

Build Olneyville Plan



Funded by:
2010 Choice Neighborhoods Planning Grant
Local Partners

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Letter from Mayor Taveras



The City of Providence enthusiastically supports the Providence Housing Authority and Olneyville Housing Corporation's Build Olneyville Choice Neighborhood Initiative to advance the development of Providence's Olneyville neighborhood. Redevelopment of this crucial piece of the City will bring many benefits to our city, state, and region.

My administration has been working in collaboration with various stakeholders to revitalize Olneyville. In 2011-2012, my administration selected Olneyville Square as the target area for our Urban Land Institute Rose Fellowship study on catalyzing economic development. The fellowship helped our City create an implementation plan and economic development strategy to reposition and revitalize Olneyville Square as a viable, mixed-use urban district.

The Providence Housing Authority and the Olneyville Housing Corporation have developed

a plan for the redevelopment of Manton Heights that capitalizes on the existing progress made in Olneyville. This transformation plan will further advance our shared goals for this neighborhood including: 1) Deconcentrating poverty, 2) Increasing connectivity and 3) Leveraging financial and organizational collaboration between stakeholders.

The Providence Housing Authority and the Olneyville Housing Corporation are dedicated organizations that have led community transformation for decades. Their vision is one full of hope and collaboration; a plan that preserves affordable housing and improves housing standards for all Providence residents.

This transformation plan outlines the opportunity in Olneyville, the pathway to success and abundant opportunities for investment. It demonstrates the power of private-public partnership and the power of community mobilization.

Angel Taveras

Mayor

Table of Contents

- Chapter I. **Executive Summary**
- Chapter II. **Setting the Context**
- Chapter III. **Community Engagement**
- Chapter IV. **Neighborhood Strategy**
- Chapter V. **Housing Strategy**
- Chapter VI. **People Strategy**
- Chapter VII. **Education Strategy**
- Chapter VIII. **Implementation**

Appendix (under separate cover)

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Prepared by

EJP Consulting Group, LLC
Caitlin Bowler, graphics

BOP Principal Partners

Providence Housing Authority
Olneyville Housing Corporation
City of Providence
LISC Rhode Island
Meeting Street

Housing Development Team

Trinity Financial
ICON architecture
Keystone Consulting Group
Olneyville Housing Corporation

Consultants

The American City Coalition
Social Venture Partners Rhode Island
Brewster Thornton Group Architects
Woonasquatucket River Watershed Council

Manton Heights Planning Committee

Monique Bailey
Pamela Bradford
Dulce Cabrera
Milagros Castillo
Harry Centis
Irene Collins
Diana Curtis
Brenda Dilan
Dathanal Fesmin
Evelyn Figueroa
Teneka Garnetto
Jadajah Gomez
Hattie Harris
Jennifer Javier
Osvaldo Jimenez
Latoya Ledo

Milagros Medina
Mirza Miletty
Rosa Pastor
Agustina Phipps
Marga Pimentel
Sandra Pompey
Paul Rianna
Carla Rivera
Maria Rivera
Lourdes Romero
Lucia Rosado
Melissa Taylor
Patricia Taylor
Erica Torres
Jazmari Torres
Priscilla Whitman

CHAPTER
I

Executive Summary





Table of Contents

- A. Target Site and Neighborhood I-2
- B. Recent Olneyville Planning and
Implementation Efforts I-4
- C. Highlights of the Build Olneyville Plan I-5
- D. Implementation I-10

Figures

Figure I-1. Olneyville Neighborhood Master Plan

Figure I-2. Manton Heights Housing Plan

Table

Table I-1. Key Goals for the *Build Olneyville Plan*

Table I-2. *Build Olneyville* Principal Partners

CHAPTER



Executive Summary

Build Olneyville Plan (BOP), funded by a 2010 Choice Neighborhoods planning grant and locally leveraged resources, continues the ongoing revitalization effort in the Olneyville neighborhood on the west side of the City of Providence. Once a bustling industrial community supported by residential structures for workers and a commercial center in Olneyville Square, Olneyville today is slowly but surely recovering from decades of neglect and disinvestment.

Based on community and stakeholder input, *Build Olneyville* builds off earlier plans and initiatives to guide the holistic transformation of this key Providence neighborhood, focusing on investments in neighborhood, housing, people, and education. Detailed strategies have been developed, metrics have been identified to measure progress toward preferred outcomes, implementation partners are in place, and a variety of funding sources have been identified or secured to continue the Olneyville revitalization effort. There is strong momentum in place to move these goals and strategies from vision to reality.



A. Target Site and Neighborhood

Olneyville, one of the City of Providence's 25 neighborhoods, is rich in history, challenges, and assets. First settled in the early 1700s, it was Christopher Olney's construction of grist and paper mills in 1785 on the Woonasquatucket River, that formed the foundation for the existing neighborhood. The next century saw industries continue to develop—from foundries and forges to textile manufacturing and silverware production—that attracted incoming immigrants which in turn spurred residential development. After World War II, textile industries moved south or closed; employment was hard to find forcing many residents to move. As a result, Olneyville suffered population loss through the 1960s and 1970s, but began to stabilize in the 1980s; within the past decade, the neighborhood has seen a slight increase in population.

This industrial history has left a mark in Olneyville, with many large, vacant mill buildings scattered throughout the neighborhood and residential areas blighted by abandonment and disinvestment. Olneyville Square, once the bustling commercial center for the west side of Providence, is struggling to recover by slowly filling vacant storefronts, welcoming a mix of ethnic restaurants and small businesses, and working with store owners on beautification and branding activities.

But serious challenges remain. Foreclosure is a critical issue in Olneyville, where block after block is marked by houses with boarded windows, exterior deterioration, and vandalism typical of foreclosed and abandoned homes. Unemployment and crime rates are high; median household income and educational attainment are comparatively low.

These challenges are offset by many assets, most importantly the tremendous diversity of cultures and different economic classes, interests, and creative ideas. Its setting among the hills and valleys along the Woonasquatucket River is one element of Olneyville's unique physical fabric that sets it apart from other neighborhoods in Providence. Together, its mix of housing types, historic mill buildings, riverside parks, walkable layout, and convenient location remain strong bones for an attractive residential neighborhood. The area is fast attracting artists and the creative class who embrace these qualities for living, working, and entertainment.

Manton Heights, a 330-unit public housing development on the western edge of Olneyville, is targeted for redevelopment in the *Build Olneyville Plan*. It is isolated from the larger neighborhood by both access—there is only one road in and out of the site—and topography—the development sits in a bowl below the surrounding residential community. The river to the south and the vacant

Imperial Knife mill building and land to the east further isolate the site. This dense concentration of very low income families has led to an insular community that does not take advantage of the assets, liabilities, and services available in the larger Olneyville community.

“Olneyville will be a vibrant, beautiful, and safe community where many different people choose to live and work along the restored Woonasquatucket River and mill buildings which remind us of the neighborhood's history.”

— *Olneyville Community Contract, 2009, RI LISC*

B. Recent Olneyville Planning and Implementation Efforts

The Olneyville neighborhood has benefited from several comprehensive planning and community organizing processes over the last five years. Besides culling the neighborhood's assets and needs to ensure they inform subsequent development plans, these processes cemented the organizational and personal relationships that will be crucial to the success of *Build Olneyville*. Recent assessment and planning efforts that engaged Olneyville residents and community stakeholders include the 2010 Rhode Island Housing *KeepSpace* initiative, the 2010 LISC Sustainable Communities initiative, the 2011 RI Department of Health *Action for a Healthier Olneyville* assessment, and most recently, the 2013 Department of Justice *Byrne Criminal Justice Enhancement* effort.

As a result of these earlier and concurrent planning efforts, the *Build Olneyville* transformation plan is built on a foundation of hundreds of hours of individual interviews, dozens of community events and planning charrettes, and countless organizational meetings. Additionally, other great national resources have been brought to bear in the planning for this neighborhood. For example, in 2012 City of Providence Mayor Angel Taveras was named an Urban Land Institute (ULI) Rose Fellow, which presented an additional opportunity to engage leaders and experts in

urban development in the preparation of plans and goals for Olneyville. The ULI Rose Fellowship brought several national experts and leaders to the neighborhood and they developed achievable goals for commercial redevelopment, including plans for the revitalization of Olneyville Square. Many of the concepts identified through that process have been incorporated in this *Build Olneyville Plan*.

In the past several years there has also been significant reinvestment in the neighborhood including renovations of existing structures and construction of new homes by Olneyville Housing Corporation (OHC). The completion of Riverside Park in 2006, which includes the bike path and playground, is a major investment that has become a citywide amenity. There is an increasingly diverse mix of businesses serving the local and wider community, including several industrial businesses that provide some jobs to Olneyville residents; recent business investment has also occurred.

Finally, the network of community-based organizations serving the neighborhood is very strong and includes service organizations, neighborhood associations, schools, churches, and other nonprofit and community groups with long, positive histories in Olneyville.



C. Highlights of the Build Olneyville Plan

Build Olneyville provides a detailed roadmap for continuing the implementation process that is already underway. In Table I-1, key goals for each of the critical components of a stable and sustainable community—Neighborhood, Housing, People, and Education—are outlined, based on substantial community and stakeholder input. Highlights of each of these components follow.

Table I-1. Key Goals for the *Build Olneyville Plan*

Neighborhood	
N1	Improve the safety and image of Olneyville.
N2	Advance Olneyville Square as a commercial district.
N3	Improve connectivity of Olneyville for riders, drivers, and walkers.
N4	Enhance open space and recreation opportunities.
N5	Address blighted and/or vacant properties in Olneyville.
Housing	
H1	Obsolete public housing is redeveloped in sustainable mixed-income developments.
H2	New housing is high quality, energy efficient, accessible, and safe.
H3	A responsible relocation plan is developed and implemented for Manton Heights residents.
People	
P1	Work-able residents have viable employment options which lead to greater economic stability and financial independence.
P2	Children, youth and adults have improved physical and mental health outcomes.
P3	Improve the linguistic, economic, and civic integration of immigrants.
Education	
E1	All children will enter Kindergarten healthy and ready to learn.
E2	All children are supported academically, emotionally, and socially.
E3	All children are successful academically and graduate from high school.
E4	All students are prepared for college, career and life.

Neighborhood

The Neighborhood strategy continues the history of comprehensive planning and strategic improvements made by numerous partners to date. The plan is fully aligned with the goals and activities contained within the “*Our Neighborhood*” *Community Contract* and the *KeepSpace Master Plan*, funded by Rhode Island LISC and Rhode Island Housing, respectively. The plan also builds off the ULI Rose Fellowship infrastructure assessment recently prepared by national experts. These comprehensive neighborhood planning efforts created the foundation for the incremental and positive change evidenced throughout Olneyville today from the renovated vacant homes to the park along the river to the beautification of Olneyville Square.

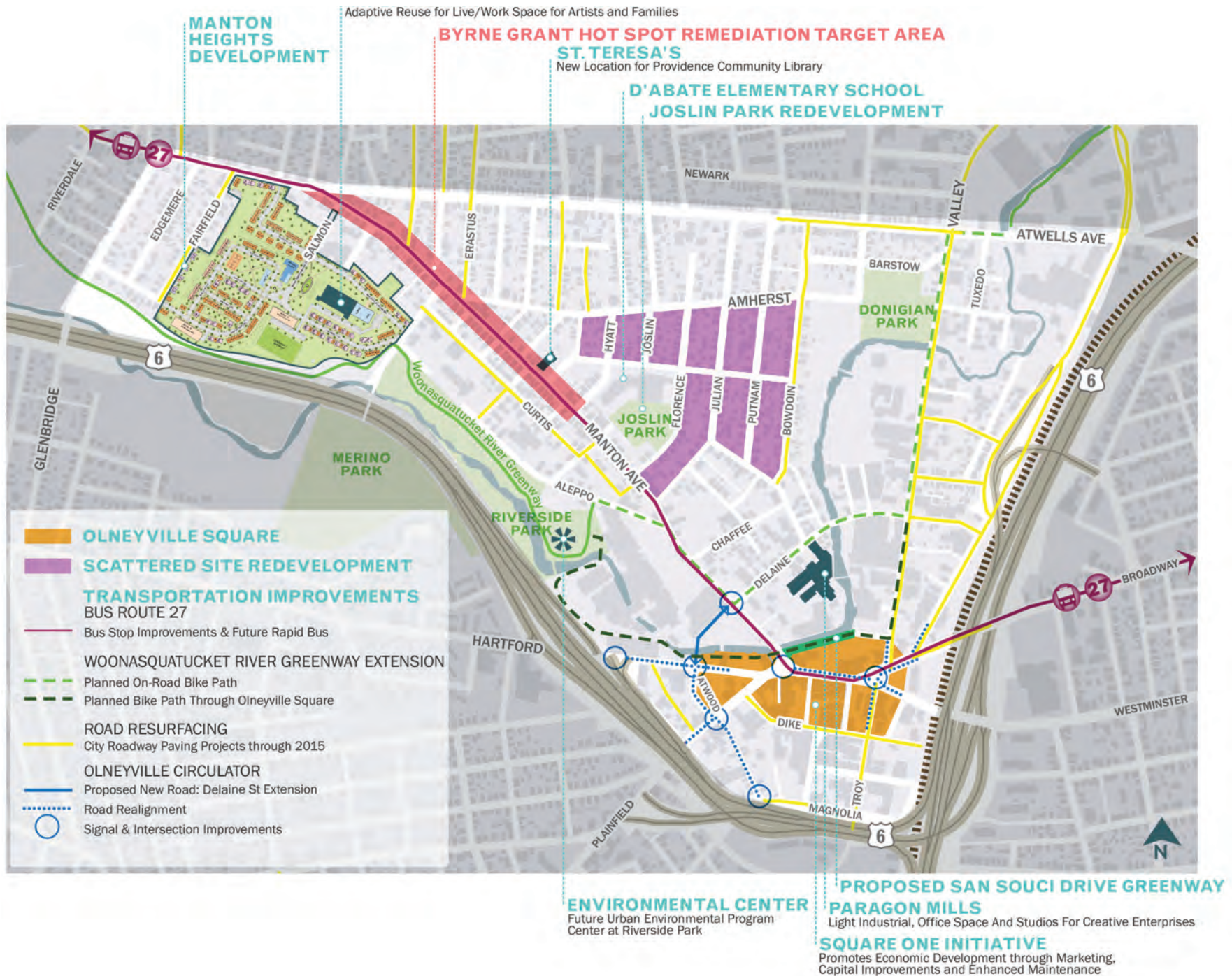
The *Build Olneyville* Neighborhood component is comprised of a series of strategies focused on improving public safety, enhancing commercial activity in Olneyville Square, providing additional connectivity within the neighborhood, improving open space and recreation opportunities, and addressing blighted properties. With the award of a 2013 Byrne Criminal Justice Enhancement grant, there will be increased police presence along the Manton Avenue hot spots, expansion of the Youth Police initiative at Manton Heights, and a strong focus on promoting community efficacy activities such as Neighbor Circles and Crime Watch.

In Olneyville Square, a ‘business innovation district’ will be formalized to spur economic development; a small business loan and grant program will be established; and One Olneyville, a social enterprise program employing 18-24 year olds from the neighborhood, will provide landscaping services. Infrastructure improvements are proposed to address traffic congestion in the Square and to improve walking and biking opportunities throughout the neighborhood. A Walk to School program at D’Abate will be implemented to encourage more families to enroll at this improving local school, and bike camps for kids—which include the provision of a free bike, helmet and lock for participants—will be expanded for youth 8-12 years of age. Implementing the master plan for Joslin Park, which includes a community garden, water park, soccer fields, and playground, will provide an important and much needed asset for residents as well as children attending the adjacent D’Abate elementary school. Finally, returning vacant and/or blighted properties to positive economic use, whether for residential or commercial purposes, remains a high priority, with particular emphasis on the adaptive reuse of old historic mill buildings such as Paragon Mills and the Imperial Knife factory.

Given its long and successful history in Olneyville, OHC will lead the implementation of these neighborhood strategies.



Figure I-1. Olneyville Neighborhood Master Plan



Housing

The Housing plan focuses on replacing 330 units of obsolete public housing both on- and off-site to reduce the concentration of poverty currently at Manton Heights, and to promote mixed-income communities. Specifically, the housing program calls for a total of 492 new units: 330 public housing replacement units, 118 tax credit only units, and 44 market-rate units. The initial phases focus on off-site locations: rehab of the vacant Imperial Knife factory into live/work artist lofts; rehab of vacant and/or foreclosed housing units scattered around the D'Abate school; and new construction of townhouses on vacant land on or surrounding the Imperial Knife site. The new units will be energy-efficient, accessible, and high quality design that is compatible with other residential structures in the neighborhood.

The Housing plan also includes a number of non-residential facilities that enhance the new community including a new gymnasium/recreation center in the Imperial Knife structure; “Manton Green”, a new focal point for community activities in the center of the development; a “Meeting House” with community rooms, Head Start program, and computer lab; community gardens; and an artist gallery to showcase the work of local artists and residents.



The redevelopment effort has been carefully phased so that public housing residents can move directly into new replacement units and not have to be relocated temporarily off-site. Given the scale of the housing program and the limited financial resources available at the state level (including low income housing tax credits and other state-funded

housing programs), the redevelopment effort will take place in multiple phases over at least a 10-year time frame. Trinity Financial will undertake the redevelopment of the Manton Heights and Imperial Knife sites while OHC will be responsible for the scattered site rehabilitation phase.

Figure I-2. Manton Heights Housing Plan



People

The *Build Olneyville* People strategy strives to help Manton Heights and Olneyville residents become more economically self-sufficient and improve physical and mental health outcomes. In addition, for the significant number of foreign born residents, the plan seeks to improve access to the immigration services and supports needed to improve English language proficiency and fully integrate in the community.

