercial buildings in and around the downtown area
- Both homeownership and rental housing.

This mix of uses in a relatively compact area enhances the historic and largely walkable character of the community.

Economy
Our neighborhoods play an important role in Woonsocket’s economy, but neighborhood unemployment is high and incomes are low.

- Employment growth has been stagnant in Woonsocket, according to the Bureau of Labor Statistics. Total employment was 20,050 in Woonsocket in 2000, and 20,106 in 2008. ZIP code economic statistics, compiled by the Census Bureau, do show some growth in the number of business establishments – from 861 businesses in 2005 to 900 in 2007.

- Our neighborhoods are estimated to have provided employment for 4,685 workers as of 2006.a The largest sectors of employment in our neighborhoods are in education (37% of jobs), health care (22%), manufacturing (8%), and retail trade (6%). Woonsocket residents hold about 42% of these jobs. However, only a small fraction of these workers (a little over 7%) actually live in the neighborhood.

- Similarly, the three largest sectors that employ neighborhood residents (whether the workplace is in the neighborhood or not) are health care (17% of employed residents), manufacturing (15%) and retail trade (14%), according to Local Employment Dynamics data. Accommodations and food, as well as education, are also significant sectors employing neighborhood residents.

- Unemployment rates in our neighborhoods are very high. Average unemployment rates for the period of July 2008 – June 2009 were estimated at 14.5% in Tract 174 (Fairmount), 18.2% in Tract 176 (Constitution Hill), and 19.6% in Tract 180 (Main Street). These figures compare to an estimate of 9.8% for all of Woonsocket.5

- Incomes are generally low in our neighborhoods, compared to state averages, according to Claritas estimates (see table above).

<table>
<thead>
<tr>
<th>Income</th>
<th>Tract 174</th>
<th>Tract 176</th>
<th>Tract 180</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median household income in 2009</td>
<td>$26,917</td>
<td>$38,904</td>
<td>$30,523</td>
<td>$53,901</td>
</tr>
<tr>
<td>Percent of households earning under $25,000 in 2009</td>
<td>48%</td>
<td>32%</td>
<td>61%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Heritage Place, once known as the NHD store, was a brownfield site along the Blackstone River that has been turned into a bustling mixed use facility. Participants saw the neighborhood’s old mills and brownfields sites as an opportunity to create housing, community space, and economic growth.

[Image: Heritage Place, a bustling mixed use facility with a brownfield site background.]

---

aThe 2000 and 2008 employment figures are from the Bureau of Labor Statistics. The 2005 to 2007 figures are from the Census Bureau.

bThe employment rates in our neighborhoods are based on Claritas estimates.

5The unemployment rates are based on data from the Bureau of Labor Statistics for the period of July 2008 to June 2009.
Housing

Although we are primarily a neighborhood of renters, subprime lending trends, foreclosures, and home price declines have affected our neighborhoods.

- The housing stock in the area is predominantly multifamily units, although a range of housing options is available. Some single-family options are available in Fairmount (20% of the stock) and in Constitution Hill (14%). Fairmount and Constitution Hill also offer a number of duplex units (14% and 23% of their stock, respectively). In the Main Street area (Tract 180), 86% of housing units are estimated to be in large or small apartment buildings (3 units or more).6

- Rents have been increasing in recent years. In 2008, the average asking rent for a 2-bedroom apartment in Woonsocket was $976, up from $956 a year earlier.7

- Generally, homeownership rates are very low in our neighborhoods compared to the state as a whole.8 This data reflects the composition of the housing stock.

- US Postal Service data shows a fairly high percentage of vacant addresses as of the second quarter of 2009.

- Woonsocket has seen substantial home price declines, with the median home price dropping from $240,000 in 2006 to $165,000 in 2008. The number of sales also declined dramatically, from 3,534 sales in 2006 to only 287 sales in 2008.9 According to data from the Warren Group, the median home price fell 46% from the first quarter of 2007 to the first quarter of 2009.

- Foreclosures have become an issue in our neighborhoods and in the City as a whole. An analysis by the Boston Federal Reserve Bank ranks ZIP codes by the degree to which they require stabilization work to recover from foreclosures. It places the Woonsocket ZIP code (02895) as the 7th most impacted ZIP code in the state, with 40 foreclosed (“Real Estate Owned” or REO) properties as of March 2009. An analysis of individual real estate transactions reported in the Providence Journal for January through May, 2009, turned up 13 transactions in our neighborhoods that appear to be foreclosures or deeds-in-lieu of foreclosure.10 Over the same time period, however, 17 bank-owned properties were purchased by private individuals or investors.

- A large number of subprime loans were made in our neighborhoods during the real estate boom years, especially during 2005 and 2006.11 Both overall lending, and the percentage of it that is subprime, has dropped dramatically. Access to credit has become the major issue in regards to home lending, as opposed to the terms on which the credit is offered. Subprime loans – as well as job losses – are expected to continue creating foreclosures over the next several years.

Homeownership

<table>
<thead>
<tr>
<th>Area</th>
<th>Tract 174</th>
<th>Tract 176</th>
<th>Tract 180</th>
<th>Rhode Island</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeownership rate</td>
<td>28.7%</td>
<td>23.3%</td>
<td>7.3%</td>
<td>62.7%</td>
</tr>
</tbody>
</table>

Vacancy

<table>
<thead>
<tr>
<th>Area</th>
<th>Tract 174</th>
<th>Tract 176</th>
<th>Tract 180</th>
<th>Providence County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of vacant units</td>
<td>84</td>
<td>102</td>
<td>348</td>
<td>10,586</td>
</tr>
<tr>
<td>Percent vacant</td>
<td>4.5%</td>
<td>7.8%</td>
<td>13.4%</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

Loans / Subprime Loans

<table>
<thead>
<tr>
<th>Area</th>
<th>Tract 174</th>
<th>Tract 176</th>
<th>Tract 180</th>
<th>Rhode Island</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans made in area, 2005</td>
<td>142</td>
<td>91</td>
<td>40</td>
<td>4,119</td>
</tr>
<tr>
<td>Loans made in area, 2007</td>
<td>64</td>
<td>31</td>
<td>45</td>
<td>17,578</td>
</tr>
<tr>
<td>Percent subprime loans, 2005</td>
<td>47.0%</td>
<td>45.1%</td>
<td>52.5%</td>
<td>27.6%</td>
</tr>
</tbody>
</table>
Health, safety and education

Our neighborhood lacks sufficient services in the areas of health, safety and initiatives that encourage neighbors to learn and grow.

- For every 1,000 births in 2005, 35.4 were to mothers ages 15-17 compared to the state at 19.1. In our neighborhoods, the rate has fluctuated between 30 and 90 births per 1,000 for this age group between 2004 and 2007.
- Close to 16% of babies born in the Fairmount/Constitution Hill area were low birth weight in 2007, compared to about 5% in 2005. In the Main Street area, the trend is reversed, with about 6% in 2008 and over 20% in 2005. (Note that with small overall numbers of births, small changes can contribute to significant swings in percentages).
- In 2005, about 8% of babies in Rhode Island as a whole had low birth weights, compared to 10% in Woonsocket.
- Crime statistics have fluctuated from year to year in our neighborhoods. 2008 saw a rise in violent crimes, with 77 total Part I Violent Crimes committed (compared to 53 in 2007 and 52 in 2005). Part I Property Crimes have remained relatively stable, with 398 in 2008 (compared to 400 in 2007 and 393 in 2005).
- School performance, as reflected by test scores and dropout rates, lags behind state averages. As of 2008:
  - A majority of students at every grade level tested (Grades 3-11) across the Woonsocket School District fail to meet proficiency in Math, Reading, or Writing, as measured by NECAP test results. The only exception is for Grade 3 Reading, where 52% of students are proficient.
  - Only 43% of seniors take the SAT test, compared to 59% statewide and scores for school district students taking the test are lower than the state average for Math, Verbal, and Writing.
  - None of the individual elementary, middle or high schools serving our neighborhoods have a majority of students at any grade level who are proficient in math, reading, or writing, per NECAP test results, except Globe Park Elementary School on the outskirts of the neighborhood boundaries.
- Under the No Child Left Behind Act, Woonsocket Middle School and Woonsocket High School were both classified as “making insufficient progress.” Comparatively, Globe Park Elementary was classified as “high performing” and Coleman Elementary as “moderately performing.”
Our Neighborhoods Process

The Our Neighborhoods planning process has been a broad discussion involving hundreds of neighborhood residents, business owners, community organizations, government agencies, and funders in a variety of formats ranging from individual interviews, community meetings, task force discussions, and small group meetings.

