



GROWING OUR TREE STREETS
A Choice Neighborhood Transformation Plan for Downtown Lewiston

EXECUTIVE SUMMARY

June 2019

DRAFT



WHAT IS GROWING OUR TREE STREETS?

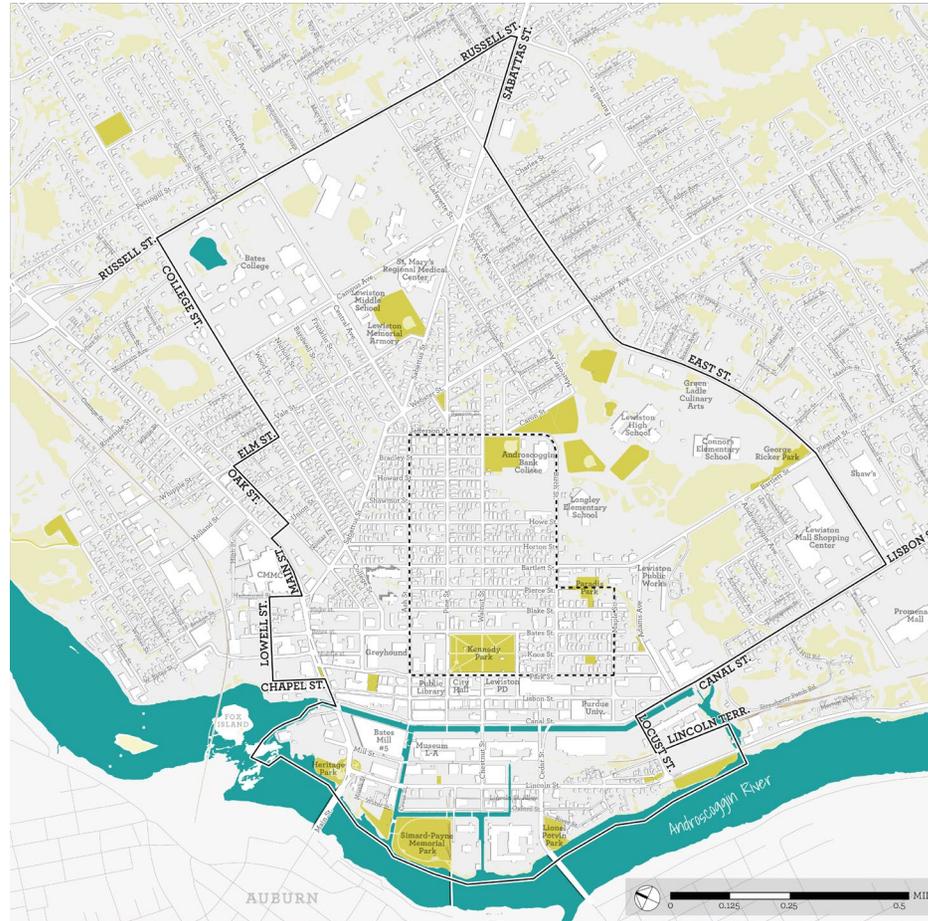
In 2017, the City of Lewiston in partnership with Community Concepts, Inc. (CCI) applied for, and received, a competitive grant from the U.S. Department of Housing and Urban Development (HUD). Funded by HUD's Choice Neighborhood Initiative, the Downtown Lewiston Choice Neighborhood Planning and Action Grant brought much needed resources to Lewiston to develop a community-based comprehensive Transformation Plan for a three-Census Tract Study Area (Tracts 201, 203, 204).

The Study Area encompasses approximately 1.5 square miles including Downtown Lewiston, the historic textile mills and canal system, and the City's oldest residential neighborhoods, plus Bates College, St. Mary's Medical Center, Lewiston High School, and the new Connors Elementary School currently under construction.

HUD's Choice Neighborhoods Initiative targets holistic transformation in neighborhoods struggling to address the interconnected challenges of distressed housing, poor health, underperforming schools, crime, and lack of investment.

The program seeks to catalyze change at three different scales:

- › **In the lives of People** – the Transformation Plan should aim to improve the education, health, income, and employment outcomes of households living in new Choice-funded homes and elsewhere within designated Choice Neighborhoods
- › **In local Housing and Homes** – the Transformation Plan should aim to replace distressed public and HUD-assisted housing - in this case, the Maple Knoll Apartments - with high-quality mixed-income homes and apartments that are well managed and responsive to the needs and context of the local community



STUDY AREA

Source: City of Lewiston

- CHOICE STUDY AREA
- ⊞ TREE STREETS NEIGHBORHOOD
- PARK
- WOODED AREA
- RIVER
- RAIL

- › **In the Choice Neighborhood** – the Transformation Plan should foster the conditions necessary for public and private reinvestment in distressed neighborhoods, including public safety, a healthy environment, good schools and opportunities for learning, and commercial activity

The Tree Streets Neighborhood, named for many of its streets, which, in turn, are named for different tree species, lies at the heart of the City and the

heart of the Choice Study Area, and it is the Tree Streets that are the key focus of this Transformation Plan. The documented issues in the Downtown Lewiston Choice Neighborhood – among them the disproportionate levels of childhood lead poisoning; concentrated poverty; disinvested housing stock; slow pace of revitalization and rehab; and recent traumas tied to race-related violence and substance misuse – are more pronounced within the Tree Streets.

PLANNING PROCESS & COMMUNITY INVOLVEMENT

The Downtown Lewiston Choice Neighborhood Transformation Plan process was a truly collaborative effort, requiring the commitment and diverse expertise of many partners.

The City of Lewiston was the lead applicant for the grant, with **Community Concepts, Inc. (CCI)** as co-applicant. Together they worked closely with the local community and led the consultant team hired to develop this plan.

The Healthy Neighborhood Planning Council (HNPC) is a coalition of local residents and community organizations already organized and hard at work to transform the Tree Streets Neighborhood before Lewiston received a Choice Neighborhood Planning and Action Grant. HNPC served as the governing body for the planning effort, embracing the role of steering committee and grounding the planning process in the Council's core values of inclusiveness and relationship building.

Lewiston-Auburn Community Housing, Inc. (LACH) and **Lewiston Housing Authority (LHA)** both served on the Leadership Team and will be essential partners in implementing this plan. LACH, is an affiliate non-profit of CCI with deep roots in the Tree Streets and neighborhood representation at the Board level. As a HUD-certified Community Housing Development Organization, LACH has local experience in developing affordable housing for low- and moderate-income persons. LHA is a HUD High-Performing Agency and has housing management experience unmatched in Lewiston.

The **John T. Gorman Foundation** has generously supported the Choice Neighborhood Transformation Planning effort through the dedication of staff time and research, resources for early implementation activities and site assemblage for the Maple Knoll replacement homes, and the financial support

of project experts retained to advise on Choice planning, capacity building, and implementation efforts.

And, most importantly, the **Residents of Maple Knoll Apartments and the Tree Streets Neighborhood as well as other Community Members** have given generously of their time and ideas to shape this plan for our neighborhood.