In response to an in-depth needs assessment and dialogue with numerous stakeholders, PHA and its partners focused on three key areas: Employment/Adult Education; Health/Wellness; and Immigrant Services. The resulting plan is intended to be comprehensive, coordinated and evidence-based. It leverages an extensive network of partners, many of whom have long histories of successful collaborations with the PHA and others that are interested to build new alliances, and who desire to achieve greater collective impact. It aligns with existing initiatives such as the Network to Integrate New Americans so that Manton Heights and Olneyville residents are sure to benefit from collective efforts that are already established and underway. The specific strategies to achieve the desired outcomes include:

Employment/Adult Education

- Help residents attain the job skills and work readiness training needed for employment, particularly in high demand industries.
- Provide services and supports to address barriers to employment.
- Prepare HUD-assisted and other low-income Olneyville residents to take advantage of Section 3 job opportunities.
- Ensure residents are financially literate and build assets to achieve income security.

Health/Wellness

- Ensure residents have access to quality health care and supports that effectively address the high rates of chronic disease and reduce stress, anxiety and depression.
- Ensure residents have access to resources, amenities and programs to maintain a healthy diet and regular physical activity.

Immigrant Services

- Connect residents with Limited English proficiency to English as a Second Language Classes.
- Connect foreign born residents to immigration services that help them to fully integrate in the community.

Education

The Providence Children and Youth Cabinet (CYC) was convened in early 2010 to improve coordination of services across agencies, increase collaboration and foster better education, social, economic, physical and behavioral health outcomes for Providence's children and youth. The CYC is comprised of over 70 organizations and 175 active individuals including members from education, state and local government, higher education, business and community-based organizations working through powerful collective action to boost outcomes for children and youth in Providence from "cradle to career."

The *Build Olneyville* Education strategy builds upon this work and identifies neighborhood-based strategies and partners to further the goals identified by CYC to ensure that Manton Heights and Olneyville children and youth in particular benefit from this collective effort.

Spearheaded by Meeting Street, which has specialized in early childhood development and education in Providence since 1946, and in partnership with key community organizations like Children's Friend, Healthy Families America, Ready to Learn, and D'Abate Elementary, the Education plan seeks to establish an early childhood developmental service pipeline to prepare Manton Heights and Olneyville children from prenatal to age six to enter school healthy

and ready to learn. Then, leveraging the work of the CYC and other community partners like Providence Boys and Girls Club, the Swearer Center for Public Service and Providence After School Alliance, the plan builds upon early literacy gains to create a continuum of services and supports to ensure students are reading proficiently by 3rd grade; have access to quality schools; engage in quality out-of-school time programs; and stay on track to graduate in four years prepared for college and career.






D. Implementation

The transformation of the Olneyville neighborhood is well under way. In recent years OHC has renovated numerous existing structures and built new homes, Riverside Park with bike path and playground was completed in 2006, and beautification and branding initiatives with local businesses have slowly grown and diversified the mix of businesses. These improvements are fast attracting artists and the creative class. These revitalization activities have created strong momentum for continued investment in Olneyville using the strategies in this *Build Olneyville Plan* to guide future and ongoing activities.

Principal Partners

The comprehensive and holistic revitalization of Olneyville requires leadership and strong partnerships—and persistence. While OHC has a long and successful 25 year history of organizing the community and building its capacity to undertake and sustain positive change, a core group of partners has been established to collaboratively address the goals and strategies outlined in *Build Olneyville*. This group, known as the Principal Partners (see Figure I-2), meets monthly to provide leadership and guidance, set priorities, design initiatives, and seek funding for planning and implementation activities. Each of the five Principal Partners brings its unique set of tools and resources to the table to address the challenges in Olneyville. This collaboration will continue and new partners will be added as more and more organizations and businesses discover the potential for positive and sustainable change in the neighborhood.

Table I-1. Build Olneyville Principal Partners

Report Title	Manton Heights
	<p>City of Providence</p> <p>Providence is the capital and most populous city in Rhode Island; it is the third largest city in the New England region. The city proper has a population of 178,042. Providence was founded in 1636 by Roger Williams, a religious exile from the Massachusetts Bay Colony. After being one of the first cities in the country to industrialize, Providence became noted for its jewelry and silverware industry. Today, the city is home to eight hospitals and seven institutions of higher learning, which has shifted the city’s economy into service industries, though it still retains significant manufacturing activity.</p>
	<p>Providence Housing Authority (PHA)</p> <p>Established in 1939, the PHA owns and manages 2,606 units of public housing and is contract administrator for approximately 2,500 units of Housing Choice Vouchers. Approximately 58% of its housing stock is designated for families and the remainder is reserved for elderly and/or disabled individuals and families. The PHA exists to develop and maintain decent, safe, healthy, and sanitary housing and to address the economic and social needs of its residents. The PHA is a High Performer among the large housing authorities across the country.</p>
	<p>Olneyville Housing Corporation (OHC)</p> <p>Founded in 1988, OHC is a well respected nonprofit community development organization in the city of Providence. The 25 year old organization is dedicated to promoting revitalization in Olneyville by developing affordable housing opportunities for neighborhood residents. While OHC’s primary function is to facilitate the creation and revitalization of affordable housing, the organization takes a holistic approach to community strengthening, which includes economic development, individual wealth building, and collaboration with residents and other community-based organizations to build a strong, viable neighborhood.</p>
	<p>Rhode Island Local Initiatives Support Corporation (RI LISC)</p> <p>LISC, the largest community development support organization in the country, has worked to improve quality of life at the neighborhood level since 1979. The Rhode Island office of LISC, opened in 1991, has invested more than \$240 million neighborhoods across the state, helping to create thousands of affordable homes and more than 1.5 million square feet of community space.</p>
	<p>Meeting Street</p> <p>Meeting Street opened its doors in Providence in 1946, and since then has focused on early childhood development, education, and emotional progress. The group has done a great deal of work in Olneyville, including the Olneyville Early Education Initiative, which was launched in 2011.</p>

Financing

A multitude of funding sources must be secured to implement the strategies outlined in *Build Olneyville* but Olneyville Housing and its partners are experienced fundraisers and grant writers. OHC and the City will take the lead on securing funding for neighborhood improvements and infrastructure costs, some of which have already been identified in the City's Public Works budget. The housing component is estimated to cost approximately \$180 million which will be raised, phase by phase, by Trinity Financial and OHC, with a heavy reliance on private equity, mortgages, and state and federal housing programs. PHA will pursue funding for resident services and case management from federal and foundation sources, regardless of whether PHA provides the case management services directly or procures a third party vendor. Meeting Street is also pursuing funding to expand its early learning programs for Olneyville residents.

Schedule

Build Olneyville requires a long range time frame. The housing component alone will be phased over a minimum of 10 years, depending on the availability of tax credits, market conditions, and other financing opportunities. The plan includes a timeline for short-, intermediate- and long-term implementation activities for each of the components—neighborhood, housing, people, and education.

Measuring Change

The Build Olneyville Plan includes an ongoing assessment process to gauge the effectiveness of each of the identified strategies. A Data Manager will be responsible for collecting outcomes information from a number of data initiatives currently underway in Providence. Key organizations providing metrics and outcomes information potentially include the Children and Youth Cabinet (CYC), the Providence Plan, and Roger Williams University (Byrne grant). An annual Data Summit is planned to publicly review data to identify gaps in services, assess partner engagement, revisit priorities, and refine implementation approach, strategies, and goals.

Making positive activity and incremental change visible throughout the community is a critical first step toward strengthening Olneyville. The KeepSpace community design process, in concert with the LISC Sustainable Communities process, made it apparent that there are many individuals with varied interests and backgrounds who care deeply about the neighborhood and its future. Strengthening neighborhood connections, forging new ones, and together pursuing strategies and outcomes outlined in this plan will undoubtedly lead to positive results for all residents of Olneyville.

CHAPTER
II

Setting the Context

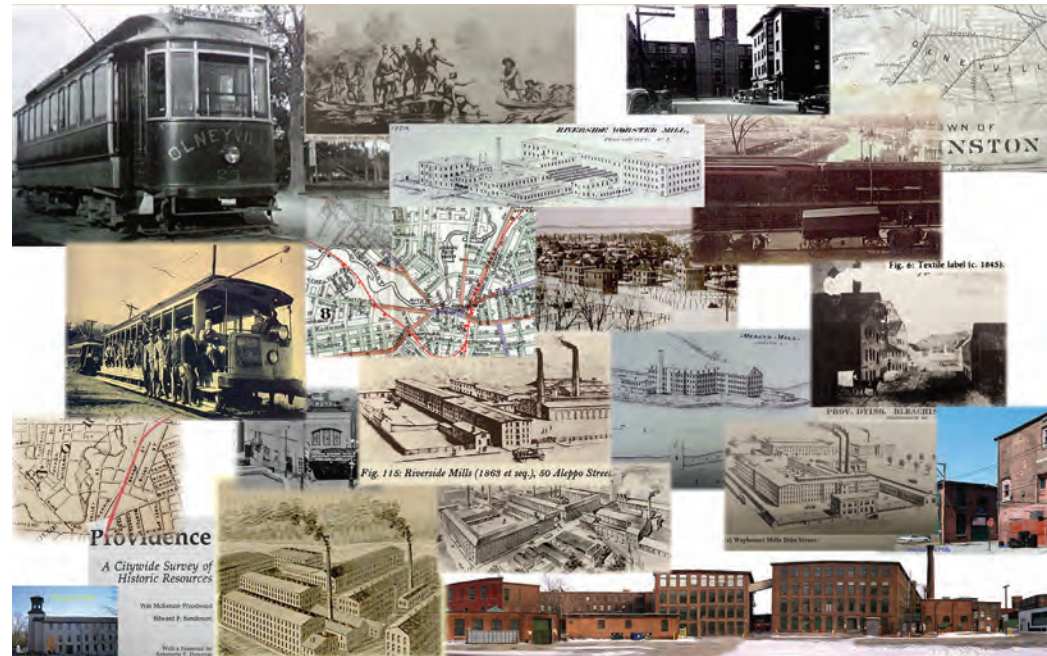




Table of Contents

A. City of Providence II-1
B. History and Background of Olneyville II-3
C. Olneyville Today II-5
D. Assets and Opportunities II-18

Figures

- Figure II-1.** Olneyville Context Map
- Figure II-2.** Current Zoning Map
- Figure II-3.** RIPTA bus routes through Olneyville
- Figure II-4.** Open Space in Olneyville
- Figure II-5.** Olneyville Square
- Figure II-6.** Hot Spots in Olneyville
- Figure II-7.** OHC Housing Investments
- Figure II-8.** Olneyville Today
- Figure II-9.** Recent Development Projects

Tables

- Table II-1.** Key Demographic Comparisons
- Table II-2.** Crime Rate Comparisons
- Table II-3.** Housing Characteristics

CHAPTER

II

Setting the Context

A. City of Providence

Providence is the capital and most populous city in Rhode Island. Founded in 1636, it is one of the oldest cities in America. It has a city population of 182,042 and is part of a metropolitan area with an estimated population of 1,600,856. It is considered to be part of the Greater Boston commuting area that contains 7.6 million people.

One of the first cities in the country to industrialize, Providence became noted for its jewelry and silverware industry. While still retaining significant manufacturing activity, there has been a shift in the city's economy to service industries that support the eight hospitals and seven institutions of higher learning including Brown University, Providence College, and the Rhode Island School of Design. Once nicknamed the “Beehive of Industry,” Providence began rebranding itself as the “Creative Capital” in 2009 to emphasize its educational resources and arts community.

Providence is similar in density and demographics to older communities of similar size in New

England such as New Haven CT, Springfield MA, and Hartford, CT. Like these cities, Providence's population peaked in the 1940s just prior to the nationwide period of rapid suburbanization. It has a racially and ethnically diverse population. In 2010, people of Hispanic or Latino original comprised 38% of the city's population and currently form a majority of the city's public school students. African Americans constitute 16% and White Americans form 50% (including White Hispanics) of the city's population. Like nearby Massachusetts communities, Providence has a considerable immigrant population from various Portuguese-speaking countries (especially Portugal, Brazil, and Cape Verde).

Residents of this capital city take pride in their unique neighborhoods – 25 in all – and are quick to refrain from assuming an approach to place-making that has worked in one neighborhood can easily be translated to an adjacent neighborhood. The majority of Providence's 25 neighborhoods are classified by HUD as being Low-to Moderate-Income Areas, and Providence's rate of childhood poverty is greatest in the nation.

City of Providence Map

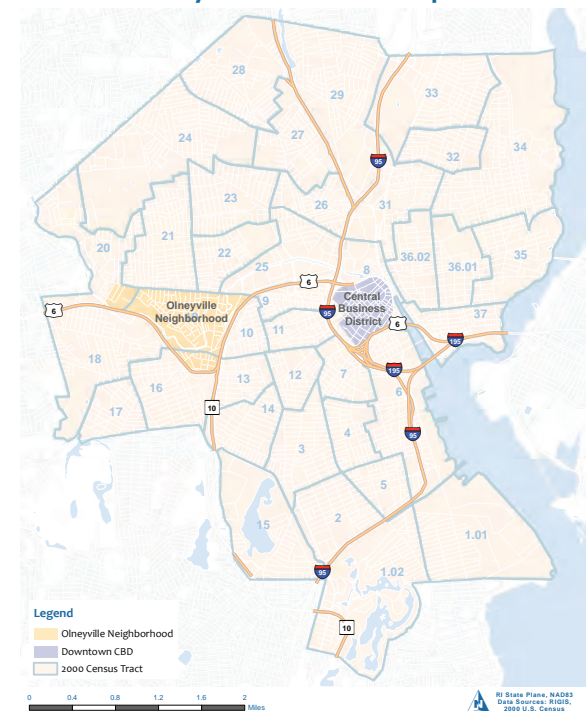


Figure II-1. Olneyville Context Map



B. History and Background of Olneyville

Olneyville, one of the oldest neighborhoods in Providence, is located in the central-western section of the city. Its boundaries are Atwells Avenue to the north, the AMTRAK railway line and Route 10 to the east, the Woonasquatucket River and Interstate 195 to the south, and Glenbridge Avenue to the west. The proximity of Olneyville to these major thoroughfares makes the neighborhood easily accessible for cars and large trucks. Olneyville is the core of a larger historically and geographically defined area called the Woonasquatucket River Valley. Olneyville Square, where Broadway, Westminster Street, Harris Avenue, Hartford Avenue, Plainfield Street, Manton Avenue, Valley Street, and Dike Street all meet, has long been the industrial, commercial, cultural, and transportation hub of the entire west side of Providence, and until the second half of the twentieth century, was considered the City's second downtown.

The land on which Olneyville rests today was acquired as part of the Providence Colony by Roger Williams from the sachems Cononicus and Miantonomi of the Narragansett Indians in 1693 and became a popular refuge for persecuted religious dissenters. Olneyville was settled in 1785 by Christopher Olney, who opened a grist and paper mill along the Woonasquatucket River. Olneyville continued to grow into an industrial center throughout the following years.



In 1846, Providence Dyeing, Bleaching and Calendaring Company opened a plant in Olneyville on Valley Street. The 1850s marked the beginning of one of the most important industrial facilities in Olneyville, the Atlantic Mills. The first building was constructed in 1851 by General C.T. James. This building was altered and enlarged several times, and still stands today on Manton Avenue and is used by small businesses, retailers, neighborhood-based groups and artists.

The expansion of public transportation also had a significant influence on Olneyville's development, particularly in the area around Olneyville Square.

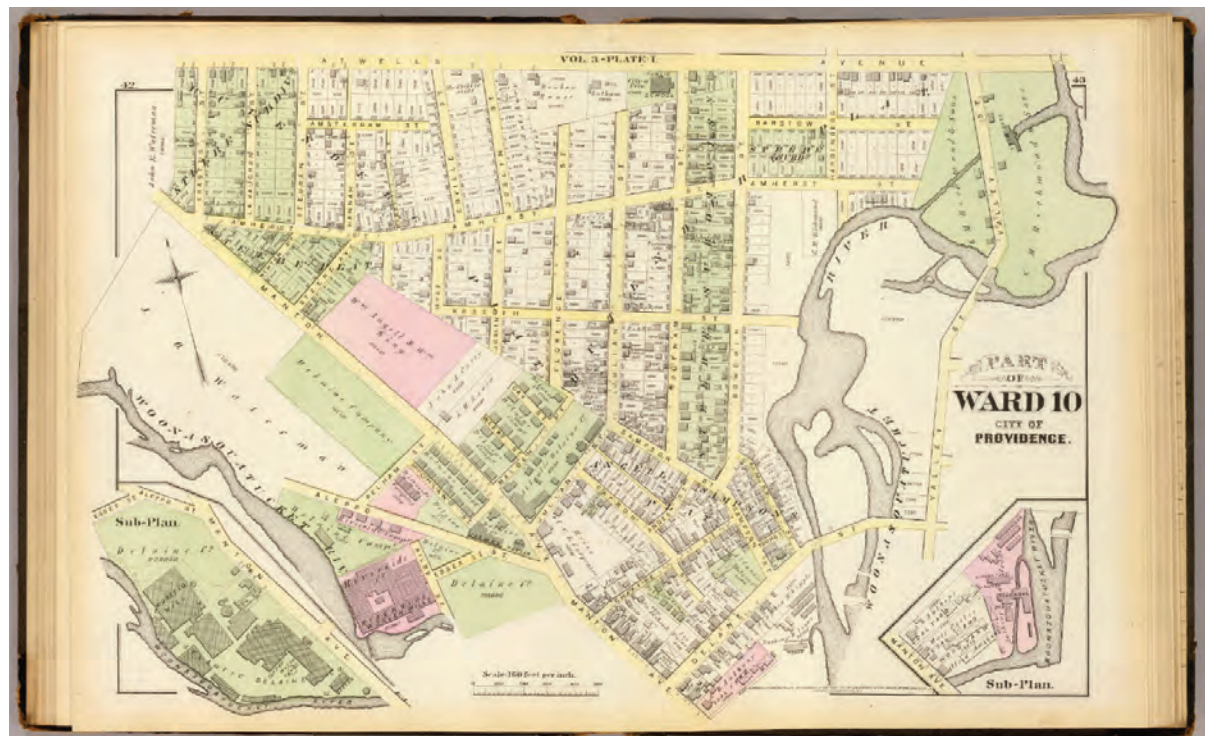
By 1895, the original horse-drawn streetcars had been replaced by electric trolleys, and new lines were extended out along Atwells Avenue to Academy Avenue. The convenience of public transportation and the possible employment opportunities in the mills further increased residential development in the area. During the 1880s and 1890s, the streets between Atwells and Manton Avenues were completely filled with two family houses. Many of the homes were originally built by mill owners who provided housing for their workers. In the early decades of the twentieth century Olneyville retained much of its 19th

century character as a working class neighborhood dominated by the all-powerful textile industry. Olneyville became the home for many Polish and other Eastern European immigrants during the period just before World War II, and their legacy is still prevalent today. One of the only Polish festivals still celebrated in Providence is held on Atwells Avenue.