The process began in the winter of 2008 when a team of 32 community volunteers – including residents, staff and board members at NeighborWorks® Blackstone River Valley and members of other nonprofits in Woonsocket – conducted one-on-one interviews with 131 community stakeholders in the Constitution Hill, Fairmount and Main Street neighborhoods. These stakeholders included residents, business owners, churches, nonprofit organizations, neighborhood activists, and community leaders.

The volunteers spent an hour – and sometimes more - with stakeholders asking them:

1. What are the strengths of the neighborhood?
2. What are the weaknesses of the neighborhood?
3. What opportunities are the neighborhood facing?
4. What threats are the neighborhood facing?
5. What positive activities already happening in the neighborhood would you like to see more of?
6. What new ideas would you like to see neighbors working together on to benefit the entire neighborhood?
7. Who else should we talk to? (Who do you consider to be a leader in the neighborhood that we should talk to?)

Over 100 residents gathered for our neighborhood’s Give Back Meeting. After hearing about the interview responses, participants worked in small groups to brainstorm action steps and pledged their commitment to at least one of the 6 themes that emerged.
On Tuesday, April 14, 2009, over 100 residents, business owners, and staff from local organizations in Woonsocket gathered at the Coleman Elementary School to share the results of the neighborhood interview process with the community. This “Give Back” meeting was a chance for people to hear these ideas, concerns, etc., which numbered over 2,400 individual comments that NWBRV staff had categorized and sorted by theme about the neighborhood’s future. More importantly, it was a chance for people to begin the process of collaborating to make the changes they envisioned a reality. A succession of community leaders made presentations on the process findings related to six themes that emerged organically from the interview process:

1. Civic engagement: How do we engage each other to improve the community?
2. Economy: How do we grow jobs and businesses, as well as earn and save?
3. Health: How do we take care of ourselves?
4. Lifelong learning: How do we learn and grow?
5. Physical fabric: How do we create community spaces we can be proud of?
6. Safety: How do we create a safer community?

Following the presentation, participants met in small groups to begin discussing ideas for how they could address these themes, what they could contribute, and what additional research and partnerships to employ to move ideas forward.

After the “Give Back” meeting, stakeholders, including community residents, representatives of community organizations, and representatives of City and State agencies, came together for a series of meetings organized by the themes identified in the interview process. For each theme, participants shared their knowledge of neighborhood trends and conditions, current and planned projects and programs, potential implementation partners, and strategic ideas for neighborhood improvement.

These meetings, and the work that preceded them, informed the composition of a draft contract, which needed partners vetted to implement each strategic idea. These partners range from grassroots community groups to larger nonprofit organizations, to City and State agencies. Only strategies to which at least one implementation partner has committed, and which respond to the opportunities, challenges and ideas raised through the community-based process, are included in this community contract.
Our Vision and Values | Building Bridges to a Brighter Tomorrow

Our neighborhoods build bridges among our multi-ethnic populations throughout our neighborhoods and within the region. We will be a thriving, healthy, well-educated, and safe community recognized as a model for other urban revitalization efforts across the country.

We envision a Woonsocket where:

- Generations of residents are engaged with their neighbors, community institutions and elected officials and are committed and prepared to take the leadership necessary to make their neighborhoods the best they can be. Residents have decision-making positions throughout the community and its institutions, and they diligently build the relationships, collaborations and social capital necessary to safeguard our quality of life.

- More widespread opportunity and wealth is generated as our neighborhoods position themselves as a competitive location to do business. New and existing businesses grow in our neighborhoods as they thrive in a challenging regional and global economy. At the same time, families and residents improve their ability to compete for jobs in the labor market and increase their employment and earnings.

- Residents are healthy and well connected to a strong, responsive, sustainable healthcare system. Good health is supported by a network of culturally-sensitive providers and other partners who collaborate and innovate to facilitate healthy lifestyle choices and provide access to affordable health care for everyone.

- The community strongly supports a broad, well connected and high achieving system of learning. Community resources and assets are mobilized in new ways to provide a wide assortment of cultural, educational and athletic opportunities. Teachers and families work together to support and inspire students to achieve at their highest levels.

- Neighborhoods are inviting, well designed and maintained places that support strong housing, job and business markets. Residents take pride in their neighborhoods and recommend them as great places to live.

- Strong relationships, partnerships and mutual respect among neighbors, police, and government prevent and deter crime and nuisance activity and enhance neighborhood quality of life.

Community Values

- An openness to new, unique, and creative ideas

- A respect and honesty towards one another and a commitment to actively engaging and participating with one another.

- A diversity of participants that extends beyond race, religion, and socio-economic status into the roles that we all play from dreamers to implementers, and even organizers.

- A unified vision and plan for action that is understood by those involved.

- A practical wisdom where we dare to dream and then strive to implement a practical plan of action to help us achieve that dream in a realistic way.
Community Contract

1 Civic Engagement: How do we engage each other to improve our community?

Goal: Generations of residents are engaged with their neighbors, community institutions and elected officials and are committed and prepared to take the leadership necessary to make their neighborhoods the best they can be. Residents have decision-making positions throughout the community and its institutions, and they diligently build the relationships, collaborations and social capital necessary to safeguard our quality of life.

Where we are now

Based on the interviews, data analysis, and planning discussions held around civic engagement, priorities that emerge for our community are to:
- Build a sense of pride and hope internally, and a positive image externally, for our neighborhoods
- Strengthen the everyday connections that people have with each other and with our community – especially for young adults and immigrants
- Build positive resident engagement and communication with residents in the political process

Image and outlook of the community

- Interviewees discussed that some people have lost hope in the community, think negatively, and do not embrace change. At the same time, other interviewees expressed the opposite: the creativity and vision of people in our neighborhoods is one of its strengths, as is the pride people feel in the neighborhood.
- People feel it is important to build our pride in the community and build our neighborhoods’ reputation for the good things that are happening here. Many positive changes have happened in the community, such as the revitalization work that has occurred in Constitution Hill, which we can build upon to better our neighborhoods.

Bonding people and community

- It is clear that we value the connections we have with our neighbors and our community. In our interviews, residents and other stakeholders described the social and cultural fabric of our neighborhoods as one of its greatest strengths. Yet paradoxically, we also described it as one of the neighborhood’s greatest weaknesses. We interpret this to mean that social capital – the connections formed among residents and between community groups and institutions – is the force that will drive improvements in our community. Building it beyond its current levels must therefore be a central activity of our enterprise.
- Attracting and retaining young adults (from age 18 into their 20’s) to Woonsocket was an important issue.
Constitution Hill, Fairmount & Main Street Community Contract

to people participating in the planning process. People are concerned that young adults leave the community to go to school or find work, and do not come back.

• Given the increasing diversity of Woonsocket, welcoming immigrants, building cultural sensitivity to diverse populations, and providing cultural activities that celebrate the City's diversity are critical tasks for our future.

The political process and building leadership

• Improving communication and responsiveness between our neighborhoods and City Hall is a widely shared desire.

• Many residents say they feel ignored and disengaged from the political process. New elections provide new opportunities, on the other hand, to engage people.

• The opportunity exists – and indeed has been opened through this planning process – to reach out to more people, get them involved in improving the community, and build new leadership for our future.

Current efforts and resources

• Program offerings and social services were often described as having poor outreach but great services. It was also noted that organizations were not communicating with one another successfully and often duplicated services because of this gap in communication.

• We also talked about wanting more community involvement and opportunities to interact with our neighbors.

Strategic Approach

1.1 Promote and increase neighborhood-level exchanges between residents:
Stakeholders felt disconnected from their neighbors and their surroundings. To address this, we agree to continue and possibly expand upon neighborhood-level events and gatherings, as well as to explore how the internet could act as a tool in better connecting neighbors.

1.2 Build neighborhood leadership on an individual and organizational level:
The community agrees to build its leadership capacity and to take on leadership roles in community organizations and in government. More specifically, we will strengthen the leadership capacity of parents and youth through peer groups, workshops, and increased opportunities to lead.

1.3 Empower residents to be active participants in government:
We will be more active participants in our government whether it is through serving on a government board or commission, attending a City Council meeting, writing to Congress, or voting in an upcoming election. We will express our unique voices and be seen as a source of power.

1.4 Strengthen relationships with community partners and engage new stakeholders:
The community organizations are assets and their services are strengths of the community, but knowledge of these resources is limited. The City will begin hosting regular meetings of community based organizations to strengthen collaborations as well as to engage in collective resource development and sharing. Existing resource guides and community tours will be built upon as organizations work to communicate with residents about programs and services available to them.

1.5 Leverage the arts in Woonsocket as a tool for civic engagement:
There is a growing focus on the arts in the City, with Main Street serving as a state designated "Arts District." A marketing campaign engaging residents in the arts will be used to start conversations amongst neighbors and within neighborhood institutions. A "Community-Builders- In-Residence” program will also grow, beginning by adding 6 new volunteers who will live rent-free in exchange for their work in the community.