The planning process unfolded between April to April, 2018 to 2019, with three main phases of work, all of which are documented in the Growing Our Tree Streets Neighborhood Transformation Plan:

- › **Understanding the Existing Conditions** – The first phase of the project focused on data collection. A consultant team conducted interviews and a parcel-by-parcel field survey, as well as a thorough analysis of available datasets from demographics to transportation, crime to code violations. Data entry and analysis by faculty at Bates College and volunteer members of HNPC's Neighborhood Development Team allowed for an assessment of quantitative data alongside qualitative information. CCI undertook a Needs Assessment with residents of Maple Knoll Apartments and worked with Bates College faculty to develop a short-form neighborhood survey tool to help understand the population of Maple Knoll in the context of the broader neighborhood's population.
- › **Establishing a Vision and Guiding Principles** – With a clear understanding of the existing conditions in the Choice Neighborhood Study Area and the issues and opportunities of the Tree Streets, specifically, the second phase of work focused on visioning. This pivot from thinking about how the neighborhood was in the past and is today to how it will be the

future was a collaborative effort, undertaken with care and intention by community members and the consultant team. To support the forward-looking vision for the neighborhood and frame the strategies that comprise the plan, community members drafted a series of goals and guiding principles that establish shared values and ground rules for future change.

- › **Developing Goals, Strategies, and a Plan for Implementation** – The third phase of work focused on developing the action strategies. The strategies respond to the issues and opportunities identified during the analysis of existing conditions and reinforce the community's vision and goals for the future. Some of the strategies are achievable in the near-term and others will take years or decades to complete. The implementation plan identifies phasing, key partners, and measurable outcomes and objectives to track change over time.

Growing Our Tree Streets is the result of a community-led planning process, defined by a robust and inclusive engagement and outreach effort spearheaded by HNPC's Community Engagement and Neighborhood Development Teams.

Over 400 individuals speaking over 8 languages lent their voice and vision to the planning effort.

Participants included life-long Lewiston residents and recent newcomers, Maple Knoll residents and neighbors from throughout the Choice Neighborhood Study Area, business owners, community organizations, City staff, elected officials, advocates, property owners, investors, foundations, local youth, people experiencing homelessness, and currently incarcerated women who will re-enter the Tree Streets community.



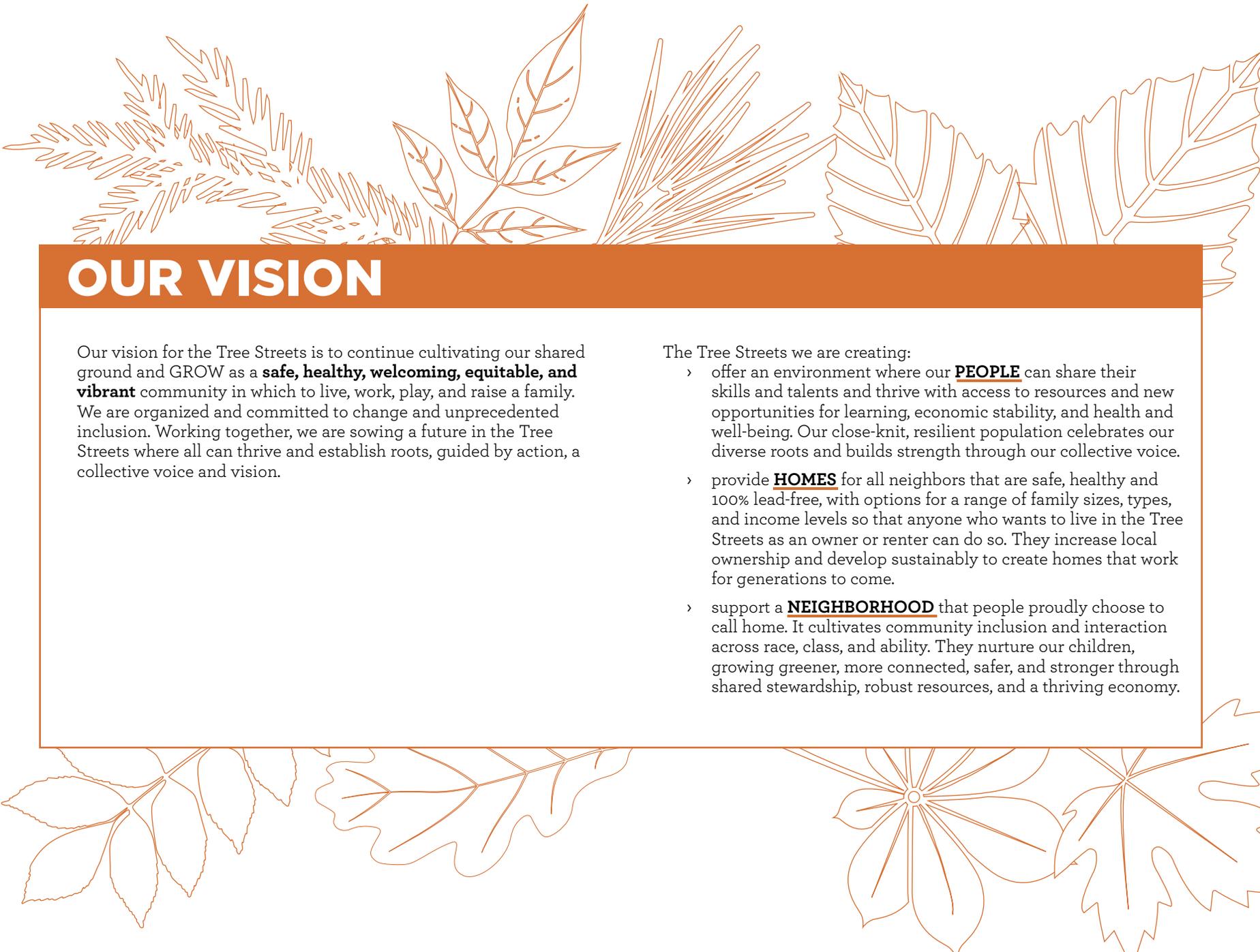
THE TREE STREETS, TODAY

The Tree Streets neighborhood is a residential area within Downtown Lewiston and home to one of the most diverse communities in the State of Maine. The 30 blocks between Lewiston's beloved Kennedy Park and the Colisée where generations have played or watched ice hockey games are now home to residents from more than 30 nations around the world - many from Eastern and Central Africa. In a city that had been experiencing job and population loss since the 1970s, the growing population of African refugees and immigrants since 2001 has repopulated the housing stock originally built in the mid-1800s by and for French Canadian immigrants drawn to job opportunities at the Bates Mill and other area mills. Storefronts on Lisbon Street offer flavors from around the globe, 36 languages and dialects are spoken at Longley Elementary School, soccer rivals hockey as a neighborhood pastime, and we - lifelong residents and New Mainers, now neighbors - are at work to improve our community. Our neighborhood lies at the heart of the City, and our commitment to the Tree Streets is a commitment to Lewiston and a recommitment to our roots.

Despite the trend of growth, our Tree Streets Neighborhood faces many challenges today. Our housing stock suffers from decades of disinvestment. A full 96% of households are renters, many of us are forced to rent homes that are in substandard condition, and our children are in danger of lead poisoning. Over half of our households are currently living in poverty, and although Lewiston is a college town, most Tree Streets residents do not have a college degree. Among other health related issues, we join communities across the nation feeling the effects of substance misuse. Neighbors struggle to meet their basic needs for safe affordable housing; healthy, affordable food; and access to jobs and quality services, such as daycare in the neighborhood. Lewiston's Tree Streets suffer from division within the community based on race and prejudices, and from long-standing negative perceptions held by those who do not live here.

And yet, the Tree Streets are alive with hope, determination, and grit. Our neighborhood is a truly global community, rich with a history of immigration and new beginnings, and though we may come from around the corner or around the world, with different experiences and cultures, we have common ground - a shared neighborhood with good bones, many assets, and a shared sense of priorities.