After World War II, the fortunes of Providence's textile giants declined precipitously. Industries moved out of the city to the southern United States or shut down altogether. The effect on the Olneyville neighborhood was devastating. Thousands of jobs were lost and never replaced. Some of these jobs have been recaptured in the costume jewelry industry, though not enough to alter the plight of the neighborhood. As jobs declined, Olneyville became severely depopulated as more and more residents left the neighborhood to seek employment. This flight was exacerbated by the construction of the Route 6 connector in the early 1950s. Built to alleviate the traffic snarls in Olneyville Square, the Route 6 connector destroyed a great deal of affordable, working-class housing.

Despite these obstacles, incremental positive change has been the hallmark in Olneyville for years, with momentum galvanizing in the last 15 years, most notably through the comprehensive community development work of Olneyville

Housing Corporation (OHC). The City of Providence, the Providence Housing Authority and several dedicated community-based organizations in addition to OHC are resolved to combine forces and execute a unified vision for the neighborhood.¹



C. Olneyville Today

Today Olneyville is a racially diverse community where almost half of the residents are foreign born. It is still one of Providence's struggling neighborhoods with a median household income of \$32,795 and approximately 40% of individuals and families are poor and living in poverty. Other key characteristics include:

- Olneyville (specifically Census Tract 19) had a population of 5,559 people living in 1,891 households in 2010, according to the Census. The 2010 population is 7.5% higher than the population in 2000 of 5,138.
- ACS estimates for 2010 indicate that approximately 48.5% of the population in Olneyville was foreign born and that 65.8% of Olneyville residents spoke a language other than English at home.
- Olneyville is a younger population with 10.5% of its residents under the age of 5 years and only a small number of residents over 65 years of age.
- Almost 60% of residents are of Hispanic or Latino ethnicity.

Table II-1. Key Demographic Comparisons

	Manton Heights ²		Olneyville		Providence ³		Rhode Island ⁴	
	#	%	#	%	#	%	#	%
# Households	325		1,891		61,566		410,639	
# Residents	856		5,559		178,185		1,052,471	
Household Characteristics								
Families with [own] Children	221	65%	—		19,203	31.2%	112,975	27.5%
Average HH size	2.6		3.12		2.65		2.46	
Female-headed households	297	91%	227	12%	13,605	22.1%	54,547	13.3%
Gender								
Male	307	36%	2,885	51.9%	86,441	48.5%	508,521	48.3%
Female	556	64%	2,674	48.1%	91,744	51.5%	543,950	51.7%
Age**								
0-2	49	6%						
3-5 (0-4 for ACS data)	77	9%	584	10.5%	11,029	6.2%	56,833	5.4%
6-18 (5-19 for ACS data)	285	33%	1,184	21.3%	42,401	23.8%	205,232	19.5%
19-34 (20-34 for ACS data)	206	24%	1,735	31.2%	53,007	29.7%	210,494	20.0%
35-49 (35-54 for ACS data)	106	12%	973	17.5%	41,079	23.0%	297,849	28.3%
50-64 (55-64 for ACS data)	102	12%	795	14.3%	15,266	8.6%	129,454	12.3%
65+	31	4%	289	5.2%	15,403	8.7%	152,609	14.5%

* Data for Manton Heights residents from the Manton Heights Needs Assessment

** Data for Manton Heights residents from HAB, a Housing Management Software Solutions data system

Table II-1. Key Demographic Comparisons (cont.)

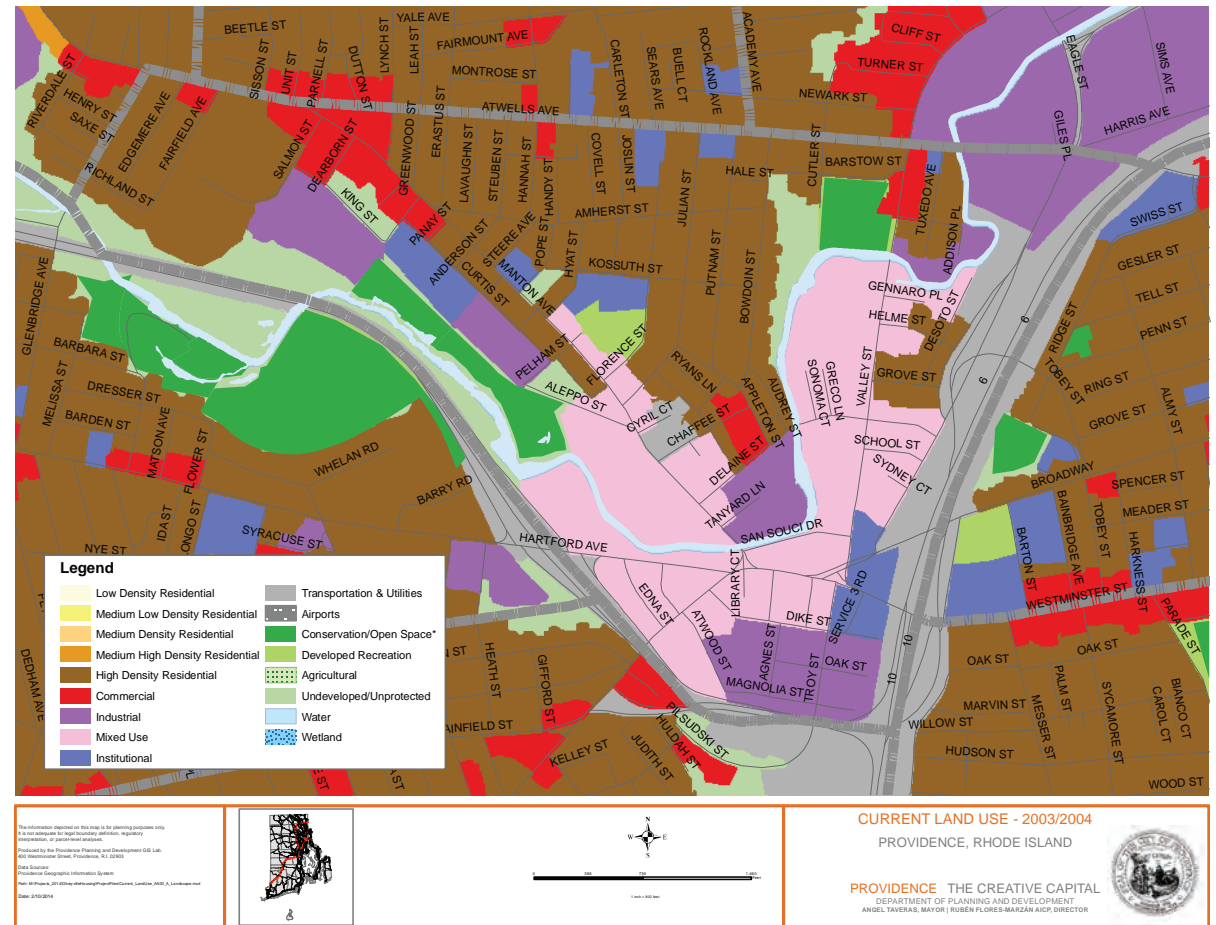
	Manton Heights ²		Olneyville		Providence ³		Rhode Island ⁴	
	#	%	#	%	#	%	#	%
Race***								
White	655	77%	1,356	37%	87,959	49.4%	904,073	85.9%
Black/African American	164	19%	1,384	14.8%	27,700	15.5%	76,830	7.3%
American Indian/Alaska Native	5	1%	178	1%	1,919	1.1%	9,472	0.9%
Asian	4	1%	216	3.7%	11,563	6.5%	33,679	3.2%
Not Provided	25	3%	—	—	—	—	—	—
Ethnicity***								
Hispanic or Latino	666	78%	3,285	59.1%	70,170	39.4%	131,559	12.5%
Not Hispanic or Latino	187	22%	2,273	40.9%	108,015	60.6%	920,912	87.5%
Other Characteristics								
Disabled**	98	11%	1,392	24.5%	21,769	12.3%	129,510	12.5%
Foreign born	—	—	—	48.5%	52,797	29.6%	136,356	13.0%
Non-citizen***	232	27%	—	—	33,595	18.8%	69,801	6.6%
Limited English Proficiency	136	42%	1,656	65.8%	40,595	24.3%	88,086	8.4%
Household Income (ACS in 2012 inflation-adjusted dollars)								
0-30% AMI (\$0-\$24,999)	311	95%	—	36.3%	22,684	36.8%	96,454	23.6%
31-50% AMI (\$25,000-\$49,999)	15	5%	—	—	14,496	23.5%	88,521	21.6%
51-80% AMI (\$50,000-\$74,999)	0	0%	—	—	9,465	15.4%	71,440	17.4%
>80% AMI (\$75,000+)	0	0%	—	—	14,911	24.3%	154,224	37.4%
Mean Household Income	\$11,263		—		\$58,367		\$74,605	
Median Household Income	\$9,516		\$32,795		\$38,243		\$56,102	

*** Data for Manton Height residents is dated 1/2/14 and includes a population of 853, not 856

Zoning and Land Use

Providence is presently engaged in an extensive rezoning effort that will rationalize and modernize its zoning plan to encourage smart growth development. The Re-Zoning will not be approved by the City Council until the Fall of 2014, but the proposal has received widespread support. Aspects of the new zoning proposal that are impactful for Build Olneyville include modifications to the RG zone, which Manton Heights is categorized as. All RG zones will be replaced with a new category (R4) which will grant greater design latitude – up to 45’ height maximum, reduced lot area to 3,500 square feet, and reduced lot area per dwelling area to 1,200 square feet to encourage greater density.

Figure II-2. Current Zoning Map



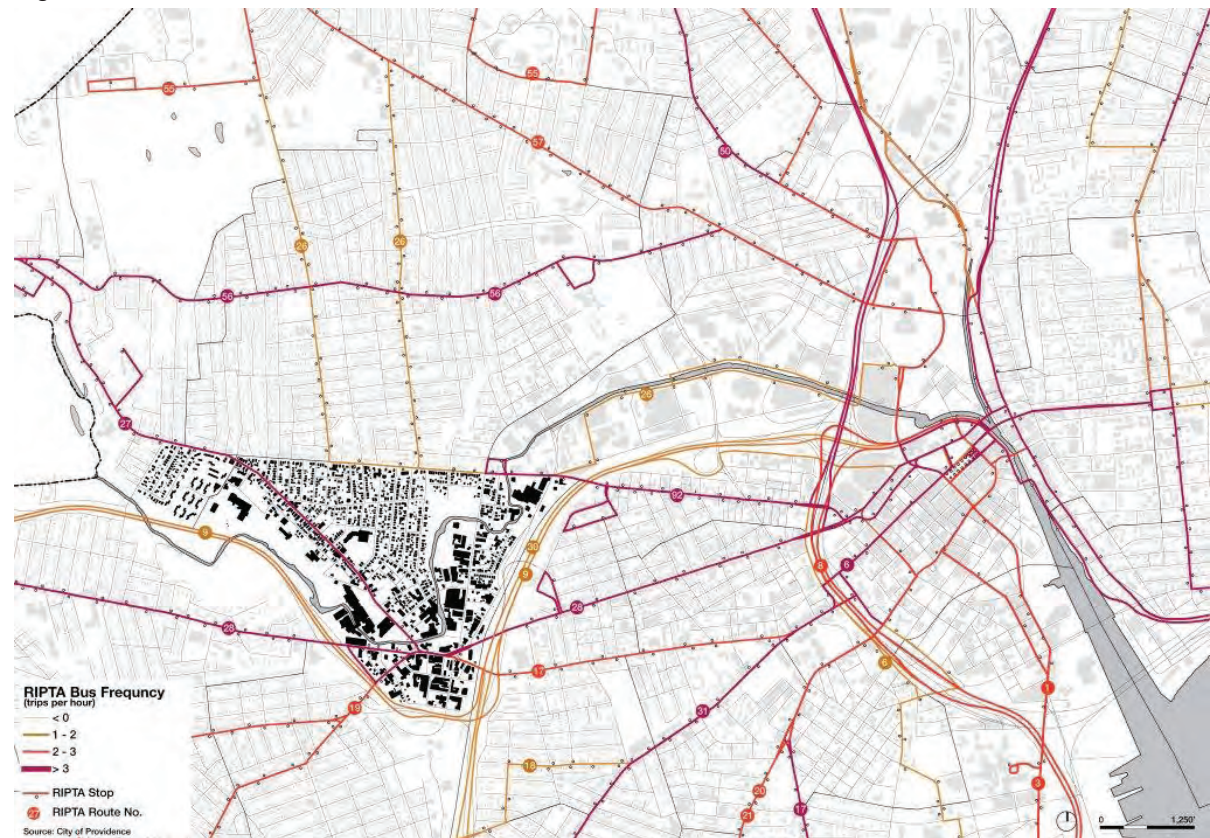
Access and Connectivity

The primary means of transport for families at Manton Heights is the automobile (55%) and the public transit system (42%), per the 2012 resident survey. Biking and walking make up less than 2% of residents' primary transportation choice.

The neighborhood is densely developed with a tight street network. As automobile traffic has increased, congestion is often named by residents as a challenge of living in the neighborhood. In community meetings, residents expressed concern about this congestion and the need for road maintenance, such as paving and pothole repair throughout the neighborhood. Residents have also expressed interest in improved pedestrian crossings.

Olneyville and the Manton Heights development are a short public transit connection away from downtown Providence and regional connections. Public transit throughout Olneyville is considered good by some and improving, as it is easy to get to downtown by bus through Olneyville Square. Four bus routes directly serve Olneyville Square (Routes 10, 28, 19, and 17) and two of those routes continue on from Kennedy Plaza to other destinations. These routes are part of an extensive network of regional bus lines that serve the greater Providence area. Providence's presence on the Northeast Rail Corridor provides exceptional regional access and direct commuter rail access to Boston.

Figure II-3. RIPTA bus routes through Olneyville



Parks, Open Space and Recreation

There are three parks in Olneyville – Donigian along Valley Street, Riverside Park along Allepo Street, and Joslin Park which is adjacent to the William D’Abate Elementary School, the neighborhood’s only school.

The completion of Riverside Park in 2006, which includes the bike path, fish ladder with amphitheater, playground, and a bike repair and education facility, is a major investment that has become a city-wide amenity and a source of pride for the neighborhood. The Woonasquatucket River Greenway Bike Trail begins its off-street portion at Aleppo Street, meandering along the river’s edge, and continues west and north 2.5 miles to Lyman Mill Pond. The bike path passes along the western edge of the Manton Heights site; an extension into and through Olneyville Square is planned and will provide improved access to this key retail asset.



Figure II-4. Open Space in Olneyville



Joslin Park is adjacent to the D'Abate elementary school and the Joslin Recreational Center, and is in the heart of the residential area of the neighborhood. Joslin Park was selected as an important community amenity to be redeveloped due to its under-utilization, its reputation for being an unsafe location, and its proximity to Olneyville Housing's recent housing development which invested millions of dollars in the area, but left the desolate park untouched.

Crime in and around Joslin Park is pronounced. In May 2014, OHC and Roger Williams University conducted 200 individual interviews with residents in Olneyville targeting four "micro-areas"; one of these areas was around the D'Abate School/ Joslin Park. Survey results echoed the crime data that shows this area to be a public safety hot spot. Among the evidence-based practices for addressing crime is "Community Policing Through Environmental Design." CPTED principles encourage a physical environment that increases "eyes on the street" and landscaping that prevents hiding/stashing locations. Joslin Park (in its current state) has numerous design elements that are in direct opposition to CPTED principles. The police department was involved in the development of Joslin Park's Redevelopment Master Plan, and therefore the new Park will be rebuilt to include CPTED measures.



Commercial/Retail Profile

Olneyville's commercial heart is Olneyville Square, which lies at the crossroads of five major streets and draws business owners seeking a connection to the neighborhood's immigrant population, a connection to the art and music scene, or proximity to Olneyville's emerging social enterprises and entrepreneurial innovators. Square One was launched in 2012 to organize and promote business in the Square. With leadership via Olneyville Housing, this volunteer-driven merchants association/business improvement district has installed 18 steel-cut artistic light pole banners and 20 hanging flower baskets, removed graffiti and overgrown brush, and funded the fabrication of a mural along a historic building in the heart of the Square. Square One provides daily commercial district maintenance and presence in Olneyville Square – picking up litter and demonstrating to patrons that the area is safe and vibrant. Build Olneyville will capitalize on the accomplishments of Square One to leverage and expand its work to the more diffused commercial areas that emanate from Olneyville Square.