Voter Participation

% of voting age voters voting in election:

<table>
<thead>
<tr>
<th>Area</th>
<th>11/5/02</th>
<th>11/2/04</th>
<th>11/7/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tract 174</td>
<td>17.9%</td>
<td>27.5%</td>
<td>24.6%</td>
</tr>
<tr>
<td>Tract 176</td>
<td>14.6%</td>
<td>23.9%</td>
<td>21.1%</td>
</tr>
<tr>
<td>Tract 180</td>
<td>20.4%</td>
<td>25.8%</td>
<td>24.9%</td>
</tr>
<tr>
<td>Citywide</td>
<td>23.9%</td>
<td>35.5%</td>
<td>31.9%</td>
</tr>
</tbody>
</table>

“If we can help individuals reach their dreams then we’re going to start seeing real transformations across the whole community.”

- Maria Williams, Resident Leader
Community Contract

Economy: How do we grow jobs and businesses, as well as earn and save?
Goal: More widespread opportunity and wealth is generated as our neighborhoods are positioned as competitive locations to do business. New and existing businesses grow in our neighborhoods as they thrive in a challenging regional and global economy. At the same time, families and residents improve their ability to compete for jobs in the labor market and increase their employment and earnings.

Where we are now
Based on the interviews, data analysis, and planning discussions held around the economy, priorities that emerge for our community are to:

- Connect people to jobs, by strengthening connections to job training and placement resources, building basic skills for those who need them, and improving work supports such as child care and transportation
- Retain existing businesses and spurring the establishment and growth of new small businesses
- Promote and facilitate reinvestment in the downtown corridor
- Build organizational capacity to address economic development issues

Connecting people to jobs
- As noted in the neighborhood profile, low incomes are a reality for a majority of our neighborhood residents. Efforts to connect people to good jobs are a top concern for our community. In addition, relatively few of the jobs present in the community are held by community residents. Overcoming skills and education gaps, providing adequate work supports (such as child care and transportation), and assisting with job search and placement are all critical tasks if these dynamics are to change.
- A concern is helping residents with low educational attainment gain basic skills so that they can take advantage of job training opportunities.
- Affordability of child care is a major issue for people to access training – Rhode Island Works benefits, for example, do not pay for child care while adults are in school. Workers with 2nd or 3rd shift positions struggle to find after-hours child care.

Growing the job base
- Lack of transportation is a very significant barrier to connecting neighborhood residents with jobs. There is not direct bus service between downtown Woonsocket and the CVS headquarters, for example; in many other cases as well, residents must actually travel all the way to Providence, using the Kennedy Square transportation hub, in order to get from one part of Woonsocket to another. Further, 31% of all households in the neighborhood did not have access to a vehicle.
- The CVS Headquarters, Highland Corporate Park, and Landmark Medical Center, are major sources of employment in Woonsocket, but literally hundreds of smaller businesses are also important sources of jobs. Retaining both our large and small businesses will be important to the economic vitality of our neighborhoods going forward.
Growing small businesses is an important need in our neighborhood. Very few small business support services are currently provided in Woonsocket.

The mill buildings and brownfields found throughout the neighborhood offer opportunities for economic growth and business development.

Bolstering the downtown economy

A core strength we can build on for downtown development is a growing cultural cluster on Main Street that includes the Stadium Theater, the Museum of Work and Culture, and a variety of restaurants.

Many people in Woonsocket choose to shop elsewhere resulting in retail “leakage” from the city for many categories of goods, as measured by comparing the potential retail demand based on the population who lives there to the actual retail sales.14

Many upper floors of downtown buildings are vacant. Older buildings downtown present challenges to re-use.

Building organizational capacity to address economic development issues

There is relatively little organizational infrastructure in Woonsocket focused on economic development, nor had there been an effort to coordinate an effective economic development strategy for the region in recent years.

Strategic Approach

2.1 Build organizational capacity for economic and workforce development in Woonsocket:

When this process began, the capacity for and knowledge of economic development was minimal. To build this capacity, the Main Street Riverfront Initiative, a partnership of merchants and stakeholders, will be strengthened. Technical assistance and programs to reduce energy costs will be provided regularly. Funding will be secured for a small business micro loan program through the City to expand the capacity of budding entrepreneurs. Finally, we advocate for college-level learning opportunities to locate in the City to increase our capacity for workforce development.

2.2 Establish an active city center by revitalizing the Main Street district and surrounding commercial districts:

By creating activities and on-going events in the neighborhood’s commercial districts, we hope to build demand for vacant commercial spaces. We also hope to strengthen the mixed use character of downtown by advocating for the implementation of “smart code” approaches to zoning and building and by supporting property owners seeking to update their buildings to meet the demands of an internet-savvy global consumer. To increase art production and sales in the community, we will advocate for a redesigned “Arts District.” We will also create a revitalized pedestrian and bike oriented district downtown to increase foot traffic along Main Street.

2.3 Prepare residents for employment and connect them to jobs that have a ladder of opportunity:

It is not enough to prepare residents for employment. We must prepare residents for a ladder of employment opportunities that will grow with them. We will provide alternative modules for employment training, create a more coordinated pathway to jobs and employment resources, and engage local employers in a conversation about the tax incentives available to hire and train employees.

2.4 Strengthen the connections between Woonsocket and the surrounding jurisdictions:

The City will regularly meet with neighboring cities and towns to discuss trends, issues, and ways to collaborate.

2.5 Help residents save and build wealth:

Providing financial fitness and counseling to neighborhood residents will build wealth and create a culture that understands, values, and has the capacity to save money. We also provide the home ownership education and counseling needed for families to make their home ownership dreams a reality and provide foreclose prevention and outreach efforts to help home owners facing financial hardship.

2.6 Improve transportation linkages to education, jobs and other opportunities:

Advocating for a commuter rail line, as part of a greater advocacy plan for the public transportation in the City, is the first step to connecting residents to educational opportunities, jobs, etc. in other parts of the state. We will also research and implement a shuttle service to improve transportation within the City and secure funding for additional transportation options for second and third shift workers.
Community Contract

Health: How do we take care of ourselves?
Goal: Residents are healthy and well connected to a strong, responsive, sustainable healthcare system. Good health is supported by a network of culturally-sensitive providers and other partners who collaborate and innovate to facilitate healthy lifestyle choices and provide access to affordable health care for everyone.

Where we are now

Based on the interviews, data analysis, and planning discussions held around health, priorities that emerge for our community are to:

- Continue to assess and deepen our understanding of health issues in our community and plan to address them
- Promote and facilitate healthy lifestyles and behavior choices
- Improve access to health care for neighborhood residents, especially those at lower income levels

Health issues in Woonsocket and our neighborhoods

- High rates of teen pregnancy and sexual activity were concerns in the neighborhood. Even more startling than the high instances of sexual active teens and teen mothers were the rates for second births for this same age group. While programs to help address this issue are in place, the need for greater planning and outreach to neighborhood youth is needed.
- Residents believe that a lack of prenatal care contributes to low birth weights and many other newborn health issues here in the City.
- Residents also believe that substance abuse (of both drugs and alcohol) is a prevalent community health issue in Woonsocket.

Top: Young teens and community members work to replace tagging on a Costa Park gazebo with bright colorful flowers. Above left: Two teens work to decide which foods are the healthier choice. Above right: The Family Resources Community Action garden, located near Main Street, encourages families to eat healthy while they enjoy local art installations created by RiverzEdge Arts Project.
• Stakeholders talked about the connection of health to the physical environment. While lead poisoning rates are declining, outreach and prevention efforts are ongoing. On the other hand, asthma and obesity rates continue to rise. Health centers and community nonprofits are working together to treat and prevent both through changes to the physical environment.

• Family violence was discussed by stakeholders who shared stories of neighborhood children without adequate food or supervision. Domestic violence is also an issue; stakeholders report that shelters for battered persons are full in Woonsocket.

• Planning process participants noted that the Our Neighborhoods process has generated opportunities to better connect healthcare providers such as Landmark and Thundermist with community groups and local nonprofits, potentially improving access to services.

• As in other communities, the issue of people without health insurance looms large, as does the potential for national health care reforms currently under consideration in Congress.

Strategic Approach

3.1 Promote healthy lifestyles:
Health and well-being are one of the most important facets of a thriving community. Partners will conduct a neighborhood-level assessment of the health of our community and implement educational campaigns and programming that will inform residents about available services and encourage residents to engage in healthy lifestyle choices.

3.2 Prevent and further reduce substance abuse in the community:
Our youth will have limited access to drug, alcohol, and tobacco related paraphernalia. We will prevent and further reduce substance abuse in the community by offering audience-specific workshops and campaigns about substance abuse and prevention to parents, youth, and local health care providers.