Our shared vision and values are documented in this plan, Growing Our Tree Streets: A Choice Neighborhood Transformation Plan for Lewiston's Tree Streets.



OUR VISION

Our vision for the Tree Streets is to continue cultivating our shared ground and GROW as a **safe, healthy, welcoming, equitable, and vibrant** community in which to live, work, play, and raise a family. We are organized and committed to change and unprecedented inclusion. Working together, we are sowing a future in the Tree Streets where all can thrive and establish roots, guided by action, a collective voice and vision.

The Tree Streets we are creating:

- › offer an environment where our **PEOPLE** can share their skills and talents and thrive with access to resources and new opportunities for learning, economic stability, and health and well-being. Our close-knit, resilient population celebrates our diverse roots and builds strength through our collective voice.
- › provide **HOMES** for all neighbors that are safe, healthy and 100% lead-free, with options for a range of family sizes, types, and income levels so that anyone who wants to live in the Tree Streets as an owner or renter can do so. They increase local ownership and develop sustainably to create homes that work for generations to come.
- › support a **NEIGHBORHOOD** that people proudly choose to call home. It cultivates community inclusion and interaction across race, class, and ability. They nurture our children, growing greener, more connected, safer, and stronger through shared stewardship, robust resources, and a thriving economy.

SUMMARY OF ISSUES AND OPPORTUNITIES

Informed by data from the analysis of existing conditions, the market study, the needs assessment, as well as in-depth community conversations and input from residents, the planning process identified nine key issues and opportunities critical to the transformation of our Tree Streets Neighborhood.

1 **The Deleterious Effects of Lead**

The presence of lead in our soil, in our homes, and in our blood is poisoning our future, as individuals and as a community. Support for a lead-free neighborhood has galvanized the community to action and will require sustained and multi-faceted actions to achieve.

2 **The Desire for a Clean, Safe Neighborhood We are Proud to Call Home**

The narrative surrounding the Tree Streets is negative, but we are rewriting our own story. Efforts to clean up the neighborhood, restore public safety on our streets, and add beauty will improve our quality of life as well as public perceptions.

3 **The Lack of Trust and Tolerance**

Many see our neighborhood's diversity and multi-culturalism as among our greatest strengths, but until trust and tolerance are universal, we have work to do to build relationships across cultures and become a truly inclusive community.

4 **The Stagnant Housing Market, Coupled with a Lack of Housing Choice**

The prolonged lack of investment in our housing stock has resulted in a lack of safe, quality, and affordable homes for households of all sizes and income levels. To jump-start the housing market and respond to the demand generated by the need to replace obsolete and sub-standard units will require both catalytic redevelopments as well as strategic infill.

5 **The Need for Greater Levels of Ownership and Community Control**

There are very few homeowners in the Tree Streets, though many residents hope to put down roots and invest. Given the very low incomes of many households and the reality that homeownership may not be achievable or appropriate for all, other mechanisms to increase pathways to ownership and boost community control and sense of ownership will be necessary.

6 The Drive for Improved Health and Wellness

Grassroots community organizing efforts in the Tree Streets which predated the Choice Transformation Planning effort emerged in response to local health crises – elevated lead levels, food insecurity, and gaps in access to care – which remain issues today. The health of our community members is directly tied to the health of our neighborhood.

7 The Need to Support our Young People

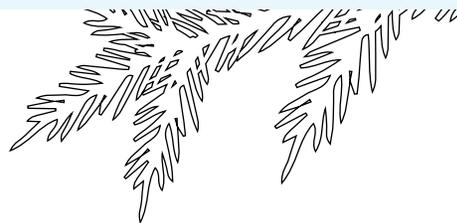
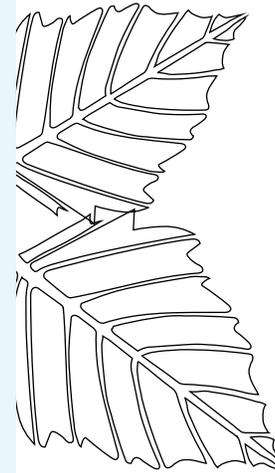
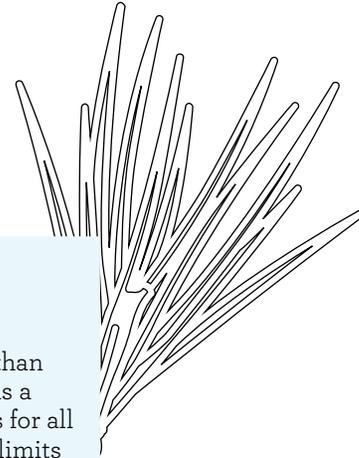
The Tree Streets is a neighborhood blessed by many children. Living in tight quarters, our neighborhood youth spend much of their out-of-school time out and about in the neighborhood. A nurturing environment that provides safe spaces for play, access to mentorship, engaging programs, and employment opportunities will help to ensure bright futures for kids in the neighborhood.

8 The Value of Lifelong Learning

In the Tree Streets, perhaps more than many other neighborhoods, there is a need for educational opportunities for all ages. Low educational attainment limits future opportunities for work, and varied degrees of English language literacy and developmental challenges due to lead poisoning create additional barriers to employment. Learning and educational achievement should begin in early childhood, continue for school-aged children, and remain a part of adult life.

9 The Path to Economic Mobility and a Stronger Local Economy

Ultimately, pathways to a future in which our neighbors and our neighborhood thrive economically will require the replacement of barriers with bridges to workforce training and jobs that pay a living wage, and the cultivation of commercial services that respond to community needs, which, in turn, become local businesses supported by the local community.



The Transformation Plan strategies focus on **addressing these issues and maximizing opportunities** through the coordinated, creative, and strategic use of existing and available resources.

GOALS & STRATEGIES

Each of the following goal statements seek to address the key issues and opportunities present in the Tree Streets. The goals are designed to help achieve the vision while also providing a framework for organizing the Plan's strategies. The strategies listed under each of the goal statements on the following pages are the recommendations that describe what should be done, where, when, and how in order to achieve the goals. The page numbers below point to the relevant section of the full Transformation Plan where additional information and details can be found.

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GOAL 1 GROW A HEALTHY FUTURE THROUGH A HOLISTIC LEAD-FREE LEWISTON EFFORT ROOTED IN THE TREE STREETS

Strategies and key actions include:

1.1 Engage Community Navigators to increase education and screening to foster bright futures for children and families

- > Organize all caregivers in the community, sharing information about the dangers of lead and resources for the prevention of lead-poisoning
- > Refer all children under five for screening for lead exposure
- > Expand proactive nutrition, health, and wellness strategies to combat lead exposure

1.2 Remove lead from the Tree Streets neighborhood and eliminate incidents of childhood lead poisoning

- > Replace, or rehab to lead-free every one of the 1,451 pre-1950 dwelling units to make the Tree Streets Lead-Free by 2043
- > Advocate for the testing and remediation of formal and informal outdoor play spaces

1.3 Develop resources, policies, and guidance for creating safe, healthy housing within existing properties

- > Require that housing rehabilitation and development efforts constructed with public dollars meet the standard of lead-free
- > Enforce the proper disposal of contaminated construction debris and the containment of particles during demolitions
- > Continue to build and maintain the Property Health Report to measure change
- > Work to create more energy-efficient structures and upgrade building performance