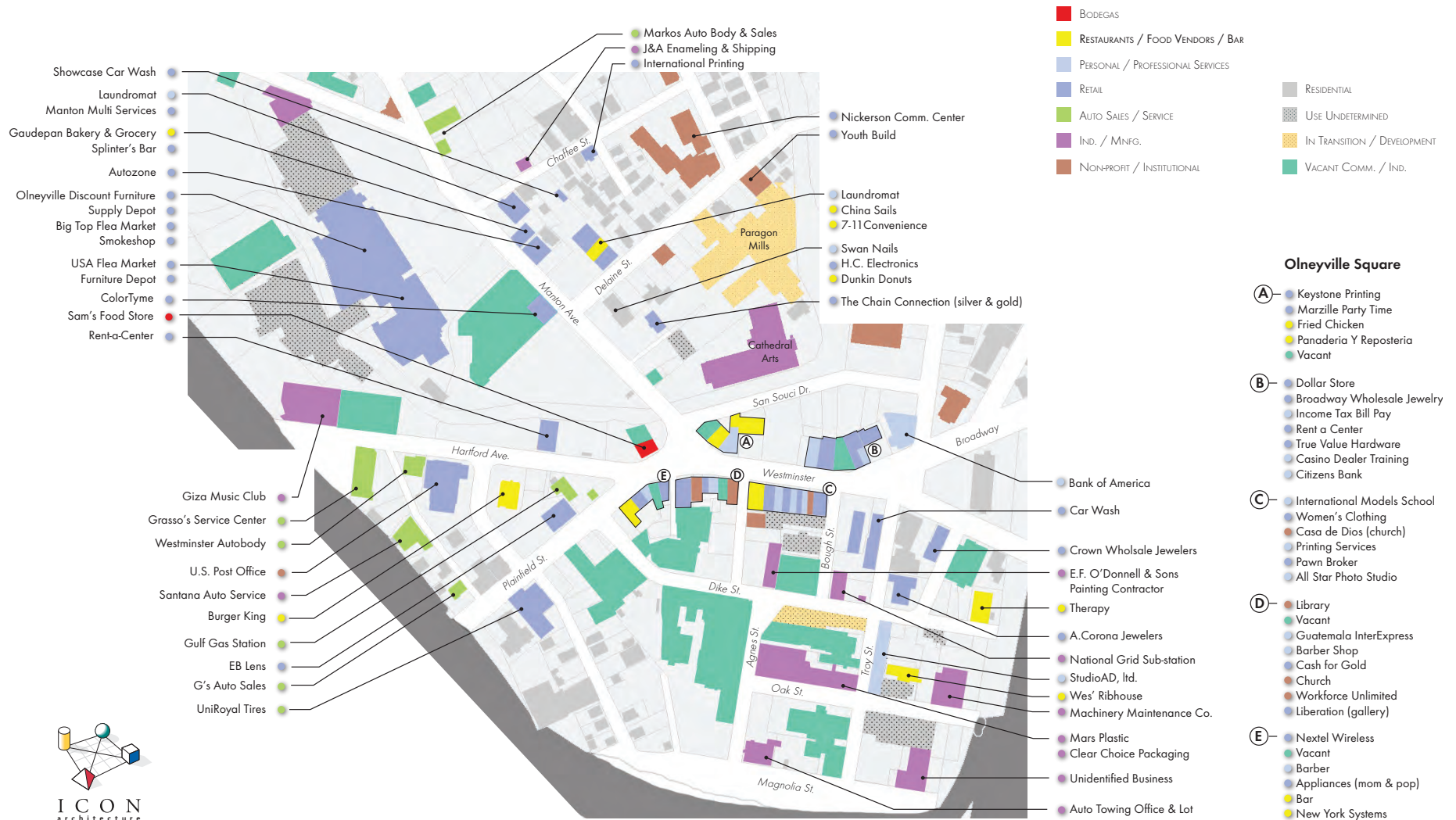


There are several historic mill buildings in close vicinity to Olneyville Square. These former mills and factories provide large and relatively affordable manufacturing or office space. Contech, a medical equipment manufacturer, employs over 100 entry level workers—the majority of whom live in Olneyville—in its factory on Plainfield Street, while Dassault Systems employs nearly 400 highly skilled engineers and professionals in Rising Sun Mills. OHC is in the process of redeveloping Paragon Mills for offices and other uses.



Figure II-5. Olneyville Square

Olneyville Square & South Manton Avenue | Commercial & Industrial Use by Building



Public Safety

In 2013 Olneyville was awarded the highly competitive US Department of Justice Byrne Criminal Justice Innovations (BCJI) grant for both planning and implementation. The lead applicant and project convener is Olneyville Housing; project partners include Rhode Island LISC, the Providence Police Department, Providence Housing Authority, and Roger Williams University's School of Justice Studies.

Analysis of law enforcement data provided by the Providence Police Department indicates that Olneyville has a high density of hotspots for violent crime compared to other areas of Providence. Serious violent crimes (most particularly robbery and aggravated assault) are disproportionately concentrated along the

northwestern corridor (Manton Avenue) and the central area with Amherst Street as a border. For the BCJI effort, the team will focus on Manton Avenue from Hyat Street to its terminus at Atwells Avenue where the Manton Heights public housing development is located, as the central target for hot spot remediation. The neighborhood's major thoroughfare, the Manton corridor, has disproportionately high rates of Part 1 crime. In 2012, of the 89 violent crimes (1 homicide, 4 forcible sex offenses, 44 robberies and 40 aggravated assaults) in Olneyville, the section along and adjacent to Manton Avenue (the primary "hot spot") accounted for 33% of all violent crime in Olneyville. Indeed, this area is one of the hottest spots in the entire City. In 2012 Olneyville had 10 shootings, with one resulting in a homicide, reflecting the third highest rate

in Providence. Additional data underscore the importance of eradicating the Manton Avenue hot spot: there were 335 incidents of property crime (87 burglaries, 50 motor vehicle thefts and 198 larcenies) in the neighborhood with 25% of those in the Manton corridor.

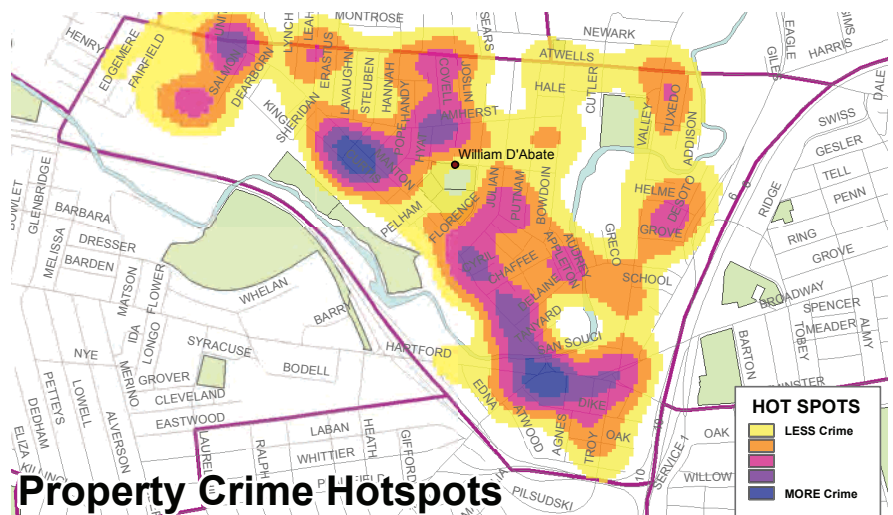
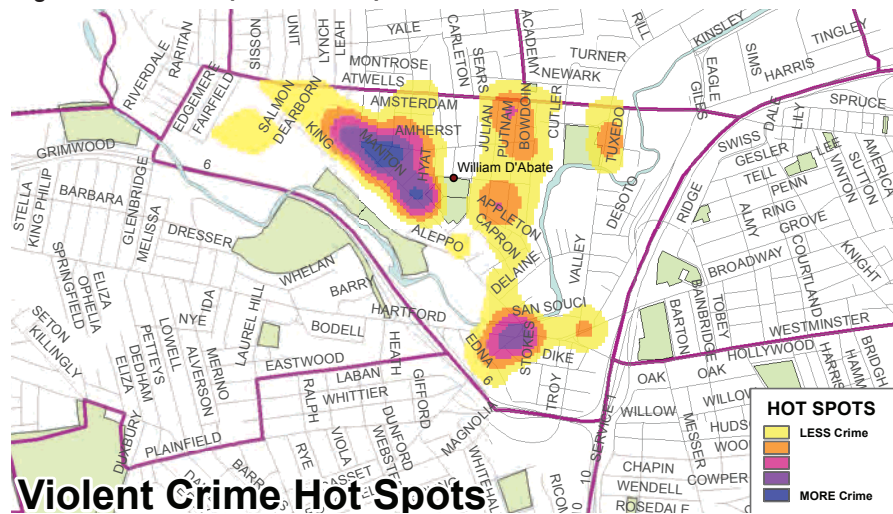
The adjusted property crime rate in Olneyville is higher than the City's. Perception and fear of crime in this section of Olneyville remains high. Residents talk openly about the prevalence of real crime on the Manton Corridor, but perceptions outstrip even the tough realities. As other parts of Olneyville are now approaching "community of choice" status, so too must this all too troubled hot spot lose its notoriety.

Table II-2. Crime Rate Comparisons

	Violent Crime per 100K Population					Property Crime per 100K Population			
	All Violent Crime	Homicide	Forcible Sex Offences	Aggravated Assault	Robbery	All Property Crime	Burglary	Motor Vehicle Theft	Larceny
National 2011	386.3	4.7	26.8	241.1	113.7	2,908.7	702.2	229.6	1976.9
Rhode Island 2011	247.5	1.3	28.9	146.3	71.0	2,676.8	662.4	217.5	1796.8
Providence 2012	652.7	9.5	80.3	353.3	227.5	4,440.0	1,084.6	633.0	2722.4
Olneyville 2012	1283.7	14.4	57.7	577.0	634.6	4,832.0	1,254.9	721.2	2855.9

Source: Providence Police Department

Figure II-6. Hot Spots in Olneyville



Schools

Brown University’s Swearer Center for Public Service operates an exceptional afterschool and summer program for children who attend the William D’Abate Elementary School, the only public school in the neighborhood. The Swearer Center is a key partner for Build Olneyville and provides much needed enrichment activities that the school is unable to provide due to budgetary constraints. Despite being physically neglected and under-resourced, D’Abate has the unique distinction of having the highest attendance rate among students and second highest attendance rate among teachers in the Providence school system, all while 96% of the students are eligible for free/reduced lunches. The faculty of D’Abate are tremendously dedicated and are crucial partners in realizing the transformation vision for the neighborhood. The D’Abate school lies in the residential heart of the neighborhood and as such serves as the location for the monthly Crime Watch meetings, ESL classes, annual health fair, and an array of other community events.



Housing Profile

Olneyville is predominantly a neighborhood of renters; an estimated 21% of households owned their homes in 2010 compared to 61% of households in Rhode Island. The housing stock is primarily multifamily, with only 11% of housing units in single family homes. Duplexes and 2-unit homes account for 21% of the stock, and the remainder is multifamily stock (53% of units are in small multifamily dwellings and 14% are in large apartment buildings). Residents of Manton Heights comprise more than 9% of the housing units and more than 9% of the population of Olneyville.

The quality of the housing stock varies dramatically, from well and moderately maintained single family and multi-family structures to distressed or deteriorating structures, with interior conditions or systems not in compliance with city codes. Fully half of the 2,327 housing units in Olneyville were built before 1960, typically resulting in stock in need of repair and rehabilitation. Given low housing prices currently, many improvements that must be made will have costs that exceed the value they add to the home, resulting in “appraisal gaps” that require flexible financing to fill.

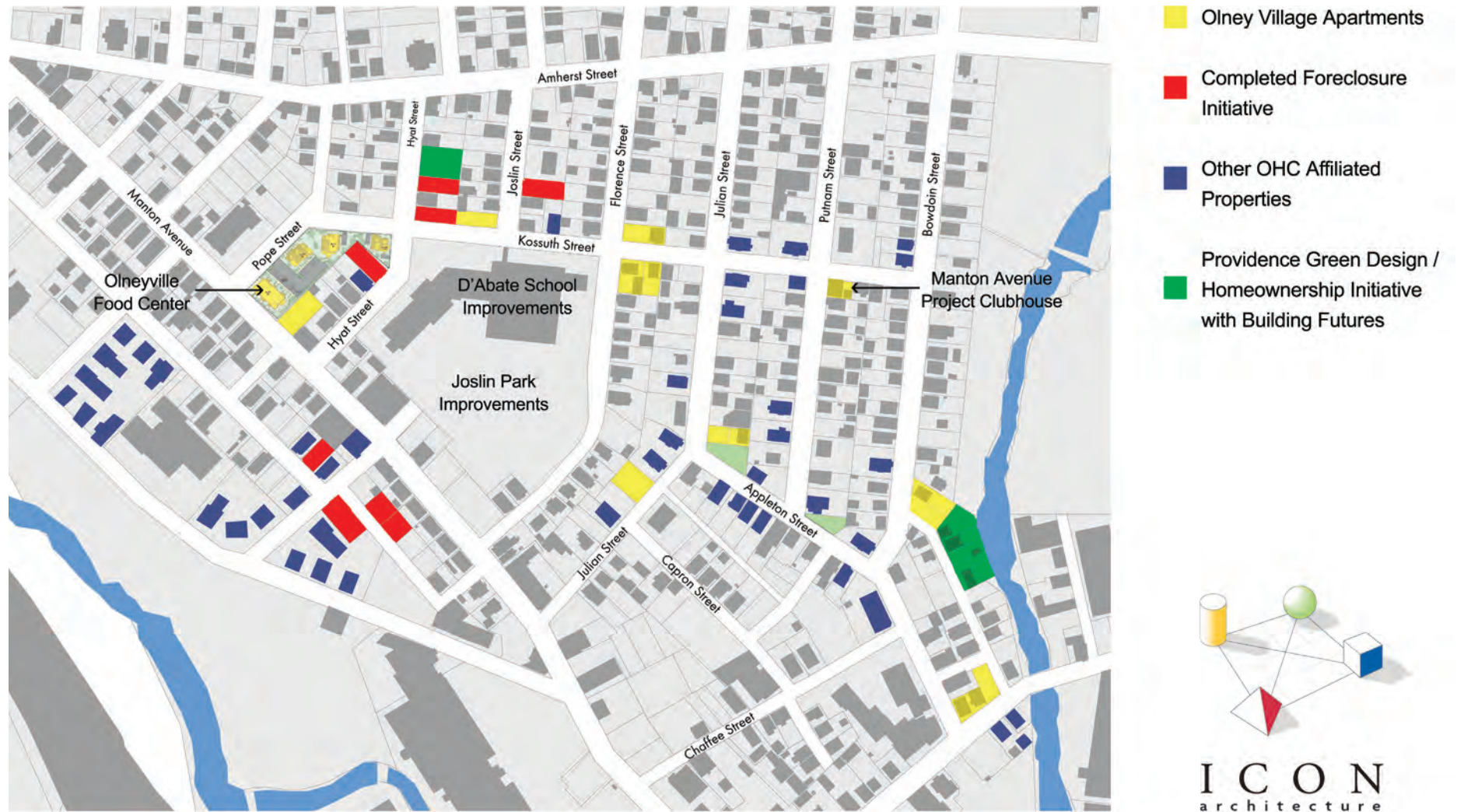
Table II-3. Housing Characteristics

	Olneyville (019)	Providence	Rhode Island
Housing Data (2010 Census)			
Total Housing Units (2010 Census)	2,327	71,530	466,388
Vacancy Rate	23%	14%	11%
Homeownership Rate	21 %	36 %	61%
Housing Data (2008-12 ACS)			
Median Home Value	\$170,900	\$214,800	\$259,400
Median Rent	\$939	\$910	\$908
Built 1939 or before	64%	59%	34%
Built since 1990	13%	7.1%	13%

Olneyville was among the hardest hit zip codes nationally for its concentration of foreclosures. In 2012, 58% of properties for sale were in the foreclosure process. Block after block was marked by houses with boarded windows, exterior deterioration, and vandalism typical of foreclosed and abandoned homes. The sub-prime lending scandal targeted the low-income, immigrant population that overwhelmingly resides in Olneyville; in response, OHC began offering HUD-certified foreclosure prevention services, as well as redoubled its homebuyer education

program to insure families were obtaining responsible loans. Moreover, OHC secured NSP funds and other public financing sources to acquire and redevelop 33 foreclosed or abandoned properties and numerous blighted lots into 56 high quality affordable housing units between 2008 and 2012. In 2007, OHC completed the Riverside Townhouses affordable condominium project that abuts and reinforces the substantial investment in Riverside Park in 2006.

Figure II-7. OHC Housing Investments



While the foreclosure crisis has stabilized, the effect of the “boom and bust” cycle is still visibly apparent. Less visible, but equally detrimental, is the fact that in the last 18 months irresponsible investors have been returning to the neighborhood and out-bidding developers who seek to redevelop and maintain properties as affordable assets for low-income families. To prevent this, OHC is aggressively working with its City and State partner agencies to secure site control of at least 40 units of blighted properties in the neighborhood to redevelop as part of the *Build Olneyville* revitalization strategy.

Manton Heights, the 330 unit public housing development in the western portion of Olneyville, is the largest and oldest multi-family development in the neighborhood. It is comprised of seven two-story wood rowhouses at the top of the site and 14 three-story brick walkup buildings with shared stairways serving 12 families each. It is isolated from the surrounding neighborhood: there is only one road in and out of the property and commercial/industrial buildings directly to the east of the site are either vacant or underutilized. This physical isolation has substantially contributed to the social and economic isolation of the Manton Heights residents as well, as few take advantage of the assets and services provided in other parts of Olneyville.



Figure II-8. Olneyville Today



D. Assets and Opportunities

Although Olneyville faces many challenges, it has a unique set of assets. It enjoys a tremendous diversity of cultures and people, has a rich history of industry, and is welcoming to working-class immigrants. The Woonasquatucket River winds through the neighborhood and serves as a connecting element and asset for the mix of sturdy homes, historic mills, parks, and green spaces.