3.3 Improve community access to health care and preventive health services:
We will improve access to care and preventative services by coordinating services between providers, better communicating existing resources and health care options to residents, and increasing the availability of transportation to and from medical appointments.

“We always focus on the neighborhood kids that do drugs and get into trouble and never stop to think about those who aren’t. We tend to blur out those who make the right decisions and choose to better themselves and the neighborhood around them. We are out there.” - Wesley Cruz, Resident Leader
Community Contract

Lifelong Learning: How do we learn and grow?
Goal: The community strongly supports a broad, well-connected and high achieving system of learning. Community resources and assets are mobilized in new ways to provide a wide assortment of educational, athletic, and cultural opportunities. Teachers and families work together to support and inspire students to achieve at their highest levels.

Where we are now
Based on the interviews, data analysis, and planning discussions held around education, priorities that emerge for our community are to:
- Provide support to very young children to help them learn and grow
- Increase academic performance of students by addressing issues such as parental involvement in schools, parent accountability, and supporting high-quality teaching
- Provide an enriched array of after-school opportunities for youth
- Generate additional educational options for students

Education issues in our neighborhoods
- School performance, as reflected by test scores and dropout rates, lags behind state averages. Stakeholders saw improvements to schools and were hopeful that changes in school administration and a new middle school would bring renewed energy and higher performance levels.
- Concerns expressed by people we interviewed include that schools are preparing youth more for low-wage earning positions than for college.
- Woonsocket schools are quite diverse; however, those interviewed expressed concerns about the teaching staff not being representative of the populations served and that they are often out of touch with the community.
- There are a wide range of activities and organizations serving youth. However, there is a feeling that more efforts are needed to engage youth in positive activities.
- No institutions of higher learning are located in Woonsocket. The closest institution is the Community College of Rhode Island’s Lincoln campus, which is about 20 minutes away.

Student Population by Race

<table>
<thead>
<tr>
<th>School</th>
<th>White</th>
<th>Hispanic</th>
<th>African American</th>
<th>Asian/Pacific Islander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woonsocket High School</td>
<td>65%</td>
<td>20%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Woonsocket Middle School</td>
<td>57%</td>
<td>25%</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>Coleman Elementary</td>
<td>34%</td>
<td>42%</td>
<td>13%</td>
<td>10%</td>
</tr>
<tr>
<td>Globe Park Elementary</td>
<td>69%</td>
<td>14%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>State average</td>
<td>69%</td>
<td>18%</td>
<td>9%</td>
<td>3%</td>
</tr>
</tbody>
</table>


Strategic Approach

4.1 Provide support to help very young children learn and grow:

The first few years of a child’s life are the most crucial for learning and forming habits. In order to take best advantage of this, organizations such as CCF and Kids Count will spearhead efforts to provide access to early childhood education, as well as provide new parents with the services and information they need to enter into parenthood prepared and informed.

4.2 Promote greater connections with and involvement by parents in schools:

Strong parent participation in schools leads to a stronger school system and better education overall. Organizations like the PTO and PAC will advocate for increased accessibility and communication to teachers, allowing parents to be involved with their children’s education intimately. Additionally, parent engagement in after school programs and classroom activities will also be encouraged, to promote well-rounded educational experiences that parents can be involved with at all levels.

4.3 Improve school quality so that students are inspired to achieve at their highest levels:

Nothing is more discouraging to one’s education than under-maintained school buildings and equipment. NWBRV and its partners will encourage increased planning and advocate for better distribution of educational resources to make sure that schools are clean, maintained, and up-to-date. Partners like the School Committee and the School Success Coalition will also advocate for increased state funding.

4.4 Create a connected system of learning in our community:

Teamwork between the different school staffs and educators is integral to maximizing the effectiveness of education. NWBRV and its partners will encourage improved dialogue between the various schools and education groups as well as help the School Committee to advocate for a fair funding formula that would guarantee fair distribution of education resources. Additionally, nontraditional education models such as home schooling and charter schools will be further encouraged.

Youth of all ages gather at the MLK Day Woonsocket Celebration, an annual community event that celebrates the life and legacy of Dr. King.
Community Contract

Physical Fabric: How do we create a community space that we can be proud of?
Goal: Neighborhoods are inviting, well designed, and well maintained, and they support strong housing, job, and business markets. Residents take pride in their neighborhoods and recommend them as a great places to live.

Where we are now
Based on the interviews, data analysis, and planning discussions held around the physical fabric of our neighborhoods, priorities that emerge for our community are to:
- Create stronger connections between the downtown and the riverfront
- Preserve and expand parks and natural space in the neighborhood
- Improve the physical condition of the housing stock
- Preserve historic architecture and find new uses for underutilized historic mills and other buildings
- Clean up and redevelop brownfields
- Ensure that infrastructure is adequately maintained both now and for the long term

Parks and natural space
- There are 3 parks located in or near our neighborhoods, as well as the Blackstone River bike path and greenway and the Rhodes Avenue Conservation Area. Participants cited budget cuts as a possible explanation for the reduction in park maintenance and highlighted both the need and the opportunity for more "green" infrastructure investment.
- Planning process participants were particularly interested in spaces that encouraged physical activity and appealed to a wide variety of people (specifically, space that has intergenerational appeal).

Maintenance of infrastructure
- Much of the "man made" infrastructure like bridges, sidewalks, and roads in our neighborhoods appear to be in poor condition. A neighborhood walk-through reveals issues such as impassable sidewalks with broken or lifting concrete, rusting and dilapidated bridges (for example on Sayles Street), and minimal lighting on streets like Sayles and Fairmount.
- Maintenance and programming of streetscapes are another important element of infrastructure maintenance. Planning process participants have noted the need to create more welcoming streets through improvements such as trees and greenery, clear and safe sidewalks, street furniture (such as benches, trash cans) and small community "pocket" parks.

Housing stock
- Uneven property maintenance is an issue with homes in our neighborhood and absentee landlords are believed to be responsible for many poorly maintained properties
- Foreclosures have become an issue in the City of Woonsocket and in our neighborhoods.
- Our communities are faced with the potential loss of affordable housing units, especially public housing, due to recent proposals by the Woonsocket Housing Authority.
In order to be seen as a desirable place to live, work, or play, our infrastructure must be maintained and enhanced.

Vandalism
- Tagging graffiti and property vandalism are believed to be increasing. As of May 2009, the neighborhood had over 54 graffiti “tags” in a mile radius of Costa Park.

Brownfields
- A number of vacant former commercial and industrial sites exist and present the possibility of environmental contamination. At the same time, these underutilized spaces are resources that could support new development or green space. Assessing these brownfields means better understanding their potential uses and the related challenges to their redevelopment.

Historic building stock
- Our neighborhoods are beautiful areas with nice housing and historic appeal. Façade improvements along Main Street have helped to create a visually appealing downtown corridor.
- There are approximately 70 mills in Woonsocket, as well as hundreds of fine historic homes. This historic building stock is one of the unique assets of Woonsocket.

Strategic Approach

5.1 Increase community use of parks, the river, and other natural spaces:
Green space, like parks, the Rhodes Avenue Conservation Area, and the Blackstone River, are seen as underutilized resources for the community. By creating a guide to the community’s natural spaces, exploring their use as learning laboratories, improving access to the River and improving park maintenance by hosting regular community clean ups, the community hopes to increase use of these spaces.

5.2 Create a plan to maintain existing infrastructure:
In order to be seen as a competitive location to live, work, or play, our infrastructure must be maintained and enhanced. A neighborhood-level infrastructure management and capital improvement plan will be created and we will advocate for the funding necessary to implement this plan. We will also plan for and invest in the 21st Century infrastructure needed to keep Woonsocket competitive in the changing economy.

5.3 Engage and support property owners in maintaining and improving our neighborhoods’ housing stock:
Better understanding of what already exists is the key to maintaining existing housing in our neighborhoods. We will survey buildings and property to assess the present condition of neighborhoods, leading to a multifaceted development project that will include designing a neighborhood marketing program that will help to attract families and businesspeople to live and work here in Woonsocket.

5.4 Preserve existing affordable housing resources in the neighborhood:
This is a large effort that will encompass multiple organizations and community members. The Veterans Memorial Tenants Association will lead a collaborative effort with partners to conduct an assessment of public housing that is currently proposed for disposition, and advocate for and structure financing to preserve it as affordable housing.

5.5 Promote environmentally sustainable living in our community:
In order to best promote environmentally conscious living in Woonsocket, advocating for citywide recycling and making better use of existing “brownfields” are of utmost importance. Possible projects for this could include expanding community gardening efforts as well as cleaning the area for better public use.