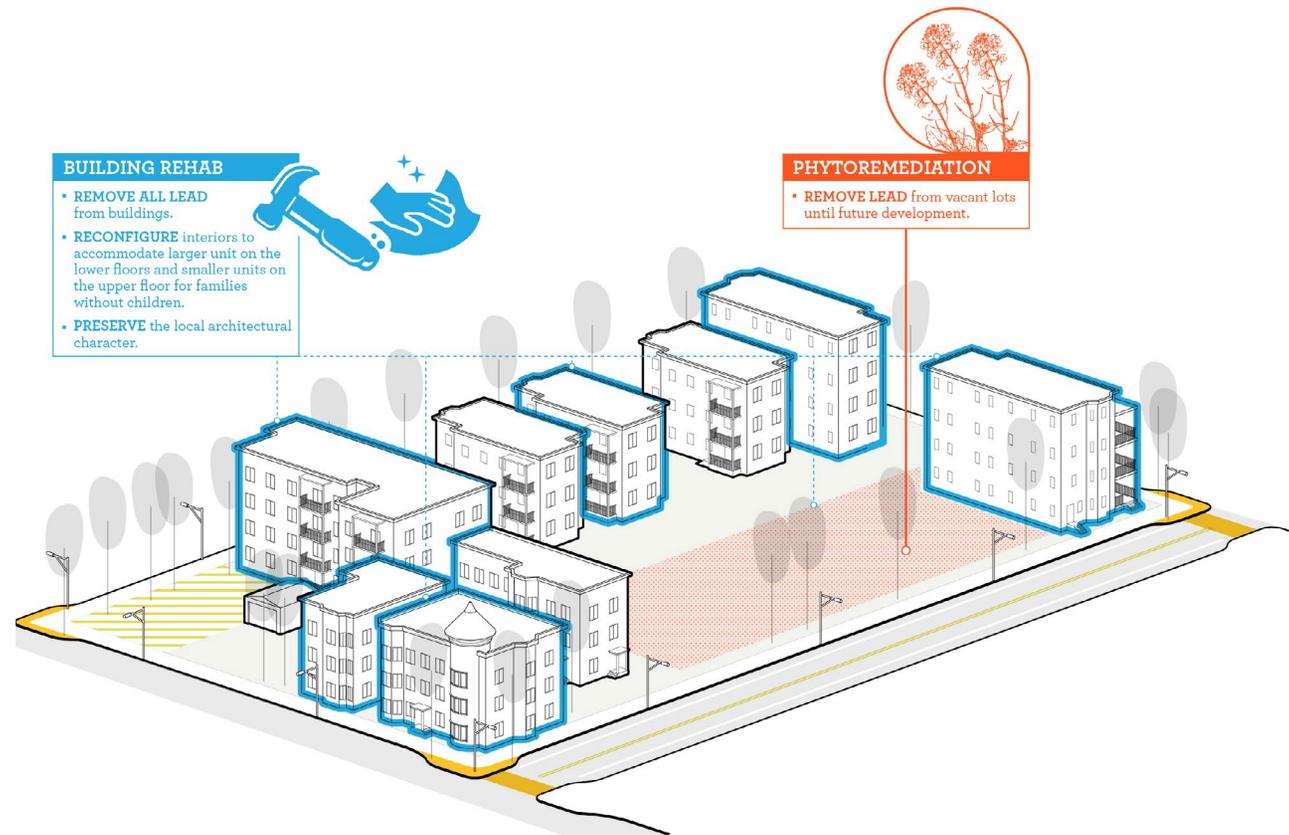


Diagram of proposed physical lead abatement measures in the neighborhood

GOAL 2

GROW A NEW NARRATIVE FOR THE TREE STREETS AS A SAFE AND BEAUTIFUL NEIGHBORHOOD

Strategies and key actions include:

2.1 Increase safety and perceptions of safety

- > Redevelop with a mix of uses to put more eyes on Kennedy Park
- > Support and expand the Lewiston Police Department's efforts to build relationships with residents
- > Improve lighting with porch lights, pedestrian scale fixtures, and decorative lighting

2.2 Beautify the neighborhood and increase pride and stewardship

- > Continue community clean-ups and strengthen code enforcement
- > Add more color with community projects like window boxes, curtains, and public art
- > Activate and maintain vacant lots

2.3 Make the Tree Streets safe for walking, biking, and riding the bus

- > Improve the walking experience with traffic calming designs, crosswalks, and sidewalk enhancements that support improved accessibility in all seasons
- > Advocate for restored funding to return transit service to previous levels
- > Assess opportunities for rideshare with community-run jitney buses
- > Expand the bike network

2.4 Change the narrative of the neighborhood

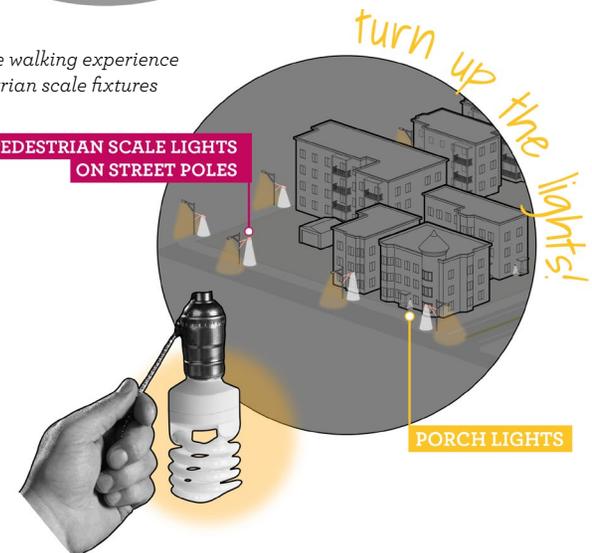
- > Offer Meet the Tree Streets Neighborhood tours and events



Bring color to the neighborhood with curtains and flower boxes, made by neighborhood youth

Improve the walking experience with pedestrian scale fixtures

PEDESTRIAN SCALE LIGHTS ON STREET POLES



GOAL 3

GROW THE INCLUSIVENESS OF OUR COMMUNITY BY INCREASING TRUST AND RELATIONSHIPS ACROSS CULTURES

Strategies and key actions include:

3.1 Build community traditions with regularly scheduled events that nurture community, social connections, and social supports

- > Build International Day and Lewiston-Auburn World Refugee Day
- > Bring more programming to Kennedy Park and across the neighborhood

3.2 Find common ground through shared stories

- > Cultivate story telling by community members and sharing in person and via social media
- > Develop a Cultural Exchange Ambassadors Program

3.3 Work to better understand and celebrate our multiculturalism

- > Conduct a community census
- > Increase civility and compassion through trainings for City workers, police officers, employers, landlords, and residents

3.4 Ensure that all voices are heard and all voices have power

- > Bolster Lewiston Adult Ed's Citizenship program
- > Ensure access to legal representation and remove language barriers

JANUARY	FEBRUARY	MARCH	APRIL
 Winterfest	 Winter Farmer's Market	 Continue Community Dinners	 Spring Clean up Egg Hunt
MAY	JUNE	JULY	AUGUST
 Outdoor Movies Mother's Day	 Porch Music Festival, Pride L/A Congolese Independence Day Great Falls Brexifest	 World Refugee Day 4th of July	 Bring back the Summer BBQ in Kennedy Park Balloon Festival, International Youth Day
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
 National Kids Day Maine Inside Out Block Party	 Pumpkin carving contest Trick or Treat Halloween Party	 Thanksgiving Community Dinner Twin Cities Holiday Celebration	 Lighting of Christmas Tree, Winter Festival Community Christmas Party, Sparkle Sunday
OTHER NON-SEASONAL EVENTS			
			Lewiston Farmers Market, Art Walk, Gardening together at community gardens, Various events in Kennedy Park