Olneyville is known for its quirky, artsy and gritty feel. Its unique character is among its greatest

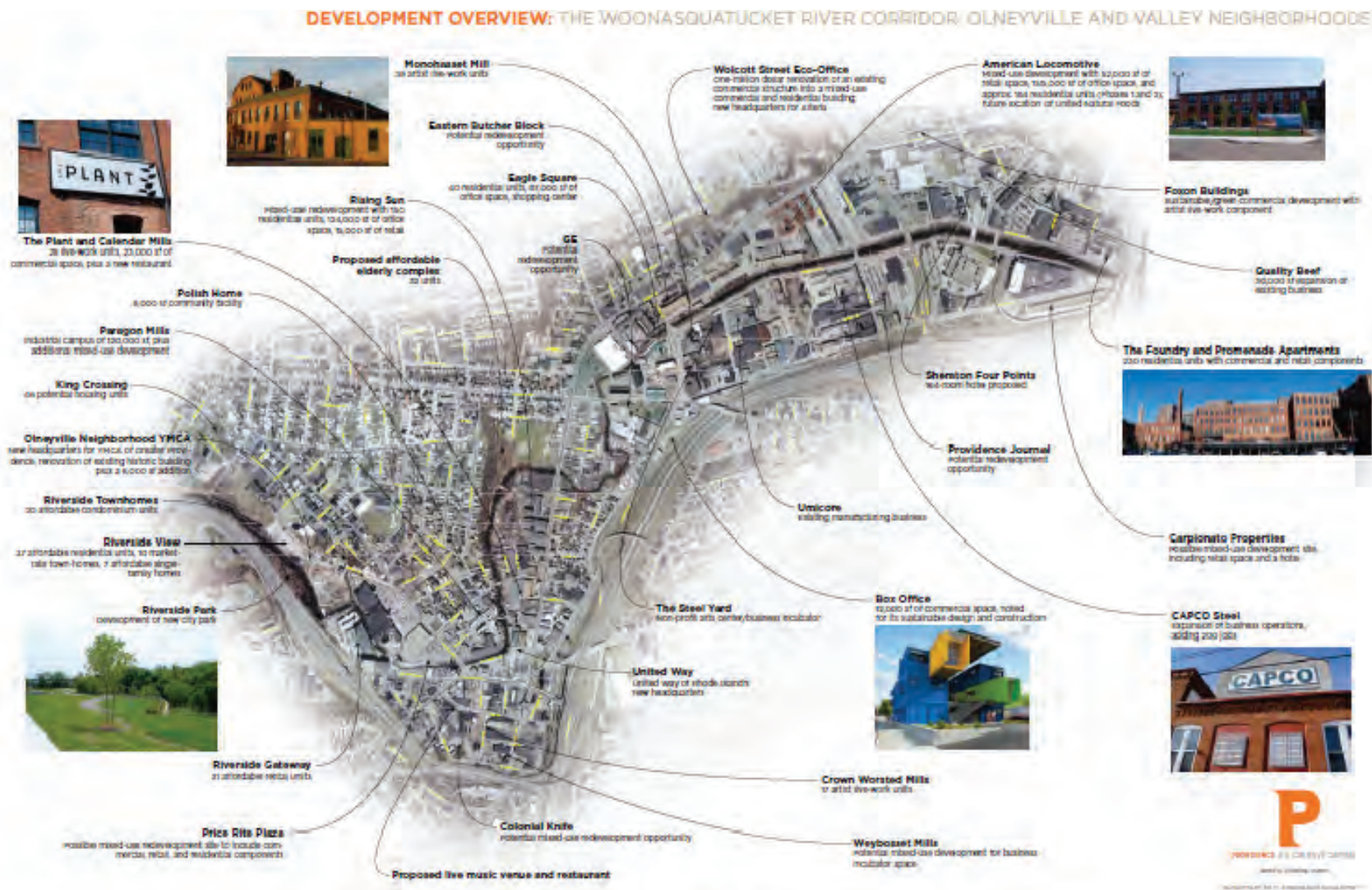
assets, and one highlighted by entrepreneurs and new residents as their reason for choosing to locate in Olneyville. *Build Olneyville* will accentuate and capitalize on these authentic assets and unique character.

Olneyville is at a tipping-point. The strengths of the neighborhood—proximity to downtown, the river, historic mills, cultural diversity, and strong arts community—are valuable assets. In the last seven years more than \$150 million worth of public and private investment has been

made in the neighborhood. This investment went to affordable and market rate housing, restaurants, a live music venue, offices, an art gallery, a nine-acre park, and the extension of a public street. Confidence in the area's potential is evidenced by the City of Providence selection of Olneyville Square as its target area for the Urban Land Institute Rose Fellowship study on catalyzing economic development. By linking these community assets with the redevelopment of Manton Heights, *Build Olneyville* provides the roadmap to the neighborhood's renaissance.



Figure II-9. Recent Development Projects



The city's Department of Planning and Development produced the map above, which identifies recently completed projects, projects under design, as well as other redevelopment opportunities along the Woonasquatucket River corridor. The river corridor cuts through the heart of Olneyville.

End Notes

- ¹ From TACC 12/28/12 Transformation Plan
- ² Providence Housing Authority Resident Characteristics Report FY2012, unless otherwise noted
- ³ 2008-2012 American Community Survey 5-Year Estimates, unless otherwise noted
- ⁴ 2007-2011 American Community Survey 5-Year Estimates, unless otherwise noted
- ⁵ Based upon Manton Heights Needs Assessment survey, 42% (136 = 42% of 325 heads of household) said that Not Speaking English Well makes it hard to find employment.

CHAPTER
III

Community Engagement





Table of Contents

A. Previous Planning Efforts III-1
B. CNI Planning Structure III-3
C. Methods of Engagement III-5

Figures

- Figure III-1.** Planning Structure
- Figure III-2.** Sample CNI Newsletter
- Figure III-3.** Things to Consider Flyer
- Figure III-4.** CNI Planning Timeline

Table

- Table V-1.** Previous Planning Efforts



Community Engagement

The CNI planning process has built upon an extensive history of planning and community engagement activities in the Olneyville neighborhood to bring together a diverse group of stakeholders to discuss and plan for the future of the neighborhood and the redevelopment of the Manton Heights public housing development. Outreach and engagement activities have included public meetings, task force meetings, stakeholder interviews, resident surveys, newsletters and a website. In addition, the planning process facilitated the creation of a formal resident organization where none previously existed. Community feedback has consistently supported the need for a comprehensive transformation of the Olneyville neighborhood that will improve the quality of life, safety and economic conditions for existing residents while also creating a neighborhood of choice and opportunity that will attract new families.

This chapter describes the multi-faceted engagement strategy that the Providence Housing Authority (PHA), Olneyville Housing Corporation (OHC), and partners employed to ensure a transparent and inclusive planning process. It discusses the rich history of planning and engagement in the neighborhood that the team sought to build upon, describes the planning structure, and enumerates the various methods of engagement.



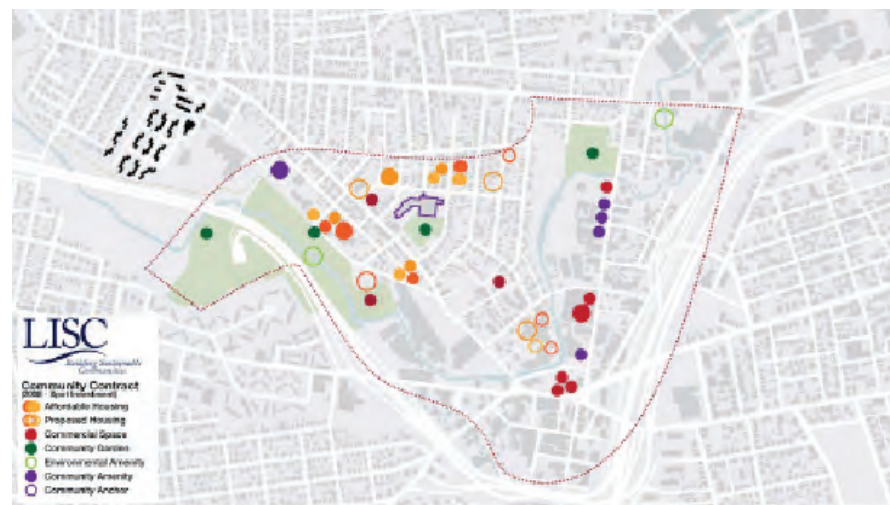
A. Previous Planning Efforts

The Olneyville neighborhood has benefited from several comprehensive planning and community organizing processes over the last five years. Besides culling the neighborhood's assets and needs to ensure they inform subsequent development plans, these processes cemented the organizational and personal relationships that will be crucial to the success of *Build Olneyville*. Recent assessment and planning efforts include the 2010 Rhode Island Housing *KeepSpace* initiative, the 2010 LISC *Sustainable Communities* initiative, the 2011 RI Department of Health *Action for a Healthier Olneyville* assessment, and most recently, the 2013 Department of Justice *Byrne Criminal Justice Innovation* effort.

The *Build Olneyville* transformation plan is the result not only of the CNI planning work, but is also built from a foundation of hundreds of hours of individual interviews, dozens of community events and planning charettes, and countless organizational meetings. In addition, in 2012 the Urban Land Institute (ULI) funded natural experts to plan for Olneyville Square.

Table V-1. Previous Planning Efforts

Report Title	Description	Date(s)	Organization(s)
Providence Tomorrow: Olneyville, Smith Hill and Valley Neighborhood	In 2006, Mayor Cicilline created Providence Tomorrow, a planning process for neighborhood preservation and growth. The Olneyville planning study was conducted in December 2007 and the Olneyville Neighborhood Plan was published in August 2009.	2006-2009	Providence City Council; Department of Planning and Development
Olneyville Master Planning Study	Rhode Island Housing launched the KeepSpace Initiative in 2007 and in 2008 selected Olneyville as a KeepSpace Community. Through the KeepSpace process, over 100 resident and stakeholder interviews were conducted. The culmination was the “Olneyville Master Planning Study” published in 2010.	2007-2010	Rhode Island Housing KeepSpace; ICON Architecture
Olneyville Master Planning Study	In 2007 LISC selected Olneyville as an Our Neighborhoods site and initiated a process of community building and planning. LISC engaged hundreds of residents, community groups and other stakeholders, identified strategies for progress, and published the Olneyville Community Contract in March 2010.	2007-2010	LISC Rhode Island
Olneyville: Action for a Healthier Community	OHC and Rhode Island Department of Health expanded on the LISC Community Contract and conducted an assessment focusing on factors that affect the health of residents of Olneyville, looking for potential hazards and areas for improvement.	2010-2011	Rhode Island Department of Health; Olneyville Housing Corporation



B. CNI Planning Structure

The Providence Housing Authority (PHA) and Olneyville Housing Corporation (OHC) led the effort to obtain one of the nation's first Choice Neighborhoods Initiative Planning Grant awards in 2010 for Providence's Olneyville neighborhood and the Manton Heights public housing site. Other key partners include Rhode Island Local Support Initiative Corporation (RI LISC), the City of Providence's Planning & Development Department, Meeting Street and Rhode Island Housing. These key members of the planning team, referred to as the Principal Partners, met monthly throughout the planning period.

Task Forces

To meaningfully engage the community, residents and stakeholders, the planning team developed four Task Forces to address Housing, Neighborhood, People, and Education. Key members of the Principal's team served as chairs of each Task Force. Task Force members included Manton Heights residents, civic leaders, service providers, and other stakeholders representing the public, private, and non-profit sectors.

Task Force Meetings

Housing (via Principals' meetings)

February 18, 2014
 March 4, 2014
 March 17, 2014
 April 9, 2014
 April 28, 2014

Neighborhood

March 31, 2014

People

May 13, 2013
 April 8, 2014
 April 29, 2014

Education

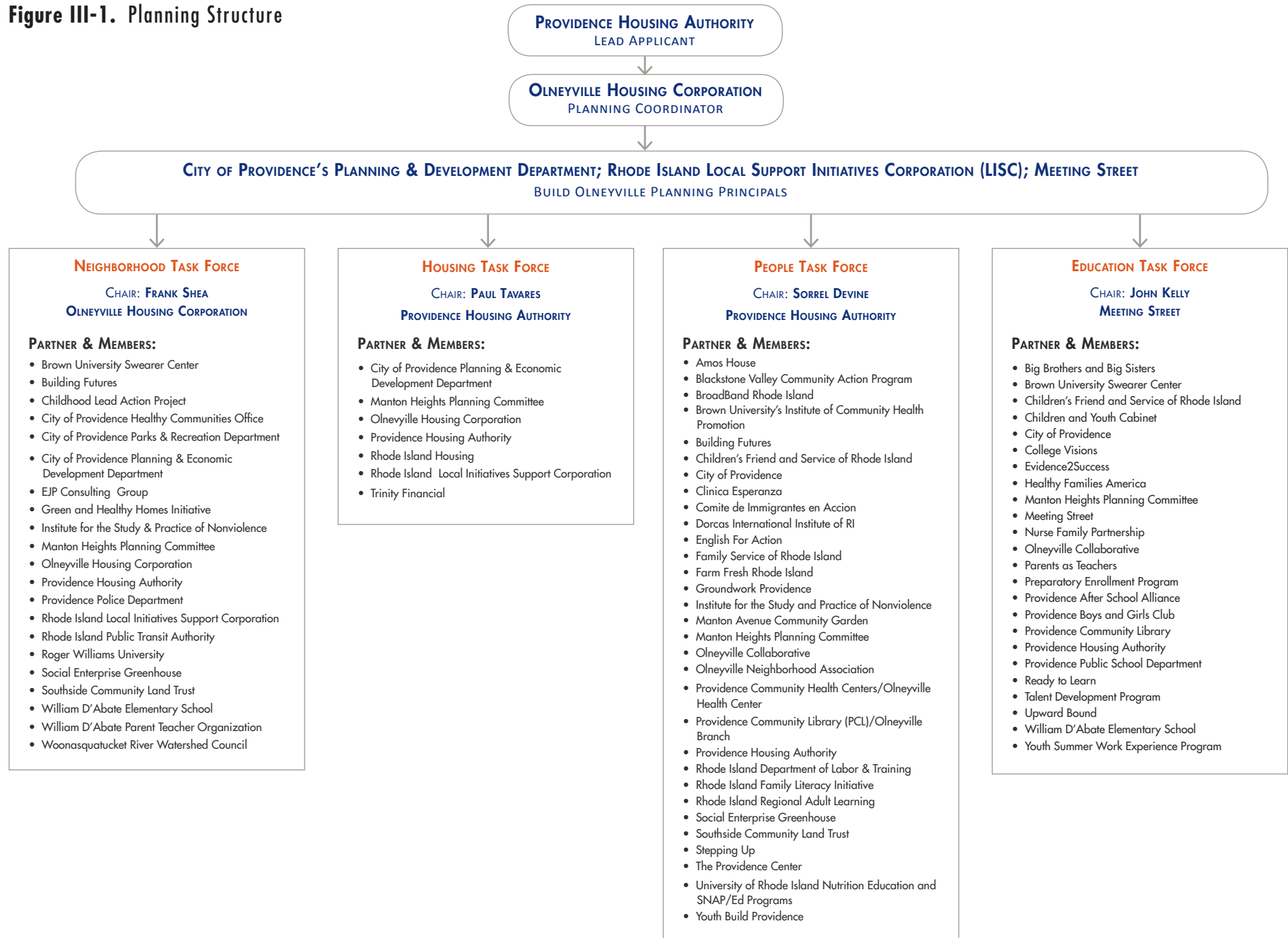
May 8, 2013
 June 10, 2013
 March 14, 2014
 April 9, 2014
 April 28, 2014

Manton Heights Planning Committee

In recent years, the Manton Heights public housing development did not have an official Resident Association or any type of formal committee representing the voice of the residents. However, given the widespread resident interest in the CNI planning process, PHA was successful in recruiting members of the Manton Heights community to participate in a formal resident committee now known as the Manton Heights Planning Committee. Thirty-three residents signed up to participate on the Planning Committee. Of these initial recruits, 16-20 residents have consistently participated in CNI Meetings. In addition to its resident members, the Planning Committee also consists of two members from the Special Projects Office, the site's Resident Service Coordinator, and a member from the Property Management staff. Ten Planning Committee members also represented their fellow Manton Heights residents on the Task Forces.

Manton Heights Planning Committee meetings were open to the entire Manton Heights community and notices were posted at kiosks throughout the development inviting all to attend.

Figure III-1. Planning Structure



C. Methods of Engagement

Many tools and strategies were employed over the course of the planning period to maximize meaningful participation of a wide range of stakeholders. The initial phase of the planning process emphasized data gathering and analysis in order to understand the needs of the community; as planning continued, focus shifted to establishing priorities and soliciting feedback during strategy development.



Meetings	Dates
Community Meeting	October 2010
Stakeholder Meeting	January 2011
Community Meeting	September 2011
Neighbor Circles	Summer 2012
59 One-on-One Interviews with MH Management	September & October 2012
Resident Meetings	October 2012
Resident Survey	November & December 2012 (Final Report submitted in February 2013)
MHPC Resident Meeting	April 2013
MHPC Resident Meeting	May 2013
Board of Commissioner Meeting at Manton Heights	August 2013
MHPC Resident Meeting	November 2013
MHPC Resident Meeting	June 2014

Resident Meetings

PHA conducted a series of resident meetings throughout the CNI planning process as detailed in the adjacent chart. The two meetings held in October 2012, in particular, resulted in the largest resident turnout that the PHA has experienced at any of its developments. The residents were presented with a bilingual slideshow, various speaker presentations and helpful printed materials to augment the information exchange. Refreshments were served and translation headsets provided to those who did not speak English.