5.6 Increase public art:
Engage community members in selecting areas and pieces of work for public art displays. Use modern art bike racks to create a more bike-friendly community and create community murals to discourage vandalism.

5.7 Preserve the City’s historic character:
The heritage and history of Woonsocket are extremely important to the local character and are assets to future development. Developing this in a forward-looking way will help to attract more interest to the City. Ways of doing this include developing an urban design plan to promote adaptive reuse of historic buildings to make them current without spoiling their aesthetic quality. Guide maps and improved signage would also make our neighborhoods more accessible to visitors.
Community Contract

Safety: How do we create a safer community?
Goal: Strong relationships, partnerships and mutual respect among neighbors, Police, and government prevent and deter crime and nuisance activity and enhance neighborhood quality of life.

Where we are now
Based on the interviews, data analysis, and planning discussions held around safety issues, priorities that emerge for our community are to:

- Strengthen connections and communication among neighbors - and between neighbors and police - to resolve safety-related issues
- Ensure that the physical design of the community promotes safety, including adequate lighting and other design features that make it harder for criminals to operate, while maintaining a sense of public space that welcomes and creates community
- Provide alternatives and positive opportunities for people who might otherwise be at risk of engaging in crime

Perceptions
- Neighbors are concerned about crime – including gangs, violence, robbery, vandalism, and a generally poor sense of security – with many fewer people describing a positive sense of safety during the interviews. Substance abuse is one of the most frequently mentioned criminal problems, including drug sales, drug use and alcohol abuse. Domestic violence and child abuse are also important concerns.
- Some neighbors also expressed concerns about the quality, efficacy, and fairness of policing work in the community, and a expressed strong desire for police to engage as a partner of the community. Many residents do not engage police for fear of retaliation for reporting and/or preventing crime – an issue which may impact reported crime statistics.
- At the same time, both neighbors and police desire to improve the police-community relationship, as evidenced by a recent community forum hosted by Woonsocket’s new Police Chief, Thomas Carey. Many neighbors have expressed willingness to get directly involved in activities that can help to prevent crime.

Existing efforts
- Police Department staffing is an issue. The department is authorized at 101 sworn positions and 17 civilians for a total of 118; as of fall 2009 there are only 103 employees altogether. Promoting diversity within the Woonsocket Police Department is also an important issue. Currently, 95% of the police force is white – compared to about 80% for Woonsocket as a whole - and 88% is male.
- Crime statistics fluctuate annually in our neighborhoods. As of 2009, Uniform Crime Reporting (UCR) data for Woonsocket shows that crime is generally declining.
- Woonsocket as a whole had about 362 “banked” probationers on parole as of the summer of 2009; this ex-offender population is slightly lower as a percentage of total population than the state average (0.8% vs. 1.4%).
Strategic Approach

6.1 Identify and implement physical changes that can deter crime and create a welcoming, safe environment:

The physical layout and occupancy of an area can have a strong affect on the appearance of criminal elements there, therefore it is incredibly important to take stock of abandoned areas and encourage successful positive redevelopment of them to strengthen the community. We will conduct a CPTED assessment of neighborhoods, and act on the findings by encouraging development through increased taxes on abandoned properties and increasing police presence in trouble spots.

6.2 Engage neighbors in crime prevention and build community-police partnerships:

A healthy and proactive Police/Citizen relationship is key to safe neighborhoods and low crime-rates. NeighborWorks will host community forums between police and residents to encourage resident involvement in the safety of their neighborhoods. This can also lead to increased resident involvement in block watches, as well as lead to the creation of community-wide programs such as Lock-It Woonsocket.

6.3 Promote transportation safety:

Safety in transportation comes in two categories – first, making sure that citizens are educated on safely operating vehicles with appropriate protection (i.e. bike helmets, seat belts, child safety seats) and second, making sure that residents are safe while going to and from places, specifically making sure that schoolchildren can get to and from school without leaving the eyes of adult supervision by expanding the Safe Routes to School Program.

6.4 Work to provide people at risk of engaging in crime with positive alternatives:

The best deterrent to criminal behavior is positive reinforcement and alternatives. Promoting mentoring programs for at-risk youth such as Big Brother and Big Sister programs can help protect young people from criminal activity. Supporting ex-offenders is also important, and coordinating services with the Probation Office and The Prisoner Reentry Council can help deter repeat offenders and help them to find a positive place in society.

Endnotes

1 Sources include www.woonsocket.org and www.riroads.com as well as conversations with knowledgeable residents
2 2009 Claritas estimates. All Claritas estimates cited in this report were provided via PolicyMap.com. Note that all estimates have a margin of error – they are not exact figures.
3 2000 Census data via Providence Plan
4 Local Employment Dynamics Data, US Census.
5 Estimates from Environmental Systems Research Institute (ESRI).
6 Claritas 2009 estimates.
7 Rhode Island Housing rent survey data.
8 Source: Q2 2009 Claritas estimates for Tract level. US Census Bureau Q2 2009 data for Rhode Island.
9 Data from Boxwood Means, Inc., provided via PolicyMap.com
10 Warren Group data reported in the Providence Journal. Transactions were flagged as a possible foreclosure when a bank or lender was listed as the purchaser of a privately owned property.
11 HMDA data, accessed via PolicyMap.com. Loans are estimated to be subprime when a rate spread is reported. Note that some of the decline in lending activity in 2007 may be due to cessation of operations of some lenders in that year, even though they made some loans earlier in the year.
12 RI Department of Health data, analyzed by the Providence Plan.
13 Data from Providence Plan for Census Tracts 174, 176, and 180. Part I Violent Crimes are murder, rape, assault, and robbery. Part I Property Crimes are Arson, Burglary, Larceny, and Motor Vehicle Theft.
14 Results presented here are from an ESRI analysis of retail surplus and leakage for a 1 mile radius around Main Street.
**Civic Engagement**

Goal: Generations of residents are engaged with their neighbors, community institutions and elected officials and are committed and prepared to take the leadership necessary to make their neighborhoods the best they can be. Residents have decision-making positions throughout the community and its institutions, and they diligently build the relationships, collaborations and social capital necessary to safeguard our quality of life.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote and increase neighborhood-level exchanges between residents</td>
<td>NWBRV</td>
<td>RiverzEdge, WPD, Providence Plan, LISC, RISCA, School Department</td>
<td>1 yr</td>
</tr>
<tr>
<td>Explore a web-based neighborhood communication tool for City residents</td>
<td>City</td>
<td>WHPL, DLT, NWBRV</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>and stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan for improving internet access for neighborhood residents</td>
<td>NWBRV</td>
<td>Residents, churches, neighborhood associations and institutions</td>
<td>4-5 yrs</td>
</tr>
<tr>
<td>Develop and support a “neighbor circles” program</td>
<td>NWBRV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empower neighborhood residents to report and communicate neighborhood</td>
<td>Fairmont Matters</td>
<td>YWCA, NWBRV</td>
<td></td>
</tr>
<tr>
<td>news to the greater community.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organize regular neighborhood events and celebrations</td>
<td>multiple</td>
<td>NWBRV, WPC, CCF, St James Baptist Church, Calvary Worship Center, RiverzEdge, FRCA</td>
<td>1 yr</td>
</tr>
<tr>
<td>Build neighborhood leadership on an individual and organizational level</td>
<td>Blackstone Valley</td>
<td>CCF, NWBRV, NHC</td>
<td></td>
</tr>
<tr>
<td>Institute a resident leadership development and training program in</td>
<td>Partnership Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woonsocket</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop and empower parents to become leaders within the school community</td>
<td>Parent Voices</td>
<td>PAC, NWBRV, Coleman, 5th Ave, CCF</td>
<td></td>
</tr>
<tr>
<td>Offer and promote leadership development programs for youth.</td>
<td>BGC</td>
<td>FRCA, YWCA, NWBRV, WPC, Boy Scouts, Girl Scouts</td>
<td>1 yr</td>
</tr>
<tr>
<td>Empower residents to be active participants in government</td>
<td>St. James Baptist Church</td>
<td>Board of Canvassers</td>
<td></td>
</tr>
<tr>
<td>Better educate residents about how government works</td>
<td>City</td>
<td>RIC, NWBRV</td>
<td></td>
</tr>
<tr>
<td>Increase resident involvement in local, regional and statewide boards</td>
<td>City</td>
<td>WHPL, NWBRV</td>
<td></td>
</tr>
<tr>
<td>and commissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobilize residents to advocate for needed services and resources</td>
<td>NWBRV</td>
<td>service providers, churches</td>
<td></td>
</tr>
<tr>
<td>Strengthen relationships with community partners and engage new</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide technical assistance that will enhance the capacity of</td>
<td>LISC</td>
<td>New Roots</td>
<td></td>
</tr>
<tr>
<td>organizations to collaborate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convene a partnership of community-based organizations to engage in</td>
<td>City Planning</td>
<td>Service Providers, Churches</td>
<td></td>
</tr>
<tr>
<td>collaborative resource development efforts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote and improve access to community resources</td>
<td>FRCA</td>
<td>United Way 211, HeadStart, City</td>
<td></td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
### Civic Engagement, continued