GOAL 4

GROW AN INVENTORY OF HEALTHY HOUSING AND OFFER HOUSING CHOICES FOR ALL

Strategies and key actions include:

4.1 Redevelop sites in the Choice Neighborhood with different types of homes and selective density

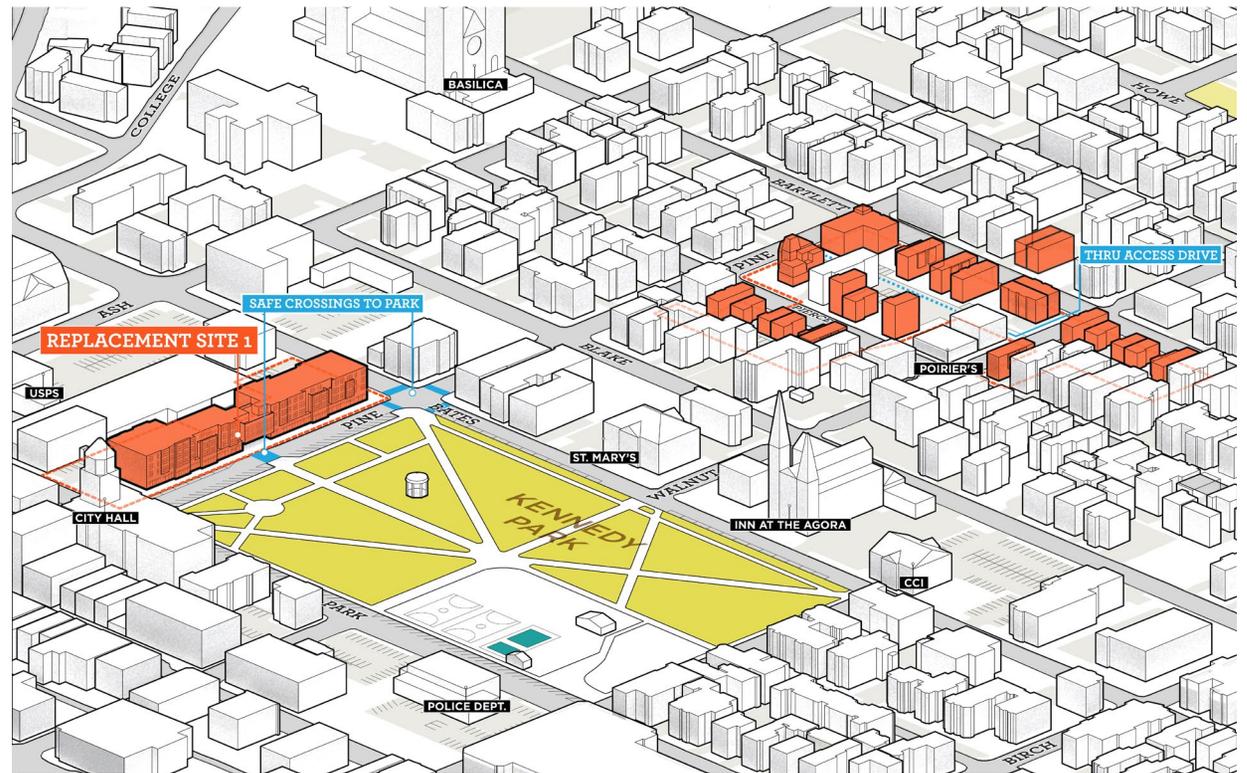
- > Redevelop the northern edge of Kennedy Park with a 66-unit mixed use mixed income apartment building (Replacement Site 1)
- > Extend the market momentum up Pine Street into the heart of the Tree Streets with a 64-unit mixed income family-oriented development (Replacement Site 2)
- > Adopt a Relocation Plan that eases the transition for Maple Knoll residents by building first and relocating only once
- > Redevelop the Maple Knoll site to a density and scale compatible with adjacent single family homes; create at least 13 new homes for sale or rent-to-own

4.2 Encourage strategic infill with residential designs responsive to the neighborhood

- > Adopt a pattern book with a selection of community-informed, resource-efficient housing typologies
- > Attract investment from small developers willing to undertake rehabilitation projects and then transition ownership to residents
- > Update zoning to support development that reflects neighborhood values

4.3 Develop supportive housing for people experiencing homelessness and other hard to house persons and families

- > Adopt a Housing First Model
- > Establish low barrier transitional housing
- > Provide additional permanent housing with on-site wrap-around supports for residents living with disabilities and/or in recovery



Model view of Maple Knoll replacement sites



Before photo of the Kennedy Park site (Replacement Site 1), looking down Pine Street toward City Hall. Rendering of the proposed development can be seen on the opposing page.



Rendering of the proposed Kennedy Park development

GOAL 4

GROW AN INVENTORY OF HEALTHY HOUSING AND OFFER HOUSING CHOICES FOR ALL



BARTLETT STREET

Rendering View

60 NEW CONSTRUCTION
4 REHABS
64 TOTAL NEW HOMES

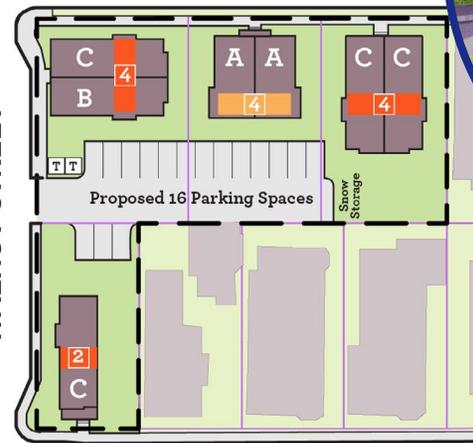


Rendering of homes proposed at Replacement Site 2

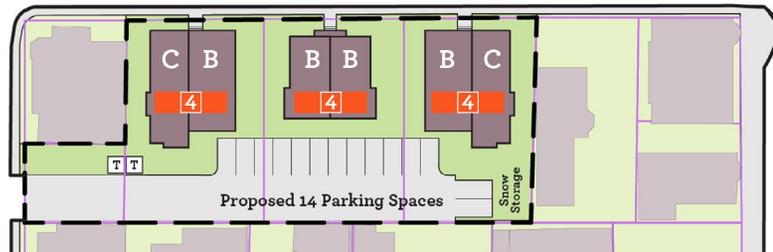


PINE STREET

WALNUT STREET



PIERCE STREET



* The Wedgewood House rehab should include a 4BR unit on the ground floor with a separate entrance to accommodate a family, (1) 1BR and (1) 2BR on the second floor, and (1) 2BR on the third floor.