October 2012 Resident Meetings

- October 10 - 118 residents in attendance
- October 14 - 135 residents in attendance
- 33 Residents signed up to participate on the Manton Heights Planning Committee
- 22 Resident questions collected and responded to in writing (bilingual)

Written Question and Answer Table. Given the exceptionally high attendance rate at the resident meetings, the Planning Team was concerned that not all of the questions could be fielded during the time allotted and that some resident would be reluctant to ask their questions in such a large forum. A Q & A table was set up to enable residents to request additional information or ask questions in an anonymous fashion after the meeting. Three PHA staff were available to all residents to help them write their questions. In total, 22 questions were collected. PHA staff responded to each question in writing. The responses were translated into Spanish and mailed to all Manton Heights residents. The questions helped the Planning Team better understand key resident concerns at that stage of the planning process.



Management Interviews

In the three months leading up to the October 2012 Resident Meetings, the Manton Heights Property Management staff met with 59 residents during various visits to the office to hand out general information about the CNI program, discuss and document resident views on the best and worst aspects of living at Manton Heights, explore the activities residents liked most, and inquire which activities and services residents wanted to see on site and/or within the Olneyville community. The team believes that this process was very helpful in disseminating accurate information about the CNI planning grant and increasing outreach which resulted in the very successful participation levels in the subsequent resident meetings.

Comprehensive Resident Survey

A detailed household-level survey conducted with residents of Manton Heights was the backbone of the needs assessment. The American City Coalition (TACC) was engaged to develop and administer the resident survey in October 2012. TACC worked closely with the PHA and OHC to develop the 100-question survey that was conducted through one-on-one interviews using one bilingual social worker and 3-4 interview staff. In addition to announcements at resident meetings, TACC mailed leaflets in advance of the survey to each household indicating that the residents would earn a gift card for their participation. The surveying process continued through December of 2012 and the final summary was completed in February 2013. In total, 262 residents participated for an 81% response rate. A summary of the Manton Heights Needs Assessment is included in the Appendix.

Key Resident Concerns

- the look and size of any new housing construction
- the timing of the project
- their right to return to the redeveloped site,
- the cost of relocating, if applicable
- whether utilities would still be included in their rent
- an overwhelming interest in housing choice voucher certificates for relocation

Manton Heights CNI Summit

Following the well attended October meetings and the Manton Heights Needs Assessment, 19 Manton Heights residents, PHA staff, PHA Board members and key partners attended a CNI Summit held on April 19, 2013. The meeting agenda included a PowerPoint presentation that reviewed the results of the Manton Heights Needs Assessment, an update on the progress of the CNI Transformation Plan (“Build Olneyville Plan”), and information on the Rental Assistance Demonstration (RAD) Program. Residents were reminded about how their wants and needs as articulated in the resident survey would inform the strategies to be developed as part of the transformation plan.

Key Resident Questions and Concerns from CNI Summit:

- I need a job.
- I really would like to learn Spanish (2 English speaking residents).
- GED and ESL classes are needed (4 residents).
- How long will the “implementation process” take?
- Meeting Street is a great organization. They service my grandchild and do a great job. They come to my home and if I am a client of Meeting Street, I get on the list for Head Start.
- What is my role on the Task Force?
- Where are the Task Force meetings going to be held?

The Planning Team also used this opportunity to emphasize the need for ongoing resident input beyond the results of the Manton Heights Needs Assessment. The “Let’s Plan Together” portion of the presentation aimed to recruit members to participate in the four Task Forces that were being formed. The purpose of and projected partners for each subcommittee were outlined and reviewed with residents. In the end, 10 Manton Heights Planning Committee members volunteered to participate on the following Task Forces:

- Housing: 7 residents
- Neighborhood: 1 resident
- People: 4 residents
- Education: 5 residents

In addition, as a result of resident concerns regarding their role, involvement and time commitment to the CNI Task Forces, a brief training on “Your Role on the CNI Task Force” was conducted for the 10 participating residents in May 2013.

Board of Commissioners Meetings

In August of 2013, the PHA invited key CNI leaders, Manton Heights Planning Committee members and Barbara Fields, HUD’s New England Regional Administrator, to the PHA’s Board of Commissioner meeting at the Manton Heights site. The meeting served to update the Commissioners on the progress of the CNI Planning Grant, hear from Principal partners, and introduce members of the Manton Heights Planning Committee.



CNI Information Table

In October 2013, PHA staff set up a CNI Planning Grant information table at the Olneyville Community Job Fair that took place in the centrally located William D’Abate School. Planning team members displayed posters and distributed bilingual information about the CNI planning effort. More than 58 residents approached the table and expressed an interest in the *Build Olneyville Plan*.



Stakeholder Interviews

Additional community outreach included one-on-one interviews with key community members. These interviews enabled planning team members to hold more focused, detailed conversations with targeted groups including the Olneyville Health Center, English for Action, Providence Boys and Girls Club, and Providence Center and Family Services of Rhode Island, to name a few. These discussions proved valuable not only in collecting information to inform the needs assessment and strategy development but also in garnering support from potential partners.

Neighbor Circles

In the summer of 2012, Olneyville Housing Corporation held pilot “Neighbor Circles” at Manton Heights. Neighbor Circles are a way for neighbors to get to know each other through good food, good conversation, and good connections. Attendees work together to make positive changes on their street and in the neighborhood. Three dinners were held with a resident Host and resident Facilitator. These dinners allowed residents to build their own relationships with neighbors while also identifying and leading a project topic. The dinners were considered pilot meetings so that facilitators/leaders could evaluate the resulting reactions and activities and then schedule more effective follow-up meetings. Additional dinners are planned going forward.

CNI Newsletter and Materials

The Planning Team created a quarterly, bilingual CNI Newsletter in an attempt to keep the entire Manton Heights community abreast of the project and meeting happenings. Four newsletters were distributed among all 330 Manton Heights residents in October 2012 and April, August and October 2013. An example can be found in Figure III-2.

The CNI Planning Team also worked jointly to design Providence’s CNI logo. This logo, as seen in the sample newsletter, ensured that CNI materials were instantly recognizable to residents and community members.

Figure III-2. Sample CNI Newsletter



Build Olneyville
Choice Neighborhood Initiative
Planning the Transformation of Olneyville's Housing, People and Neighborhood...

Resumen de la Iniciativa Para Transformar la Comunidad (CNI)

La Iniciativa para Transformar la Comunidad (CNI) es un enfoque unificado, a trabajo en equipo, para a la transformación de la comunidad. El programa de CNI transformara comunidades en vivir en mejores condiciones y las áreas de vivienda pública, aumentara las opciones de vivienda económica y mejorara la calidad de vida de la comunidad. El programa de CNI en Providence tiene como objetivo transformar y convertir la comunidad de Olneyville y Manton Heights en una valiosa y duradera comunidad con ingresos mixtos que une una mejor vivienda con servicios importantes, escuelas, bienes públicos, transporte público y el acceso a trabajos.

Providence recibió fondos federales para la planificación de CNI, que requiere el desarrollo de un Plan de Transformación, para preservar la vivienda económica, fortalecer el vecindario y ayudar a las personas de Manton Heights y la comunidad que rodea Olneyville. El Plan de transformación servirá como un guía de planificación para construir un comunidad más saludable.

Vamos a Planear Una Nueva Comunidad

La planificación es uno de los pasos más importantes que puede tomar una comunidad para ser económicamente más fuerte, más segura y saludable. Al reunir a los residentes, los líderes de la comunidad y a los expertos en desarrollo comunitario, una comunidad puede establecer sus objetivos, decidir las prioridades y hacer un cambio positivo.

Si desea formar parte del proceso de planificación de CNI y asistir a la próxima reunión de la comunidad, por favor póngase en contacto con Lisa Castellanos al 401-709-1134.

The THREE CORE GOALS of CNI

Housing: Transform distressed public housing and assisted housing into energy efficient, mixed-income housing that is physically and financially valuable over the long term. Manton Heights would no longer be isolated or limited to public housing units.

People: Support positive results for families who live in the target development and the surrounding neighborhood related to **HEALTH, SAFETY, EMPLOYMENT, EDUCATION, and MOBILITY.**

Neighborhood: Transform a neighborhood of poverty into a viable, mixed-income neighborhood with **ACCESS** to well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public access, public transportation, and improved access to jobs.

CNI Activities to Date

- In the Fall of 2012, a Manton Heights Needs Assessment (Resident Survey) was conducted. The purpose of the needs assessment was to document the current needs of the Manton Heights community from the residents' perspective. The Manton Heights Planning Committee was also formed in the Fall of 2012.
- In December 2012, the CNI Principal partners submitted the third Transformation Plan DRAFT to HUD. The CNI Partners also formed four subcommittees in order to establish effective partnerships and specific programs for the Transformation Plan. The four committees are: **HOUSING, WORKFORCE DEVELOPMENT, EDUCATION and SOCIAL SERVICES.**
- In September 2013, the CNI Planning Team began working with a consultant with CNI program experience. The CNI consultant or expert will work with the CNI Planning Team, Subcommittee members, residents and the PHA Board of Commissioners in order to complete the remaining CNI Planning Grant activities.

These planning efforts, along with the feedback of residents, will foster a new future for Manton Heights and the Olneyville neighborhood.

In addition to the newsletter, PHA created a Things to Consider flyer that was intended to help residents better understand the planning process and to begin to think about their role in the endeavor. As a follow up, as the planning process progressed and the resident survey was analyzed, PHA created the Things You Have Considered flyer which was identical in format but reflected the resident feedback on the Build Olneyville Plan to date. The flyers were mailed to every Manton Heights household to keep them abreast of the survey findings and fully engaged in the process.

Website

To make the planning process as transparent as possible, the Planning Team developed a website at www.ChoiceOlneyville.org. The site is a great resource for the public to learn about past and current planning work as well as partnerships which seek to improve and transform the Olneyville neighborhood. Key information provided on the web site includes: CNI program goals, a photo gallery, principal partner links, meeting reports and slideshows, assessments, maps and transformation plan submissions. The site also includes historic information on the industrial neighborhood sites located around Manton Heights.

Figure III-3. Things to Consider Flyer

Build Olneyville
 Choice Neighborhood Initiative
 Planning the Transformation of Olneyville's Housing, People and Neighborhood...

Things YOU Have Considered

SERVICES:
 58% of Manton Heights Residents reported fair or poor health and 48% reported fair or poor emotional well being. They stressed the need for emergency food, primary care doctors, hospitals and local stores. Residents also believed that the community lacked youth recreation opportunities, job training programs, and events for youth.

HOUSING:
 Most Manton Heights Residents indicated interest in improvements to infrastructure and services prioritized by the following: improved security and parking, updated kitchens and baths, larger units, personal outdoor space, improved design, parks and better laundry facilities.

EDUCATION:
 Manton Heights Residents cited that the education and employment services for adults, such as GED programs, ESOL programs, parent education, computer and job training, and placement were not being adequately met. Also, 25% of Manton Heights youth attend low performing schools.

ENVIRONMENT:
 When Manton Heights Residents were asked what amenities they wanted improved playgrounds and parks were the top desired amenities. Lack of recreational space was viewed by Residents as the second biggest problem in the neighborhood.

SAFETY:
 Over 40% of Manton Heights Residents identified Public Safety and Crime Prevention as the largest need not being adequately met. 42% do not feel safe in the neighborhood.

ECONOMY:
 Over 50% of Residents identified lack of jobs in the neighborhood, not having work experience, and not having enough education as key employment barriers. When Residents were asked to prioritize the businesses needed in the community, police sub-station, primary care doctors, and large retail stores were identified as most needed.

TRANSPORTATION:
 42% of Residents depend on public transportation and 24% indicated that their public transportation needs weren't being met.

Philadelphia **pha** Housing Authority

Selected Manton Heights Resident Profiles



Oswaldo Jimenez has lived at Manton Heights with his wife, Florisa Jimenez, for 8 years. He has been an active member of the Manton Heights Planning Committee since October of 2012 and currently serves on the CNI People subcommittee.

"I like being part of this process. When I look back 10 years from now, I will know that I contributed to New Manton and that my opinion was respected and that will be a beautiful thing."



Hattie Harris and her two daughters have lived at Manton Heights for 5 years. Hattie has been an active member of the PHA's Resident Advisory Board (RAB) for 2 years.

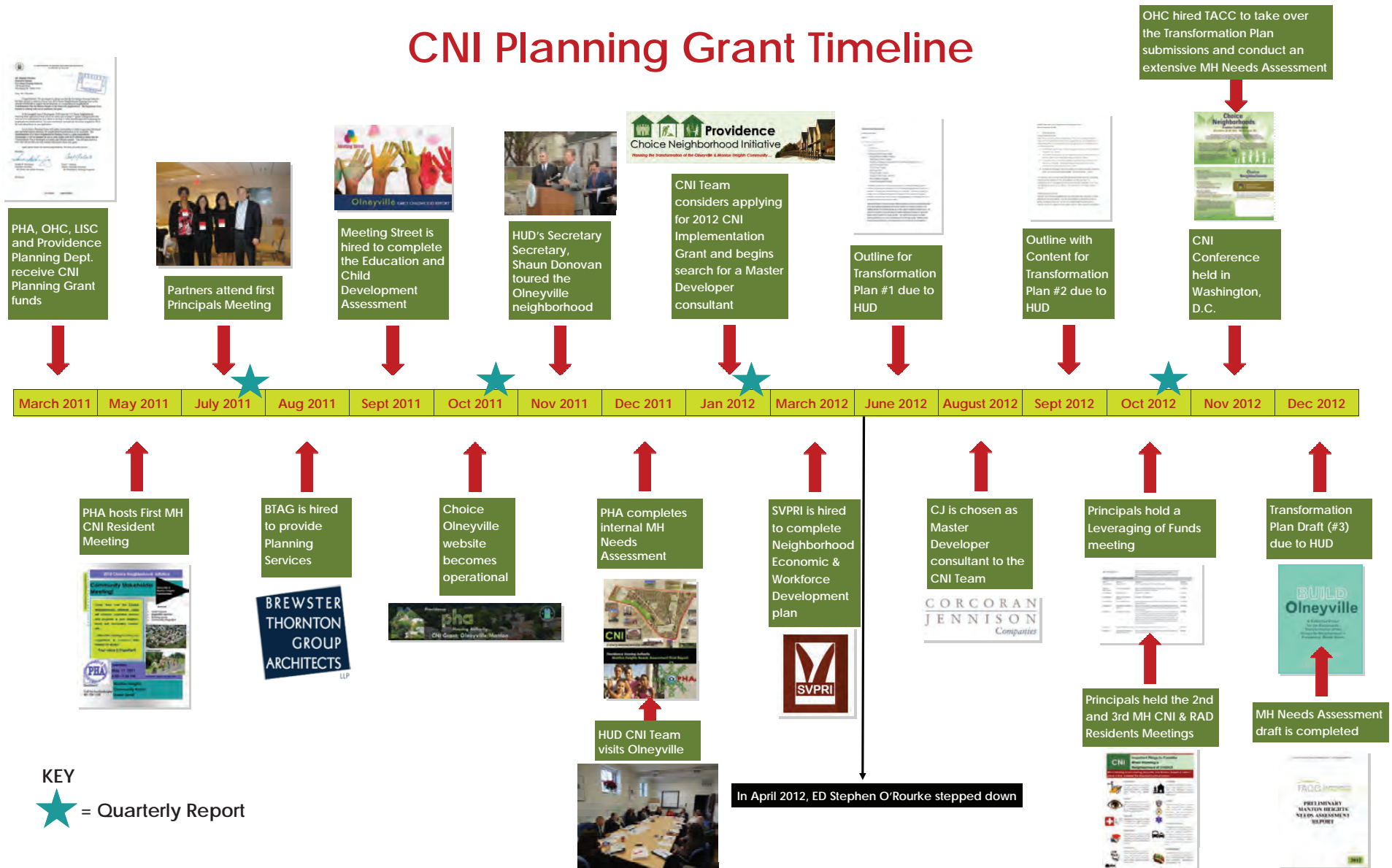
"I hope New Manton will offer our children a place to go after school, grass, maybe a water park. I want to see beauty at New Manton, a place where I can say, wow, I want to live there."



Paul Rianna has been a resident of Manton Heights for 2 years. Paul lives with his 12 year old son in a two bedroom unit.

"If you are trying to better how people live in the projects, start simple, make the bathrooms bigger, offer more job training, increase security, make us feel safe."