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage the arts in Woonsocket as a tool for civic engagement</td>
<td></td>
<td></td>
<td>1 yr</td>
</tr>
<tr>
<td>Expand the Community Builders in Residence Program</td>
<td>NWBRV</td>
<td>RISCA, RiverzEdge, NWBRV, Beacon</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Develop a campaign to promote the importance of the arts in community life.</td>
<td>RISCA</td>
<td>RiverzEdge, NWBRV, Beacon</td>
<td>4 yrs</td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
**Work Plan | Economy**

**Goal:** More widespread opportunity and wealth is generated as our neighborhoods are positioned as competitive locations to do business. New and existing businesses grow in our neighborhoods as they thrive in a challenging regional and global economy. At the same time, families and residents improve their ability to compete for jobs in the labor market and increase their employment and earnings.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>Timeframe 2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build organizational capacity for economic and workforce development in Woonsocket</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen the Main Street partnership team</td>
<td>MSRI</td>
<td>Chamber, Main Street Merchants, City</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Provide business training and technical assistance to encourage local entrepreneurship</td>
<td>City Economic Development</td>
<td>EDC, ECC, Chamber, FRCA</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Secure funding for and promote the use of a micro loans to small entrepreneurs</td>
<td>City Economic Development</td>
<td></td>
<td></td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Create a “Business Resource Center” and “Business Guide”</td>
<td>City Economic Development</td>
<td>Chamber</td>
<td></td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Connect local businesses to the BuyRI program</td>
<td>Buy Local RI</td>
<td>Valley Alliance</td>
<td></td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Coordinate City departments to expedite permitting and development review processes.</td>
<td>City Planning and Economic Development</td>
<td>Chamber, EDC</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Promote programs to help businesses reduce energy costs.</td>
<td>Chamber</td>
<td>City, KBVB</td>
<td></td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Advocate to bring college-level learning opportunities to the area</td>
<td>Beacon</td>
<td>City, CCRI, Dean College, NWBRV</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

**Establish an active City center by revitalizing the Main St. district and surrounding commercial districts**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>Timeframe 2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a revitalized pedestrian and bike oriented district downtown</td>
<td>City Planning</td>
<td>MSRI</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Strengthen the historic, mixed-use character of downtown</td>
<td>City Planning</td>
<td>MSRI, RiverzEdge, Citizens for the Arts</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Advocate for and implement “smart codes” approaches to zoning and building codes</td>
<td>City Planning</td>
<td>Grow Smart RI, NWBRV</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Redevelop vacant storefronts and underutilized buildings in the Main Street District.</td>
<td>City</td>
<td>NWBRV</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Build demand for commercial spaces in neighborhood</td>
<td>MSRI</td>
<td>City Economic Development, NWBRV, Merchants, Building Owners, Chamber, EDC</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Advocate for a redesigned Arts District</td>
<td>NWBRV</td>
<td>City Economic Development, RISCA, Citizens for the Arts</td>
<td></td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Create sustainable, on-going events and activity on Main Street</td>
<td>MSRI</td>
<td>BVTC, City Economic Development, NWBRV, Museum of Work and Culture, Stadium Theatre</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
Constitution Hill, Fairmount & Main Street Community Contract

**Economy, continued**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>Timeframe 2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare residents for employment and connect them to jobs that have a ladder of opportunity</td>
<td>MSRI</td>
<td>MSRI, BVTC, NWBRV, City Economic Development, Stadium Theatre, Museum of Work and Culture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build ongoing activity on Main St.</td>
<td>MSRI</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a coordinated pathway between job seekers and available employment resources</td>
<td>RIRAL</td>
<td>FRCA, CCF, YWCA, Project LEARN, DLT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicize and promote the benefits of job training and hiring tax incentives</td>
<td>FRCA</td>
<td>Chamber, YWCA, NetworkRI, Re-Entry Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create new educational and training opportunities tailored to growth industries in the City and region.</td>
<td>FRCA</td>
<td>DLT, Skill Up</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase access to home-based employment opportunities</td>
<td>NWBRV</td>
<td>CCF, Homestead Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote existing bonding program to insure employers hiring ex-offenders</td>
<td>Re-Entry Council</td>
<td>FRCA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage employers and local employees in a “know your rights” campaign about credit reporting and hiring practices</td>
<td>FRCA</td>
<td>CCF, HRC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide alternative modules for employment training</td>
<td>FRCA</td>
<td>City, DLT, WHPL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convene regional municipalities to regularly meet to discuss trends, issues, and ways to collaborate.</td>
<td>Chamber</td>
<td>Blackstone Valley Partnership Team, Mayor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help residents save and build wealth</td>
<td>NWBRV HOC</td>
<td>FRCA, CCF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide home ownership education and counseling to neighborhood residents</td>
<td>FRCA, CCF</td>
<td>NWBRV HOC, Housing Network, Citizens Bank, Sovereign Bank, Navigant Credit Union</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide financial fitness education and counseling to neighborhood residents</td>
<td>NWBRV HOC, HOC</td>
<td>FRCA, CCF, Housing Network</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
**Economy, continued**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve transportation linkages to education, jobs, and other opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocate for a commuter rail line from Woonsocket to Providence</td>
<td>Chamber</td>
<td>City, Transportation Committee, Pawtucket Foundation</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Create an advocacy platform for public transportation in Woonsocket</td>
<td>Transportation Committee</td>
<td>FRCA, Chamber, City, RIPTA</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Create a cross-town shuttle service</td>
<td>Transportation Committee</td>
<td>FRCA, Valley Transportation, RIPTA</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Provide education and broker resources for Woonsocket residents to help</td>
<td>Way to Work</td>
<td>Transportation Committee, RI Foundation</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>them assess and meet their transportation needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve transportation availability for workers to access second and third-shift jobs.</td>
<td>Valley Transportation</td>
<td>Way to Work</td>
<td>●</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
## Work Plan | Health

**Goal:** Residents are healthy and well connected to a strong, responsive, sustainable healthcare system. Good health is supported by a network of culturally-sensitive providers and other partners who collaborate and innovate to facilitate healthy lifestyle choices and provide access to affordable health care for everyone.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>Timeframe</th>
<th>2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote healthy lifestyles</td>
<td>YWCA</td>
<td>NWBRV, Thundermist, DOH, Brown</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement survey and study of individual health and neighborhood physical characteristics and impact on health; make recommendations for physical changes that could support healthy lifestyles and positive health outcomes.</td>
<td>Fairmount Matters</td>
<td>YWCA, Landmark</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a guide to “Healthy Living in Woonsocket”</td>
<td>Orbitz Direct Marketing</td>
<td>Landmark, DOH, YWCA</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement the “Fairmount Matters” project to raise awareness of environmental concerns that impact health, healthy lifestyles, and available services.</td>
<td>Thundemrist</td>
<td>CCF, YWCA, Landmark</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and develop programming promoting exercise and physical activity</td>
<td>Shape Up RI</td>
<td>YMCA, YWCA, Thundermist</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Launch an obesity prevention planning and strategy initiative</td>
<td>Thundemrist</td>
<td>CCF, YWCA, Landmark</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research, design, fund and implement an initiative to “Change the way Woonsocket eats”</td>
<td>Thundemrist</td>
<td>Primary care providers, schools</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocate for continued provision of adequate nutrition for children</td>
<td>Kids Count</td>
<td>CCF, St. James Baptist Church, Wiley Center</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prevent and further reduce substance abuse in the community</td>
<td>WPC</td>
<td>CCF, Even Start, NWBRV, YWCA, School Department, Churches</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Educate families and youth about substance abuse prevention and treatment through audience-specific campaigns and workshops</td>
<td>WPC</td>
<td>WPD</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Limit youth access to drug, alcohol, and tobacco related paraphenalia</td>
<td>WPC</td>
<td></td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Advocate for updated Chemical Health Policies at Woonsocket High School</td>
<td>WPC</td>
<td>School Department</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase knowledge and access to substance abuse treatment</td>
<td>WPC</td>
<td>Landmark, Thundemrist, NRI</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Educate primary care physicians about substance abuse warning signs, resources, and screening tools</td>
<td>WPC</td>
<td>Landmark, Thundemist</td>
<td>●</td>
<td>●</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Develop a sobering unit and a sub acute step-down unit to assist people coming down from alcohol and drug problems</td>
<td>NRI</td>
<td>Landmark</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
**Health, continued**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve community access to health care and preventive health services</td>
<td></td>
<td></td>
<td>1 yr</td>
</tr>
<tr>
<td>Create a secure health information exchange system between Landmark and</td>
<td>Landmark</td>
<td>Thundermist</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Thundermist</td>
<td></td>
<td></td>
<td>4-5 yrs</td>
</tr>
<tr>
<td>Coordinate teen pregnancy prevention and prenatal care</td>
<td>YWCA</td>
<td>Thundermist, Landmark</td>
<td>1 yr</td>
</tr>
<tr>
<td>Increase breast cancer screening and prevention via outreach and subsidized mammograms</td>
<td>YWCA</td>
<td>Landmark</td>
<td>1 yr</td>
</tr>
<tr>
<td>Explore possibilities to create additional venues for the provision of community-based primary care in our neighborhoods</td>
<td>Thundermist</td>
<td>YWCA, Landmark, NWBRV</td>
<td>1 yr</td>
</tr>
<tr>
<td>Open an after-school drop-in center and program for tutoring, counseling, and health education</td>
<td>Landmark</td>
<td>Straight Up Teens</td>
<td>1 yr</td>
</tr>
<tr>
<td>Promote access to Health Care for Homeless program</td>
<td>Thundermist</td>
<td>FRCA, Harvest Community Church</td>
<td>1 yr</td>
</tr>
<tr>
<td>Divert people with non-life threatening health issues into primary care as opposed to the Emergency Room</td>
<td>Landmark</td>
<td>Thundermist</td>
<td>1 yr</td>
</tr>
<tr>
<td>Increase early pediatric screening for mental health and develop a pediatric psychiatric unit</td>
<td>NRI</td>
<td>Landmark, Thundermist</td>
<td>1 yr</td>
</tr>
<tr>
<td>Evaluate gaps in translation services and enhance staff knowledge of appropriate translation service at local hospitals and clinics</td>
<td>YWCA</td>
<td>Landmark, Thundermist</td>
<td>1 yr</td>
</tr>
<tr>
<td>Establish a shuttle service to provide transportation to and from medical appointments</td>
<td>FRCA</td>
<td>Landmark, Parent Support Network of RI</td>
<td>1 yr</td>
</tr>
<tr>
<td>Advocate for comprehensive health care coverage at the state level.</td>
<td>Rite Care Works</td>
<td>social service providers</td>
<td>1 yr</td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
## Work Plan | Lifelong Learning