BLOCKS IN OPPORTUNITY ZONE

Type

- A - Multi-Family Duplex, 1 BR-1BA
- B - Multi-Family Combo, 3 BR-2BA and 1 BR-1BA
- C - Multi-Family Combo, 4 BR-2.5BA and 2 BR-1.5BA
- F - Multi-Family, 1BR-1BA and Studios

Density

- 2-story
- 3-story

Unit Count

- ⊠ Total unit count

Amenities

- ⊠ Trash & Recycling Enclosure

SEE PP. 160-161 IN THE TRANSFORMATION PLAN FOR DETAILS ON THE DESIGN OF THESE NEW HOMES

Site plan for Replacement Site 2, neighborhood-scale family-oriented infill



Redevelop the Maple Knoll Community Garden so it becomes a true community asset

Proposed 2-Story Townhouses 3 Units Total

SEE PP. 166-167 IN THE TRANSFORMATION PLAN FOR DETAILS ON THE DESIGN OF THESE NEW HOMES

Site plan of the Maple Knoll redevelopment as a location for new homeownership opportunities

GOAL 5

GROW COMMITMENT-TO AND INFLUENCE-IN THE NEIGHBORHOOD FROM LOCAL OWNERS, LONG-TERM INVESTORS, AND RESIDENTS

Strategies and key actions include:

5.1 Increase the number of long-term homeowners and community-controlled homes in the Tree Streets

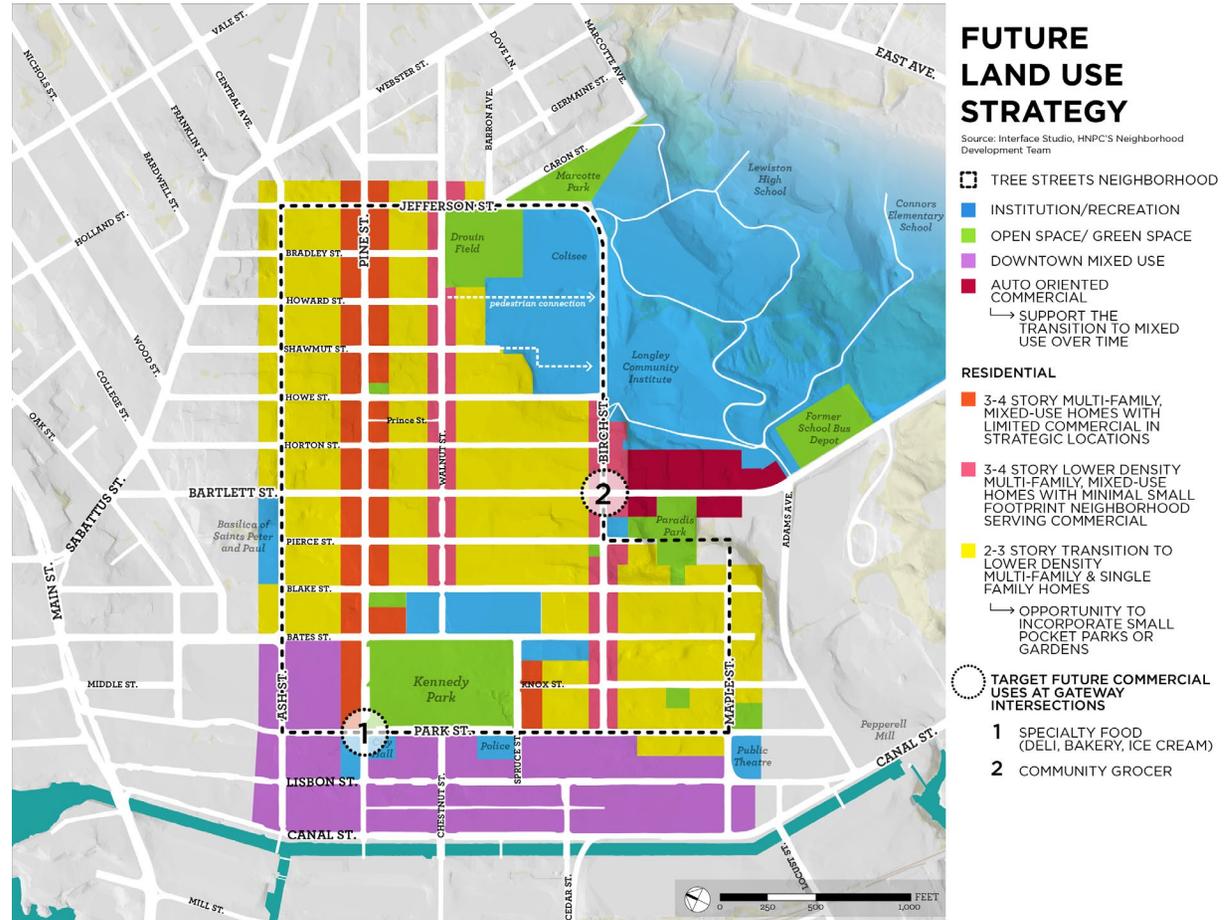
- > Increase access to and utilization of financial coaching among residents
- > Connect potential homebuyers with first time homebuyer assistance programs
- > Offer pathways to homeownership through rent-to-own financing structures
- > Support the expansion and creation of more housing cooperatives

5.2 Strengthen tenants' voices

- > Re-establish a tenants' union
- > Mediate known and recurring landlord-tenant challenges

5.3 Build neighborhood leadership and organization, and increase community control

- > Institute a neighborhood governance structure, led by residents
- > Create a network of Block Captains
- > Establish community participation in the owner-entity for Choice replacement housing through formal partnerships with Lewiston-Auburn Community Housing
- > Promote the development and stewardship of property through a community-based development organization
- > Support development proposals and future land uses compatible with the community vision



Future Land Use Map

GOAL 6 GROW AN ENVIRONMENT THAT SUPPORTS HEALTH AND WELLNESS AMONG COMMUNITY MEMBERS

Strategies and key actions include:

6.1 Increase access to and utilization of health services

- > Work to increase residents' utilization of local health services
- > Employ a new Health Equity Coordinator at B Street Health Center, one site of Community Clinical Services, focused on patients burdened by unsafe housing

6.2 Identify a location in the Tree Streets for Community Clinical Services to consolidate its services into a single, accessible location

- > Bring family, dental, pediatric, and behavioral care services

6.3 Address identified gaps in the health system and network of community resources

- > Provide access to warm, welcoming spaces during the day and in all seasons for those experiencing homelessness