Figure III-4. CNI Planning Timeline

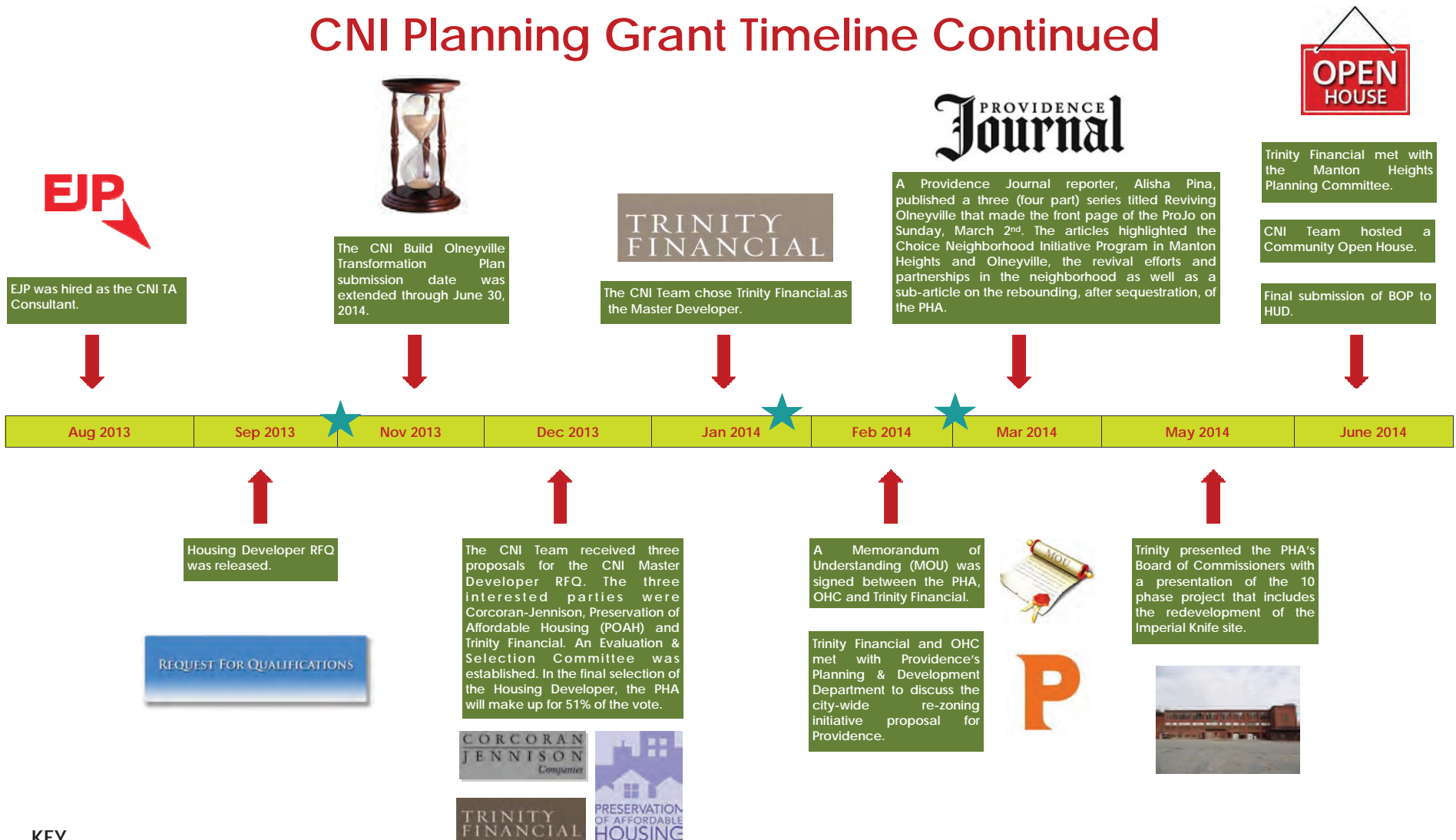


CNI Planning Grant Timeline Continued



KEY
★ = Quarterly Report

CNI Planning Grant Timeline Continued



KEY
 = Quarterly Report

CHAPTER
IV

Neighborhood Strategy





Table of Contents

- A. Overall Vision for Neighborhood IV-1
- B. Summary of Priority Neighborhood Needs IV-2
- C. Neighborhood Goals, Outcome, Metrics, and Strategies IV-2
- D. Alignment with Existing Efforts IV-16
- E. Consistency with Other Planning Documents.... IV-17

Figures

Figure IV-1. Joslin Park Conceptual Design

Figure IV-2. Joslin Park Master Plan

Figure IV-3. Olneyville Neighborhood Master Plan

Table

Table IV-1. Goals, Outcomes and Metrics

CHAPTER
IV

Neighborhood Strategy

A. Overall Vision for Neighborhood

Since the identification of Olneyville in 2007 as an “Our Neighborhood” site by the Rhode Island Local Initiatives Support Corporation (LISC) and as a KeepSpace Community by Rhode Island Housing, a number of planning efforts have been completed for the community focused on what changes need to be made to reinvigorate and revive this historic industrial and manufacturing center in Providence. Throughout all of this work over the last seven to eight years, one thing that has remained the same is the community’s vision for Olneyville, which is the same vision for the Neighborhood element of the *Build Olneyville Plan*:

*“Olneyville will be a vibrant, beautiful, and safe community where many different people choose to live and work along the restored Woonasquatucket River and mill buildings which remind us of the neighborhood’s history.”*¹³

The Neighborhood strategy goals are as follows:

- N1** Improve the Safety and Image of Olneyville
- N2** Advance Olneyville Square as a Commercial District
- N3** Improve Connectivity of Olneyville for Riders, Drivers, and Walkers
- N4** Enhance Open Space and Recreation Opportunities
- N5** Address Blighted and/or Vacant Properties in Olneyville

These goals will be achieved by:

- Reinforcing commitment to the strategies and activities already underway and/or agreed to that target the community’s challenges and capitalize upon the assets in Olneyville;
- Leveraging recent and planned investments with additional programs that maximize their collective impact; and

- Continuing to build upon the strong “social infrastructure” and capacity of place-based organizations in Olneyville and grow the base of interested and committed community stakeholders.

The *Build Olneyville Plan* is fully aligned with the goals and activities contained within the “Our Neighborhood” *Community Contract* and the *Keepspace Master Plan*, as well as the more recent RI Department of Health *Center for Health Equity and Wellness* initiative, Urban Land Institute Rose Fellowship infrastructure assessment for Olneyville, and Department of Justice *Byrne Criminal Justice Innovation* Olneyville workplan. Building upon the foundational work of these comprehensive efforts, the Neighborhood strategy supports the continued pursuit of community improvements identified in these guiding documents.

B. Summary of Priority Neighborhood Needs

Key challenges for the neighborhood were identified through the various planning efforts mentioned above. Mechanisms for deciphering these challenges included one-to-one resident interviews, stakeholder focus groups, surveys, community events, planning charrettes, and organizational meetings. Results from the 2012 Manton Heights Resident Needs Assessment were entirely consistent with prior findings. The greatest neighborhood challenges facing Olneyville are:

- *Public safety and crime prevention* – With one of the highest violent crime rates in the City of Providence and a violent crime rate that has increased over the last several years, addressing the prevalence and perception of crime is the number one priority for the neighborhood. Over 40% of residents in the needs assessment identified this as their highest priority, with 42% indicating that they do not feel safe in the neighborhood.
- *Economic base remains weak* – Known for its quirky, artsy and gritty feel, this is considered a primary reason by entrepreneurs and new residents for choosing to locate in Olneyville. However, the commercial areas suffer from storefront vacancies and inconsistent maintenance of the buildings and physical space. With good transportation access, central location close to downtown, and low-cost space,

a coordinated and strategic plan is needed to build the business base of the neighborhood.

- *Traffic congestion and low usage of public transportation* – Despite being densely developed with good public transit connections, residents still rely primarily upon private automobiles to access other areas of the city. The existing roadway network is not conducive to walking, biking or driving due to poor road and sidewalk conditions, lack of bicycle lanes, and a convoluted street network around Olneyville Square that contributes to traffic jams.
- *Underutilized open space* – With three community-serving parks in the neighborhood, including Riverside Park adjacent to the Woonasquatucket River, there are abundant green spaces in the community. While each of the parks would benefit from additional programming and improvements to increase their utilization by local residents, Joslin Park – located in the heart of the neighborhood and adjacent to the area’s only public-use recreational center – is especially in need of redevelopment to make it a safe and inviting environment to play and relax.
- *High rates of vacancy and foreclosure negatively impact the residential fabric of the neighborhood* – At 18.5%, the vacancy rate in Olneyville, which was spurred on by the foreclosure crisis,

is more than triple that of the City. Coupled with a low homeownership rate, low-income levels, and a housing stock that is generally over 50 years old, many of the homes are in need of maintenance and repair.

C. Neighborhood Goals, Outcome, Metrics, and Strategies

The Neighborhood strategy for Olneyville directly addresses the priority needs identified. A summary of the Neighborhood goals, outcomes and metrics is provided in Table IV-1.



Table IV-1. Goals, Outcomes and Metrics

Goals	Outcomes	Metrics
N1 Improve the safety and image of Olneyville.	Reduce overall crime rate, with a focus on hot spots along Manton Avenue	% change in Part I Violent Crime Rate & Part I Property Crime Rate (per 1,000 residents)
	Improve perception of Olneyville as safer community to live and work	# of service calls in area % of residents reporting feeling safe in
	Residents actively engaged in public safety activities	# of residents participating in neighborhood crime watch activities
N2 Advance Olneyville Square as commercial district.	Olneyville recognized as a hub for creative and social enterprise sectors	# of vacant storefronts # new businesses opened/expanded
	Improve “look and feel” of Olneyville Square	Improvement in the quality of the built environment and cleanliness of streetscape # of pedestrians in and around commercial district
	New businesses added to meet retail and amenity needs of community	# of businesses who become fee-paying member of OV (business innovation district)
N3 Improve connectivity of Olneyville for riders, drivers, and walkers.	Increase use of public transit connecting to Olneyville Square and downtown	Improvement of neighborhood’s Walk Score Improvement in Street Audit results # of people report using public transportation
	Rationalize vehicular traffic	# of traffic accidents and violations
	Promote walking and biking as modes of transportation	# of people report riding a bike
N4 Enhance open space and recreation opportunities.	Expansion of local gardening and access to healthy foods to promote healthy eating	# of plots available to community gardeners
	Improve indoor and outdoor programmed recreation uses for both children and adults	# of new free access physical exercise programming for families
N5 Address blighted and/or vacant properties in Olneyville.	Reduce the number of vacant and blighted buildings and return to commerce	# of rental units produced # of for-sale homes
	Help families avoid foreclosure of their property	# of participants receive First Time Homebuyer course certificate
	Help families who are renters, avoid losing their apartment due to foreclosure by their landlord	# of abandoned homes redeveloped/ repopulated # of code violations issued
	Hold owners accountable for maintenance of their properties	
	Property owners invest in their properties	
	Encourage homeownership and the development of single family affordable homes in Olneyville	



Improve the safety and image of Olneyville.

Execute public safety strategies as identified in the 2013 Byrne Criminal Justice Enhancement Grant for Olneyville.

Derived from a community-based, problem-oriented and evidence-driven approach, the FY2013 Byrne Criminal Justice Innovation Program Enhancement Grant will be used by the City of Providence and its partners to invest in additional strategies that creatively improve public safety. These strategies include:

Increased presence of police along Manton Avenue hot spots at night using preventative patrol strategies that have proven effective in other cities, including extended foot, bike, and sector car patrols; and the conduct of short- and long-term investigations of gun, gang, drug, and robbery-related crimes.

Expand the Streetworker initiative that targets high impact players, i.e. the most persistent offenders, living in and around the target areas, and provides intense social services to these player to intervene in the cycle of violence and dysfunction.

Expand Youth Police initiative at Manton Heights in partnership with the Native American Family Institute, PPD and PHA, whereby youths are engaged with a PPD officer in interactive programming to prevent gang involvement, reduce crime, and limit delinquency.

Promote community efficacy activities such as Neighbor Circles and Crime Watch that are resident-led and are focused on problem-solving and prevention, not complaining.

Pilot a restorative justice program for juvenile offenders with the Providence Police Department based on the Citizens' Circle model. The program promotes positive social interaction and accountability for offenders upon release with the assistance of community member to help ex-offenders understand the detriment of criminal behavior to communities and giving them the opportunity to demonstrate their value and potential to their community.

Continue to support On the Beat Multilingual Police Liaison Program where a licensed, bilingual social worker rides along with police officers during the evening hours and accompanies foot patrols during daytime hours in the hotspot. The social worker is able to provide immediate

and effective trauma response in the aftermath of violent episodes.

Hold annual Community Pride events to celebrate the neighborhood's assets.

Work with PPD and RWU to identify and collect key public safety indicators to evaluate effectiveness of strategies, which will help build a library of best practice and grow the network of evidence-based initiatives across the country.

Document Impact by conducting follow-up community survey to measure change in fear of crime, police satisfaction, collective efficacy, etc. (baseline developed and established by Byrne grant)





Advance Olneyville Square as a commercial district.

Promote business growth and development in Olneyville.

Formalize OV 'business innovation district' to spur economic development and capitalize upon the neighborhood's reputation as a quirky and artsy community that fosters innovation, small businesses, and entrepreneurship.



One Olneyville fulfills commercial district maintenance for Olneyville Square and supports job training and experience for local young adults. One Olneyville, a social enterprise program employing 18-24 year olds from the neighborhood, provides landscaping services to individuals and institutions throughout the City. Engaging local youths in the maintenance of their local commercial area builds community pride and investment in making Olneyville Square a high quality space for residents and visitors alike.



Create studios for micro-entrepreneurs and artists at Paragon Mills, a former industrial building, repurposing the vacant building into a vibrant place with unique office and studio spaces that contribute to the local economy.

Establish small business loan and grant program for existing and start-up businesses to help them innovate and expand their enterprises, growing the local employment and economic base.



GOAL
N3

Improve connectivity of Olneyville for riders, drivers, and walkers.

Implement system and public realm improvements to public transportation routes serving the neighborhood.

Reduce the number of bus stops along Manton Avenue to improve system efficiency along this major corridor and provide more frequent and reliable transit service, and improved access to employment centers, arts and cultural opportunities, and healthy food choices.

Improve pedestrian amenities at bus stops along Manton Avenue to facilitate greater use of public transportation and the quality of the pedestrian experience along this highly utilized public bus route.

Improve pedestrian, bicycle, and automobile circulation through the neighborhood.

Reestablish street grid through Manton Heights site to better connect to the neighborhood and eliminate the isolation of this development from the surrounding community created by the existing singular entrance/exit.

Realign key intersections in Olneyville Square to ease traffic congestion and the confusion created at key intersections where multiple roadways meet.

Complete Delaine Street traffic circulator to improve mobility, livability, and the overall character of the area. The extension of Delaine Street will allow traffic to bypass Olneyville Square and provide direct access to potential redevelopment of the former Price Rite site.



GOAL
N3

Improve connectivity of Olneyville for riders, drivers, and walkers.

Repair sidewalks, ensure all sidewalks have curb-cuts outs at intersections and increase streetlight illumination to minimize confusion for pedestrians, bicyclists, and drivers traveling through and around Olneyville Square.

Implement streetscape, way-finding and infrastructure improvements in Olneyville Square to create a visually and physically more welcoming space for users, whether on foot, bicycle, or automobile, and proactive direct individuals to explore and access the many amenities found in the area.

Support program expansion and development around non-motorized modes of transportation for all ages.

Expand City's Bike Share program to include a site at Manton Heights to encourage exercise and use of the bike path which will have the commensurate benefit of improving public health. In December 2013, the City of Providence selected Alta Bicycle Share to manage the bike share program, with the first phase including 200 bicycles at 20 bike stations, and ultimately expanding to 40 stations and 400 bicycles. The program is currently under development.

Implement Walking School Bus Program at D'Abate, the neighborhood elementary school, to encourage walking by neighborhood children. As discussed in more detail in the Education strategy, Walking School Bus programs have been shown to improve attendance, decrease tardiness, and build community.

Expand bike camps for children to learn how to ride bicycles and have access to bicycles at the Red Shed Bike Shop in Riverside Park. Started in the summer of 2013, the Red Shed Bike Shop conducted one week bike camps for youths ages 8-12 years old, and provided a free bike, helmet and lock for every participant as needed.



GOAL
N4

Enhance open space and recreation opportunities.

The redevelopment of Manton Heights and the Imperial Knife site will include a number of amenities such as a central green (“Manton Green”), community garden, farmers market, and gymnasium/recreation center. While these facilities will serve the population in the immediate area, there is also a need to continue to investment in other Olneyville recreational assets.



Improve Joslin Park to better serve the community.

Implement Master Plan for Joslin Park to offer new active and quiet recreation areas for children, adolescents and adults, which will also enhance public safety in the neighborhood by putting “eyes on the street.” The Joslin Park Master Plan, completed in Spring 2012, includes the creation of a community garden, water park, soccer fields, and playground. The identification of funding to pay for park improvements is currently underway.

Renovate and expand Joslin Recreational Center to provide improved indoor recreational facilities for the neighborhood and promote greater utilization of the park by neighborhood residents.

Figure IV-1. Joslin Park Conceptual Design

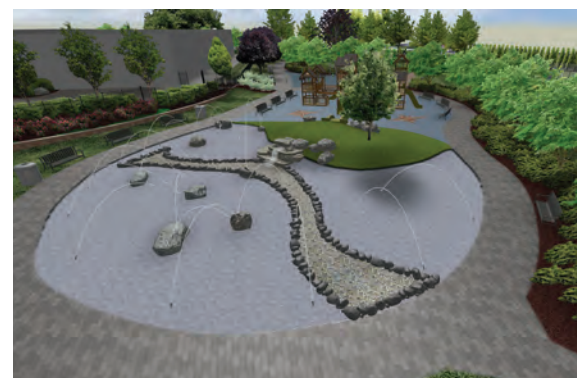


Figure IV-2. Joslin Park Master Plan



PLAN DESCRIPTION/ NOTES:

1. The two new main entry areas to the park are approximately 15' wide and will allow controlled vehicular access for park department maintenance vehicles and public safety vehicles. Access will be controlled with the use of collapsible bollards that can be locked when not in use.
2. The main entry areas should be denoted with an ornamental gateway element or feature that represents the community character and pride in this space. Elements may include an ornamental steel gateway, stone columns, or other artistic works.
3. The intent of the plan for the play area is to create a seamless play space between the playground and water play plaza. Themes and elements of the playground should be carried throughout the water play plaza space. The water play plaza should function in alternate capacities during times of non-use such as in the fall and winter. Unique pavement treatments, boulders, and thematic elements can all be integrated into the water play space to enhance the area when not in use.
4. The artificial turf soccer cages measure approximately 60' X100' (actual size may vary). These venues are typically enclosed by a fence or steel structure with integrated goals for high speed soccer play.
5. The perimeter walking path will be marked with distances for use by runners, walkers, and other interested users.
6. The southwest portion of the site will be buffered with evergreen plantings to soften views onto Manton Avenue.
7. Large shade trees and a mix of smaller ornamental trees create shady areas within the park provide shade for pedestrians on hot summer days.
8. The William D'abate School has direct access to the playground via a new stairway from the upper terrace and a lower handicap accessible pathway. Removal of the existing asphalt hillside, terracing the hill, and plantings all serve to soften the space and enhance views into the park. Access to the park can still be restricted through the use of ornamental fencing and gateways located along the top terrace.