**Goal:** The community strongly supports a broad, well connected and high achieving system of learning. Community resources and assets are mobilized in new ways to provide a wide assortment of educational, athletic, and cultural opportunities. Teachers and families work together to support and inspire students to achieve at their highest levels.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide support to help very young children learn and grow</td>
<td>First Connections</td>
<td>DOH, Kids Count</td>
<td>1 yr</td>
</tr>
<tr>
<td>Provide guided referrals for services to new parents</td>
<td></td>
<td></td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Institute a “baby college” offering parenting training and support to parents and caregivers of young children</td>
<td>CCF</td>
<td>FRCA, Kids Count, LISC, Making Connections</td>
<td>4-5 yrs</td>
</tr>
<tr>
<td>Increase participation in quality early childhood education through expanded childcare subsidies and reduced regulatory burdens on providers</td>
<td>Kids Count</td>
<td>CCF, Head Start, Bright Stars, DCYF, DHS</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Advocate for stronger support for the City’s network of early childhood providers</td>
<td>Kids Count</td>
<td>School Committee, CCF, LISC, Even Start, Head Start</td>
<td>4-5 yrs</td>
</tr>
</tbody>
</table>

### Promote greater connections with and involvement by parents in schools

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate for parent accessibility to and communication with their children’s teachers.</td>
<td>PAC</td>
<td>School Department, School Committee</td>
<td></td>
</tr>
<tr>
<td>Build and strengthen parent engagement.</td>
<td>PAC</td>
<td>School Department, 5th Ave. Parent Voices, Coleman and 5th Ave. PTA</td>
<td></td>
</tr>
</tbody>
</table>

### Improve school quality so that students are inspired to achieve at their highest levels

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate dialogue and planning around how to improve school quality in Woonsocket</td>
<td>Community Partners</td>
<td>School Department, School Committee, FRCA, CCF, SIT, PAC, NWBRV, Annenberg Institute, 21st Century, ALN</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Hold “Family Matters” Conference to start a dialogue about best practices in family engagement, teaching, and community involvement in schools</td>
<td>School Success Coalition</td>
<td>School Department</td>
<td></td>
</tr>
<tr>
<td>Advocate for a fair funding formula for Woonsocket schools</td>
<td>School Committee</td>
<td>PAC, State Representatives</td>
<td></td>
</tr>
<tr>
<td>Advocate for and promote nontraditional schools and models of education</td>
<td>Beacon</td>
<td>Democracy Prep, CSA</td>
<td></td>
</tr>
</tbody>
</table>

*See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.*
### Lifelong Learning, continued

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a connected system of learning in our community</td>
<td>School Department</td>
<td>CCF, Coleman Elementary, 5th Ave., WHS, Beacon, RIPIN, RIDE, Annenberg</td>
<td>1 yr</td>
</tr>
<tr>
<td>Enhance and promote the “community school” model at neighborhood schools.</td>
<td>CCF</td>
<td>RIASPA, School Department, Bright Stars, RIDE</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Develop and implement “Extended Learning Time” strategies for elementary school students in Woonsocket</td>
<td>CCF</td>
<td>RIASPA, School Department, Bright Stars, RIDE</td>
<td>4-5 yrs</td>
</tr>
<tr>
<td>Develop and implement “Expanded Learning Opportunity” strategies for high school age youth in Woonsocket</td>
<td>RIASPA</td>
<td>School Department, FRCA, CCF, RiverzEdge, NWBRV, Mott Foundation, RIDE</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Improve outreach and services to recent school dropouts</td>
<td>School Department, RIASPA</td>
<td>RIRAL, YWCA</td>
<td>2-3 yrs</td>
</tr>
<tr>
<td>Share data between after-school providers to assess gaps in service</td>
<td>WASC</td>
<td>CCF, FRCA, NWBRV, YRAP, RiverzEdge</td>
<td>1 yr</td>
</tr>
<tr>
<td>Provide neighborhood youth with access to activities after school that provide engagement in a greater landscape of educational experiences</td>
<td>WASC</td>
<td></td>
<td>1 yr</td>
</tr>
<tr>
<td>Encourage and provide lifelong and intergenerational learning opportunities</td>
<td>WHPL</td>
<td>Beacon, RIPIN, CCF, RIC, Senior Center, ALN, Homestead Group, RIRAL</td>
<td>4-5 yrs</td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
## Work Plan | Physical Fabric

**Goal:** Neighborhoods are inviting, well designed, and well maintained, and they support strong housing, job, and business markets. Residents take pride in their neighborhoods and recommend them as great places to live.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase community use of parks, the river, and other natural spaces.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a map/guide book to the City’s parks and recreation spaces</td>
<td>RiverzEdge</td>
<td>City Planning, BVTC, NHC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explore the feasibility of programs to use our natural resources and recreation spaces as learning laboratories</td>
<td>City</td>
<td>School Department, RiverzEdge, NWBRV, 21st Century Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement design recommendations from the Wayfinding Project to improve connections between the river, river bike path, and downtown district</td>
<td>City Planning</td>
<td>MSRI, DOT, NHC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve park maintenance with regular volunteer clean up initiatives</td>
<td>KBVB</td>
<td>BVTC, NWBRV, Friends of the Blackstone, Serve RI</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase recreational access to the river.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a plan for enhancing the Rhodes Ave Conservation Area</td>
<td>City</td>
<td>NWBRV, KBVB, LISC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a plan to maintain existing infrastructure in our neighborhoods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create neighborhood infrastructure management and capital improvement plan</td>
<td>City</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve the quality and safety of streetscapes</td>
<td>Neighborhood Partnership Team</td>
<td>City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve infrastructure near neighborhood schools to enhance Safe Routes to School</td>
<td>City</td>
<td>CCF SRTS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocate for state dollars to be spent on infrastructure in Woonsocket and other core cities in Rhode Island</td>
<td>GrowSmart RI</td>
<td>City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan for and invest in 21st-century infrastructure to keep Woonsocket competitive</td>
<td>Chamber</td>
<td>City, State agencies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage and support property owners in maintaining and improving our neighborhoods’ housing stock</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct an assessment of property and block appeal to identify properties and areas that need attention</td>
<td>Resident Group</td>
<td>NWBRV, Minimum Housing, Career Center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a “Star blocks” program that assists property owners to access rehabilitation resources, and brings residents together to coordinate physical improvements and civi/social activities on their block.</td>
<td>NWBRV</td>
<td>Block residents, City, RI Housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and establish a neighborhood marketing program that helps to attract homeowners and property owners who will invest in their homes</td>
<td>NWBRV</td>
<td>Realtors®</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquire and rehabilitate abandoned properties in the neighborhood.</td>
<td>NWBRV</td>
<td>City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a citywide campaign offering incentives to encourage the rapid removal of vandalism such as tags</td>
<td>KBVB</td>
<td>NWBRV, WPD, City Public Works</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
### Physical Fabric, continued