6.4 Expand access to quality nutritious food

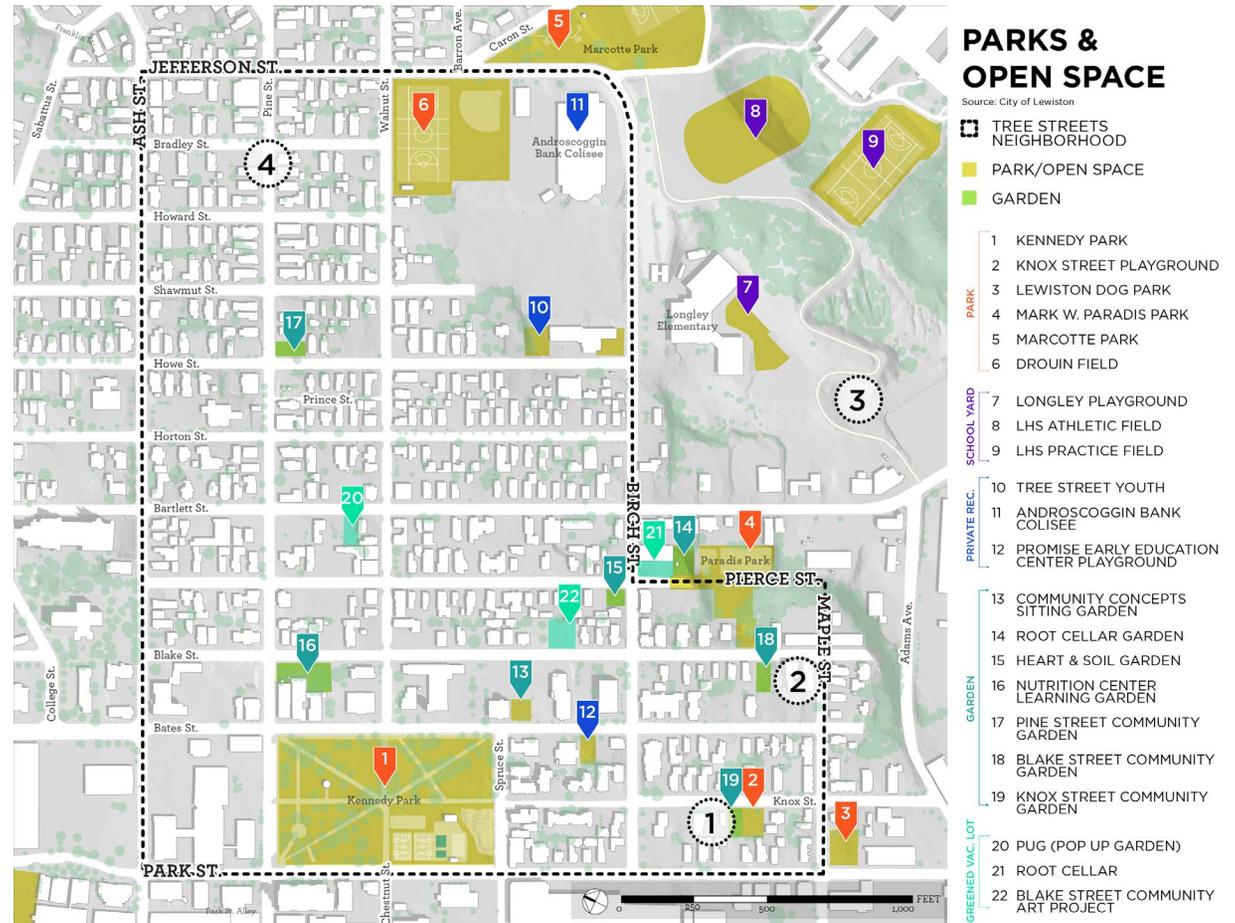
- > Secure permanent location for the Lewiston Farmers' market in/near the neighborhood
- > Develop a wholesome food vendor with a permanent store in the neighborhood
- > Create more places to grow food in the neighborhood

6.5 Encourage increased physical activity

- > Offer exercise programming for all seasons, all ages, all genders; create a local "World Cup" tournament

6.6 Create a healthy neighborhood environment

- > Commit to smartgrowth and a green city
- > Increase the tree canopy



Map of neighborhood gardens and open spaces

GOAL 7

GROW OUR TREE STREETS INTO A FUN, SAFE & NURTURING ENVIRONMENT FOR OUR YOUTH

Strategies and key actions include:

7.1 Incorporate opportunities for play throughout the neighborhood

- > Transform outdoor amenities for use in winter months
- > Provide flexible indoor recreation space

7.2 Improve gathering and public spaces so they are high quality and strengthen community ties

- > Make capital improvements at Kennedy Park and Paradis Park
- > Install a soccer dome at Drouin Field for year-round play

7.3 Support community-based programming that provides education, mentorship, and enrichment for neighborhood youth

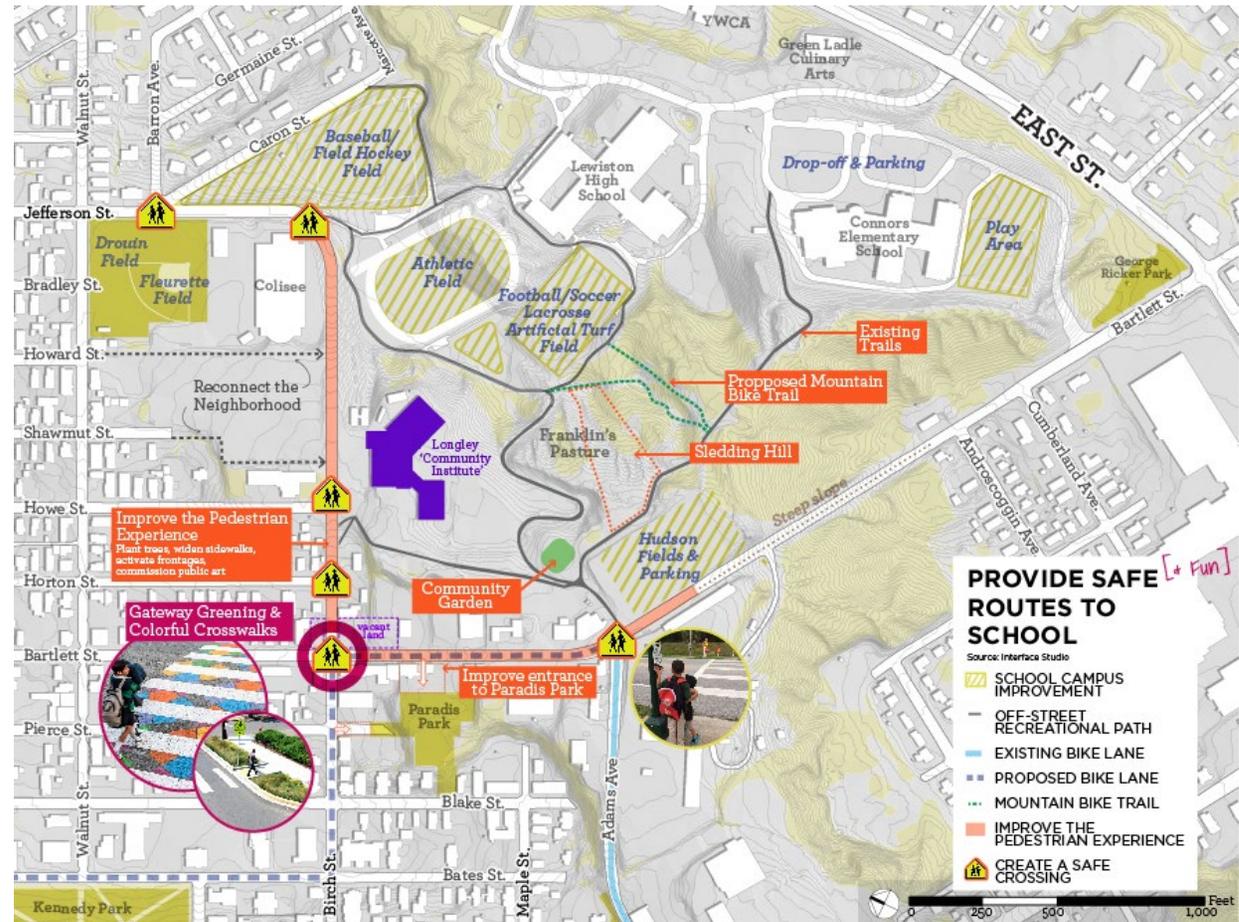
- > Including Tree Street Youth, The Root Cellar, Maine Immigrant & Refugee Services, and St. Mary's Nutrition Center

7.4 Ensure that youth are ready for work and engaged as active members of the community

- > Expand after-school and summer programs with an employment and employment coaching component to build accountability

7.5 Provide wrap around services for youth and families

- > Address risk factors identified on the behavioral youth survey through mentorship and youth engagement strategies
- > Embed wraparound support in schools



Provide safe routes to school for the neighborhood youth

GOAL 8 GROW INDIVIDUAL EDUCATION OUTCOMES

Strategies and key actions include:

8.1 Expand the supply of quality early childhood classroom space in the Tree Streets by 50% through 2025

- > Create six additional classrooms for children aged six months to three years
- > Create two additional classrooms for children aged three to five years

8.2 Expand the utilization of existing and new quality early childhood programs among Tree Street families

- > Increase enrollment in the Main Child Care Subsidy Program
- > Connect guardians with specialists to develop coordinated plans for their children's early development

8.3 Collaborate with Lewiston Public Schools and the School Committee to improve conditions for learning

- > Ensure that school campuses are safe and welcoming for neighborhood youth
- > Advocate for restorative practices to reduce suspensions
- > Support the reuse of Longley Elementary School as a Community Institute

8.4 Provide fun (and safe) paths to school and welcoming school communities

- > Improve routes to school, school bus stops, and signage
- > Maximize the city-owned property surrounding the new school campus with off-road routes to the new Connors Elementary



REUSE LONGLEY ELEMENTARY AS A COMMUNITY INSTITUTE

Work with the Lewiston Public Schools to re-purpose the Longley School building so that it can continue to be an educational resource for the community

8.5 Encourage life-long learning and skills development with educational opportunities for adults

- > Tailor Adult Ed with contextualized English Language Learning opportunities
- > Connect to Lewiston's Adult Ed College Transition Program

GOAL 9 GROW PATHWAYS TO THRIVE AND ECONOMIC MOBILITY FOR ALL

Strategies and key actions include:

9.1 Connect residents to jobs, and provide supports for job retention

- > Increase utilization of existing workforce resources
- > Connect residents to career path opportunities such as apprenticeships, on the job training, and certification programs

9.2 Work to reduce poverty by adopting three strong, national best practices:

- > EMPath Mobility Mentoring and Bridge to Self Sufficiency, Getting Ahead Curriculum, and, Family-Centered Coaching

9.3 Increase access to and partnerships with commercial and professional service networks

- > Partner with local employers to understand their needs and create tailored workforce development programs

9.4 Develop career skills over time that are in demand in the region's growth industries – Health Care, Manufacturing, and Construction

- > Create rapid connections to low-entry-level-requirement training and experience
- > With Workforce Coaching, guide participants through the initial accumulation of skills and experience

9.5 Build businesses to create new job opportunities for residents in response to neighborhood needs

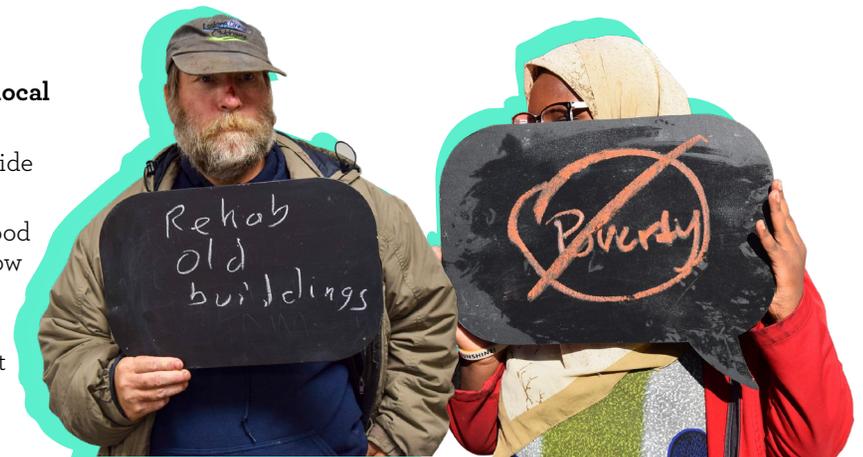
- > General contracting, micro-transit, day care services



Lisbon Street

9.6 Grow our economic strength and local business presence

- > Assess the opportunity to provide neighborhood-wide wifi
- > Work with existing neighborhood businesses to maintain and grow their presence
- > Support the continued redevelopment of Lisbon Street as a mixed use meeting place



NEXT STEPS & IMPLEMENTATION

The plan for Growing Our Tree Streets will be realized over 25 years and will rely on a broad network of collaborative partners, multiple funding sources, and the sustained involvement and oversight of Maple Knoll residents and Tree Streets neighbors. Public-private partnerships strengthened through the planning process are essential to successful implementation of this plan. Likewise, the intentional practice of inclusive and meaningful community participation, which has been a hallmark of this Choice Neighborhood Transformation Plan effort, will remain central as the focus shifts from planning to implementation.

Three lead entities have been identified to drive implementation efforts forward:

Community Concepts, Inc. (CCI), the lead partner in developing the plan's People strategies, will remain actively involved, serving as the People Lead. With extensive experience supporting families within the community and strong connections to a broad base of other social, health, and educational supports, CCI will provide a backbone of cross-agency coordination and organization. CCI will also grow its staff, retaining the Family Advocate positions dedicated to working with Maple Knoll residents throughout plan implementation and relocation, and adding new Community Navigator and Health Equity Coordinator positions charged with supporting community members across the neighborhood.

Lewiston-Auburn Community Housing, Inc. (LACH) will serve as the Housing Lead, working in close collaboration with **Lewiston Housing Authority (LHA)** as development moves forward. LACH is deeply rooted in the Tree Streets, with neighborhood representation at the Board level. As a HUD-certified Community Housing Development Organization, LACH has local experience in developing affordable housing for low- and moderate-income persons. As a HUD High-Performing Agency, the LHA has housing management experience unmatched in Lewiston. With their combined expertise, LACH and LHA will evaluate proposals from qualified private and/or non-profit developers who will be selected, in consultation with the other Lead entities and the community, to undertake development of the affordable and market rate homes built to replace Maple Knoll. The Housing Leads will work to secure the resources necessary to develop the replacement housing and will coordinate with private investors working on rehab and smaller-scale infill efforts to dramatically improve housing throughout the Tree Streets.

The City of Lewiston, lead applicant for this Choice Planning Grant, will serve as the Neighborhood Lead. The City will assume responsibility for public infrastructure improvements and will allocate CDBG and HOME funding for improvements that complement and reinforce Choice-funded implementation activities. The City will also continue to work closely with the Tree Streets community, with the **Maple Knoll Resident Advisory Group** and **Healthy Neighborhoods Planning Council** remaining at the table as active partners in implementation, continuing to organize and undertake community-led projects and holding all project leads accountable to the plan's vision and the community's shared values and priorities.

Certainly, the implementation of this Transformation Plan cannot be accomplished alone by single entities. The numerous private, non-profit, and philanthropic partners who helped shape Growing Our Tree Streets also remain invested and committed to playing significant roles in implementation. As strategies were drafted and developed, the City and Healthy Neighborhoods Planning Council worked diligently to align strategies with the appropriate partners within their broad network. Support for the plan exists among these groups, and roles and responsibilities have been assigned to ensure that the plan's recommendations move forward through ongoing involvement, energy, and resources dedicated by all partners. An Implementation Matrix at the conclusion of the full Transformation Plan summarizes the Plan, with information about timeframe, potential partners, and metrics for measuring success tied to each goal and strategy.

In the immediate future, the City and CCI, together with the Healthy Neighborhoods Planning Council and the community at large, will be focused on selecting and implementing early Action Activities. With Lewiston's Choice Planning Grant award, project partners also received an Action Grant of one million dollars that will enable the continuation of momentum and energy built through the planning process. These resources will allow the process to move forward with tangible, visible neighborhood improvements in the coming year that substantially advance this Transformation Plan and respond to neighborhood needs.