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote environmentally sustainable living in our neighborhoods</strong></td>
<td>KBVB</td>
<td>City, RISWMC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocate for citywide recycling including programs for commercial and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>multifamily buildings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advocate for citywide recycling including programs for commercial and</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>multifamily buildings; KBVB; City, RISWMC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expand community gardening and tree-planting efforts in the neighborhood</strong></td>
<td>FRCA</td>
<td>NWBRV, RiverzEdge, City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand community gardening and tree-planting efforts in the neighborhood</td>
<td>FRCA</td>
<td>NWBRV, RiverzEdge, City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Conduct an assessment of existing brownfields and evaluate feasibility of</strong></td>
<td>City</td>
<td>NWBRV, DEM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>potential reuse as well as cleanup resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase public art in our neighborhoods</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Engage community members in selecting areas and pieces of work for public art displays</strong></td>
<td>MSRI</td>
<td>City, RiverzEdge, RISCA, NRICA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage community members in selecting areas and pieces of work for public art displays</td>
<td>MSRI</td>
<td>City, RiverzEdge, RISCA, NRICA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Encourage biking through the use of modern art bike racks</strong></td>
<td>Transportation Committee</td>
<td>Chamber, City Public Works, RiverzEdge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage biking through the use of modern art bike racks</td>
<td>Transportation Committee</td>
<td>Chamber, City Public Works, RiverzEdge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Use community murals to discourage vandalism</strong></td>
<td>RiverzEdge</td>
<td>Tyra Club, NWBRV, City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use community murals to discourage vandalism</td>
<td>RiverzEdge</td>
<td>Tyra Club, NWBRV, City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Preserve the City's historic character</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Develop an urban design plan to promote adaptive reuse of historic buildings</strong></td>
<td>City Planning</td>
<td>MSRI, Grow Smart RI</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop an urban design plan to promote adaptive reuse of historic buildings while maintaining a unified feel to the neighborhood</td>
<td>City Planning</td>
<td>MSRI, Grow Smart RI</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Create a series of guide maps highlighting Woonsocket’s historical sites and neighborhoods as well as public art installations</strong></td>
<td>RiverzEdge</td>
<td>MSRI, Providence Plan, NHC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a series of guide maps highlighting Woonsocket’s historical sites and neighborhoods as well as public art installations</td>
<td>RiverzEdge</td>
<td>MSRI, Providence Plan, NHC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revamp signage along Main St and throughout the neighborhood to make our neighborhoods more accessible to out of town visitors</strong></td>
<td>MSRI</td>
<td>NHC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revamp signage along Main St and throughout the neighborhood to make our neighborhoods more accessible to out of town visitors</td>
<td>MSRI</td>
<td>NHC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Preserve and expand upon housing resources in the neighborhood</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Preserve family public housing units in Woonsocket</strong></td>
<td>Veterans Memorial Tenants Council</td>
<td>CCF, NWBRV, Legal Services, FRCA, LISC, Wiley Center, HAC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preserve family public housing units in Woonsocket</td>
<td>Veterans Memorial Tenants Council</td>
<td>CCF, NWBRV, Legal Services, FRCA, LISC, Wiley Center, HAC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Build a shelter serving homeless men in Northern RI</strong></td>
<td>Harvest Community Church</td>
<td>St. James Baptist Church, NWBRV, RIOP, St. Charles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build a shelter serving homeless men in Northern RI</td>
<td>Harvest Community Church</td>
<td>St. James Baptist Church, NWBRV, RIOP, St. Charles</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
## Work Plan | Safety

**Goal:** Strong relationships, partnerships and mutual respect among neighbors, Police, and government prevent and deter crime and nuisance activity and enhance neighborhood quality of life.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and implement physical changes that can deter crime and create a welcoming, safe environment.</td>
<td>WPD</td>
<td>NWBRV, Minimum Housing, LISC, WPC, Resident Volunteers</td>
<td>1 yr</td>
</tr>
<tr>
<td>Conduct a CPTED (&quot;crime prevention through environmental design&quot;) assessment of the planning neighborhoods</td>
<td>NPT</td>
<td>SRTS, WPC</td>
<td>●</td>
</tr>
<tr>
<td>Lead efforts to identify resources and implement recommended measures</td>
<td>WPD</td>
<td>Block leaders, Minimum Housing</td>
<td>●</td>
</tr>
<tr>
<td>Target and increase watch over abandoned properties, vacant lots and adjacent areas.</td>
<td>Graffiti Bandits</td>
<td>City Public Works, WPD, Juvenile Hearing Board, NWBRV, KVBV</td>
<td>●</td>
</tr>
<tr>
<td>Engage neighbors in crime prevention and build community-polic partnerships</td>
<td>Mayor</td>
<td>WPD, WFD, Minimum Housing, Block Leaders, Churches</td>
<td>●</td>
</tr>
<tr>
<td>Secure an AmeriCorps member to work with the Police Department on community engagement</td>
<td>WPD</td>
<td>NWBRV, LISC</td>
<td>●</td>
</tr>
<tr>
<td>Increase resident involvement in block watches</td>
<td>Block Leaders</td>
<td>NWBRV, WPD</td>
<td>●</td>
</tr>
<tr>
<td>“Lock-It Woonsocket”, “Anonymous is Anonymous”, and similar safety awareness campaigns</td>
<td>WPD</td>
<td>WPC, Lowe’s, Terry’s Auto</td>
<td>●</td>
</tr>
<tr>
<td>Use technology to help improve communications and provide more timely safety alerts</td>
<td>WPD</td>
<td>NPT</td>
<td>●</td>
</tr>
<tr>
<td>Provide cultural awareness training for Police Department staff and officers</td>
<td>WPD</td>
<td>DOJ, WPC</td>
<td>●</td>
</tr>
<tr>
<td>Host regular community forums to address issues of mutual respect, cooperation, and safety initiatives</td>
<td>PACT</td>
<td>WPD, St. James Baptist Church, WPC, NWBRV, Cavalry Worship Center</td>
<td>●</td>
</tr>
<tr>
<td>Hold a Citizens Police Academy to create awareness about Police Department operations and procedures</td>
<td>WPD</td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Promote transportation safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue programs to educate families about transportation safety</td>
<td>CCF</td>
<td>SRTS, WPD, Schools, DOT, AAA</td>
<td>●</td>
</tr>
<tr>
<td>Work to extend and involve residents in the Safe Routes to School Program</td>
<td>CCF</td>
<td>WPD, Schools, DOT, AAA</td>
<td>●</td>
</tr>
<tr>
<td>Implement “Safe Streets” program to increase awareness of traffic laws</td>
<td>WPD</td>
<td>PACT</td>
<td>●</td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
**Safety, continued**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Champion (Lead partner)*</th>
<th>Other Key Organizations*</th>
<th>1 yr</th>
<th>2-3 yrs</th>
<th>4-5 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work to provide people at risk of engaging in crime with positive alternatives</td>
<td></td>
<td></td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Coordinate services to provide support for ex-offenders</td>
<td>Re-Entry Council</td>
<td>Probation Office, FRCA</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Promote mentor and role modeling programs for at-risk youth</td>
<td>RI Mentoring</td>
<td>College Crusade, WPC</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Engage local youth in vandalism prevention efforts around the neighborhood through clean-ups and public art projects</td>
<td>RiverzEdge</td>
<td>NWBRV YRAP, Tyra Club</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

* See page 3 Planning Task Force: Participating Organizations for complete list of organizations and abbreviations.
For More Information

NeighborWorks Blackstone River Valley
Joe Garlick, Executive Director
Ainsley Morisseau, Our Neighborhoods Program Manager

401.762.0993
amorisseau@wndc.org

Staff and Consultants

Rhode Island LISC
Barbara Fields, Executive Director
Eric Shorter, Senior Program Officer
Carrie Zaslow, Program Officer

I Squared Community Development Consulting, Inc.
Eric Hangen, AICP

B. Boyle Design, Inc.
Brian J. Boyle

Evaluation Consultants
The Providence Plan
Charleen Regan, Housing and Community Development
Sandra Rose, Urban Resource Group

This paper contains 10% post consumer waste.