GOAL
N4

Enhance open space and recreation opportunities.

Capitalize upon the unique assets provided by the Woonasquatucket River.

Continue restoration of the Woonasquatucket River to clean up the river and promote the recreational opportunities it provides.

Develop an Environmental Education Center at Riverside Park to educate both the public about the importance of the river and how individuals can contribute to improving the overall environment, and give students and adults the opportunity to study and learn about the river and the collective impact their actions can have on the environment.

Develop a greenway along San Souci to provide direct visual access to the Woonasquatucket River by pedestrians and bicyclists, and to be a key riverside link of the East Coast Greenway through Olneyville Square.

Increase access to fresh produce in the community.

Build a community garden in the new Manton Heights development and link this garden with the Olneyville HUB of the Providence Grower's Network to provide direct access to locally grown fresh produce by Manton Heights residents. The Providence Grower's Network is linked with the Southside Community Land Trust that provides resources to help community gardens to succeed including teaching people how to grow food and enhance their capacity to access the needed resources and skills to create a financially viable program. The Housing strategy includes a pavilion on the center green that can be used for a farmers market; Farm Fresh RI is a potential partner for developing this opportunity.

Expand Lots of Hope to more blighted/vacant lots in neighborhood to improve access to locally grown fresh produce, and enable residents to grow food at a scale to sell at markets. The City's first "Lot of Hope" opened on Manton Avenue in upper Olneyville.



GOAL
N5

Address blighted and/or vacant properties in Olneyville.

Proactively address the negative impact of vacant lots and blighted buildings in the neighborhood.

City to target increased code enforcement activities in Olneyville to begin to proactively address the impact abandoned homes, the foreclosure crisis and absentee landlords have had on the housing stock and fabric in the neighborhood.

Redevelop the vacant Imperial Knife building to support the revitalization of Manton Heights, including a gymnasium/recreation center, and put back into productive use this historic industrial mill. Currently owned by the Olneyville Housing Corporation and Meeting Street, \$200,000 in federal Brownfields funding was recently awarded to clean up the site that is contaminated with trichloroethylene.



Redevelop Paragon Mills to catalyze further economic development in the neighborhood and create an anchor in the heart of historic Olneyville. Located along the Valley Street/Woonasquatucket River Corridor, Paragon Mills was acquired by the Olneyville Housing Corporation in November 2011 with the intent to restore it for adaptive reuse and offer over 100,000 square feet of flexible, light-industrial, small business and incubator space—bringing new jobs, consumers and visitors to the area.



GOAL
N5

Address blighted and/or vacant properties in Olneyville.



Rehab/new construction of blighted buildings and vacant lots for rental opportunities and target some of these units for replacement housing for Manton Heights households to eliminate the concentration of very-low income households on-site and to create mixed-income housing options throughout the community.

Work with City of Providence’s Law Department to start a municipal land bank to address nuisance properties that have not been properly addressed by owners after multiple attempts to assist and educate them about resources available.

Develop single family homes and place properties in Community Land Trust to ensure perpetual affordability for low-income buyers so they are not displaced or priced out of the market as the community improves. This ensures that Olneyville remains an economically diverse community that is considered home by households across a range of incomes.

GOAL
N5

Address blighted and/or vacant properties in Olneyville.

Assist new and existing homeownership to make physical improvements to their properties and with financing counseling.

Offer weatherization/lead abatement programs to owners to improve the quality of the housing stock in the neighborhood. With the majority of the housing stock built in the late 19th and early 20th century coupled with a low-income population, many of the homes are in need of upgrades, are not energy efficient and contain lead-based paint. The City operates a number of programs to assist owners with improving the condition of their properties, and the Olneyville Housing Corporation will market information about these programs and the funding available.

Provide foreclosure technical assistance, including counseling, loan modifications and financial assistance applications to avoid foreclosure. Foreclosures have had a significant negative impact on the community and by marketing and offering foreclosure prevention counseling, the Olneyville Housing Corporation will proactively work to address the homeowner and investors financial situation before they result in foreclosure.

Expand Green & Healthy Homes Initiative (GHHI) as the standard when rehabilitating existing homes to help families consume less energy, and create a home free of health and safety hazards. Employing elements to create a healthy home—dry, clean, ventilated, free from pests and contaminants, well-maintained and safe—and coordinating multiple interventions simultaneously results in cost and time savings. The City of Providence is a GHHI site and the Olneyville Housing Corporation is one of over 30 partnering organizations working to implement the GHHI model.

Offer workshops and counseling for first-time homebuyers to increase the homeownership rate in Olneyville. A homebuyer training series has been offered by the Olneyville Housing Corporation since 2008 in both English and Spanish to help participants learn everything they need to know to buy a home, including budgeting, managing credit, qualifying for a mortgage, home selection, and maintenance.

Utilize public art as a place-making tool.

Locate and install public art by local artists in strategic areas along Manton Ave and in Olneyville Square. This builds upon the successful collaboration between RIPTA and local artists to create high quality public transit infrastructure in the neighborhood. Given the success with engaging local artists to develop and fabricate high quality creative designs that “brand” Olneyville differently than other parts of the City, the Olneyville Housing Corporation will serve as a liaison between city and state agencies and the neighborhood to identify and shepherd these place-making projects from conception and planning to implementation.



GOAL

N5

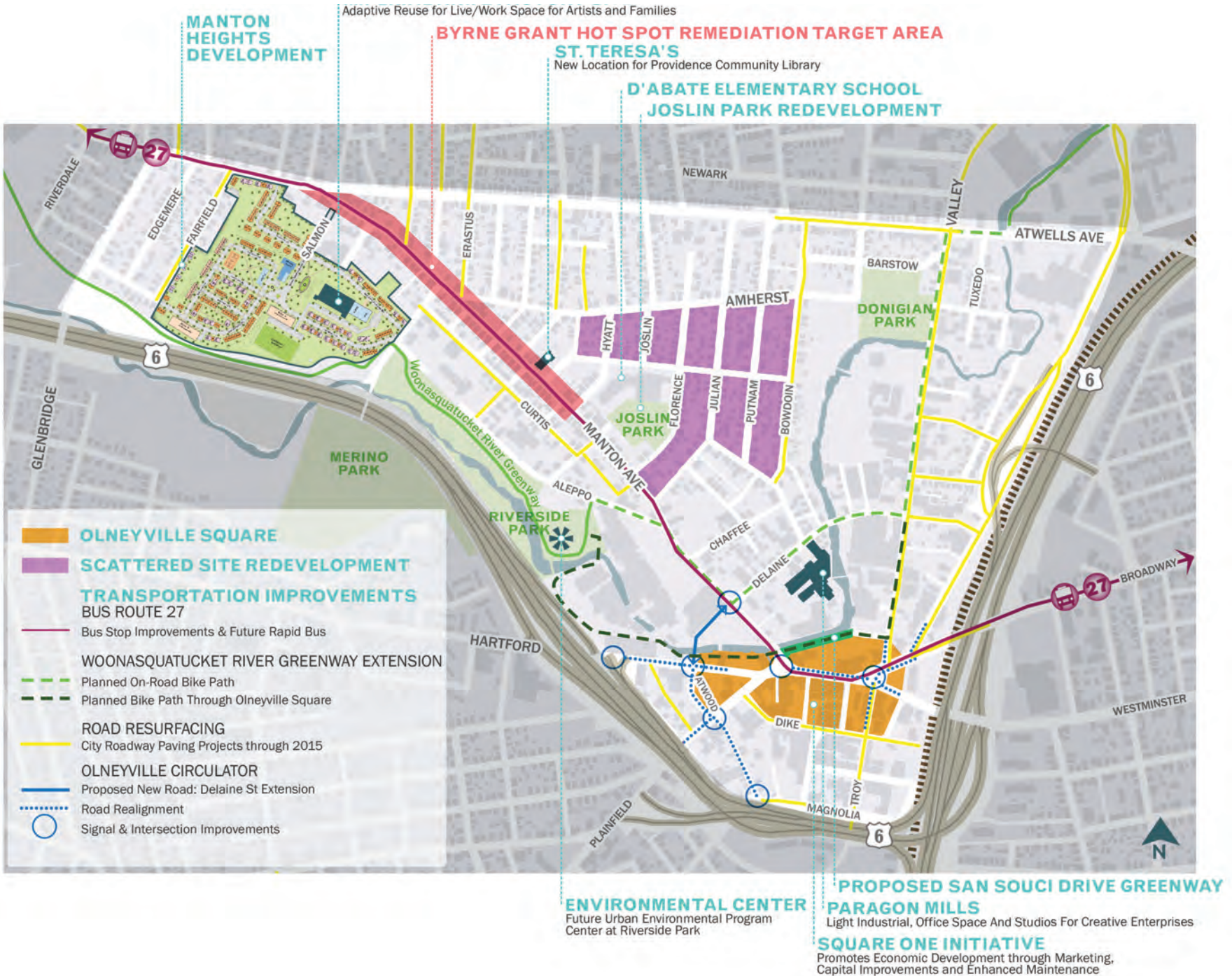
Address blighted and/or vacant properties in Olneyville.

Relocate and expand the Olneyville branch of the Providence Community Library while restoring the historically significant St. Teresa's Church.

Olneyville Housing Corporation acquired the former St. Teresa's Church located within the hotspot for crime in the neighborhood. As part of the public safety strategy as well as to expand existing community services, the Olneyville branch of the Providence Community Library will be relocated to the renovated St. Teresa's Church. OHC is currently seeking funding to redevelop the historic church.



Figure IV-3. Olneyville Neighborhood Master Plan



D. Alignment with Existing Efforts

Olneyville Community Contract

In 2008, LISC selected Olneyville as an “Our Neighborhood” site and initiated a process of community building and planning. LISC engaged hundreds of residents, community groups and other stakeholders, identified strategies for progress, and published the *Olneyville Community Contract* in March 2010. The Contract is organized around six themes that emerged from community discussions – housing, social fabric, physical fabric, economy, health and safety, and community organizations, relationships, and resources. This document and the strategies contained therein continue to serve as the guiding force today behind the efforts by local stakeholders to transform Olneyville. The Neighborhood strategy for Olneyville has also been shaped by and is aligned with the elements in the Contract.

Olneyville KeepSpace Community Plan

Rhode Island Housing launched the *KeepSpace Initiative* in 2007 and in 2008 selected Olneyville as a KeepSpace community. Through the KeepSpace process, over 100 resident and stakeholder interviews were conducted. The culmination was the *Olneyville Master Planning Study* published in 2010. The planning process complemented the Our Neighborhoods initiative, and focused specifically on land use and the physical environment, including neighborhood

stabilization in the face of foreclosure, opportunities to improve the public realm in concert with major infrastructure projects, repositioning underutilized districts, specific redevelopment opportunities, and increasing connectivity between Olneyville and the rest of the City. Like the *Community Contract*, the *KeepSpace Master Plan* continues to serve as a central role in determining the type of investments happening in Olneyville.

Olneyville Center for Health Equity and Wellness

The RI Department of Health awarded Olneyville Housing Corporation a three-year \$300,000 grant in January 2013 to implement and evaluate a set of strategies to address the “socio-ecological” determinants of health. These strategies complement the goals of the BCJI project described below, and advance the symbiotic relationship between public health and public safety. Center for Health Equity and Wellness objectives include:

- Transform blighted land and property into safe, affordable, quality housing. De-concentrate poverty and integrate public housing and other very low-income housing units with moderate-income units.
- Construct and/or maintain parks and other open spaces for active and passive recreation
- Encourage walking, biking, and use of RIPTA as modes of transport.

Byrne Criminal Justice Innovation Grant – Category 2 Enhancement Grant

The U.S. Department of Justice awarded a \$600,000 million Byrne Criminal Justice Innovation (BCJI) Program Category 2 Enhancement Grant to the Olneyville Housing Corporation in October 2013. Using a four-pronged strategy, the BCJI grant funds will be used to address serious violent and property crimes in identified hot spots, redevelop blighted public and private properties to deter crime, and institute resident- and community-centered initiatives and interventions. The strategies included in the Neighborhood plan for Olneyville fully incorporate the proposed BCJI activities. Goals of the BCJI grant include:

- Reducing violent and property crimes in the identified hot spots by 10%;
- Returning underutilized and vacant structures and properties back into productive use;
- Building collective efficacy and positive public perceptions of Olneyville; and
- Documenting successful practices for use by other communities.

E. Consistency with Other Planning Documents

Providence Housing Authority PHA Plan

The potential for the redevelopment of Manton Heights as a part of the CNI program is discussed by the Providence Housing Authority on pages 4 and 6 of their approved FY2012 PHA Five-Year and Annual Plan. The PHA Plan indicates that no firm decisions have been made yet regarding the future of the public housing development, but that the Agency hopes to apply for a CNI Implementation Grant within the next 24 months.

City of Providence Consolidated Plan

Build Olneyville goals and strategies are consistent with the community development needs stated in the City's 2011-2013 Consolidated Plan. The three areas from the Consolidated Plan most directly addressed are: (1) revitalization and beautification; (2) code enforcement; and (3) youth development. Other major areas addressed include increased pedestrian accessibility and technical assistance for neighborhood small businesses. *Build Olneyville Plan* emphasizes the importance of revitalizing the commercial district—Olneyville Square—as a means of improving the whole neighborhood. The construction of affordable housing, as described in this plan, also supports the revitalization and beautification goals in the Consolidated Plan.

FY2010 HUD Community Challenge Planning Grant

The City of Providence was awarded a \$910,000 FY 2010 HUD Community Challenge Planning Grant to study how to increase the effectiveness and efficiency of the transit service along five specific corridors with the highest bus ridership routes, and make recommendations for transit and land use. Core partners included the Rhode Island Public Transit Authority, Department of Planning and Development, Providence Redevelopment Agency, and Providence Economic Development Partnership.

The targeted corridors included Broad Street, North Main Street, Elmwood Avenue, Chalkstone Avenue, and Manton Avenue, which runs through the Olneyville neighborhood. As of June 2014, the corridor studies have been completed, and the City is currently working on updating and revising the Zoning Ordinance to support the economic and cultural potential of the neighborhoods along these corridors. Community stakeholders have worked to consolidate bus stops and have developed an artistic theme for Manton Avenue, which emphasizes the neighborhood's heritage of industrial uses and creative arts. The redevelopment of Manton Heights will simultaneously leverage and build upon the work of the Challenge Grant by reconnecting the

existing development to the surrounding street grid. This will reduce isolation and provide new points of access to public transit and biking and walking along the Woonasquatucket River Trail.

The Neighborhood strategy for Olneyville compliments the goals of the Transportation Corridors to Livable Communities Project in the following ways by:

- Making modifications to the public bus transit route along Manton Avenue to provide frequent, reliable transit service;
- Improving access to local employment opportunities and healthy food choices;
- Developing housing opportunities that are in close proximity to transit stops and offering a range of housing choices across income levels and household types; and
- Supporting the transition of Olneyville Square into a community hub that is unique to the Olneyville neighborhood.

End Notes

- ¹ “Olneyville Community Contract,” LISC Rhode Island, 2009.

CHAPTER
V

Housing Strategy





Table of Contents

A. Overall Vision for Housing V-1
B. Housing Needs Assessment V-3
C. Housing Goals, Outcome, Metrics, and Strategies V-3
D. Zoning Status V-20
E. Development Phasing V-20
F. Financing Plan/Potential Funding Sources V-27

Figures

- Figure V-1.** Existing Sites
- Figure V-2.** Proposed Site Plan
- Figure V-3.** New townhouses along King Street
- Figure V-4.** New 3-story buildings
- Figure V-5.** New 2- and 3-story buildings
- Figure V-6.** New apartment building
- Figure V-7.** Typical unit plans
- Figure V-8.** View of Manton Green
- Figure V-9.** Phasing Plan
- Figure V-10.** Phase 1 Completed
- Figure V-11.** Phase 3 Completed
- Figure V-12.** Phase 4 Completed

Figures (cont.)

- Figure V-13.** Phase 5 Completed
- Figure V-14.** Phase 6 Completed

Tables

- Table V-1.** Goals, Outcomes and Metrics
- Table V-2.** Rent Levels
- Table V-3.** 2014 Income Limits set at 60% AMI
- Table V-4.** On- and Off-site Redevelopment Component
- Table V-5.** Bedroom Mix by Phase
- Table V-6.** Preliminary Sources and Uses — All Phases

CHAPTER V Housing Strategy

The Housing strategy focuses on reducing the concentration of poverty at Manton Heights by dispersing a portion of the redeveloped deeply subsidized units into the larger Olneyville neighborhood and by providing for mixed-income housing—including market-rate units—as well. This chapter describes the vision for the Housing plan; an assessment of existing conditions at Manton Heights, the targeted site for redevelopment; the strategies to be utilized to achieve the goals, outcomes and metrics desired; and specifics of the Housing program as well as proposed non-residential facilities.



A. Overall Vision for Housing

The *Build Olneyville Plan* envisions reconnecting Manton Heights to the broader Olneyville community, as part of a compact, walkable, socially and economically diverse district that will draw new residents and businesses. The plan builds upon the success of the earlier *Olneyville Master Planning Study* and the *Olneyville Community Contract* and implementation to this point. Redevelopment is not a simple one-for-one replacement of public housing, but the creation of a significant mixed-income, mixed-use development that is physically connected to the rest of the neighborhood and not only improves the residents' quality of life but also serves as a catalyst for additional public and private investment in the neighborhood.

The specific goals of the Housing strategy include:

- H1** Obsolete public housing is redeveloped in sustainable mixed-income developments.
- H2** New housing is high quality, energy efficient, accessible, and safe.
- H3** A responsible relocation plan is developed and implemented for Manton Heights residents.

The housing concept for this new, transformative neighborhood is to organize mixed-income housing around a traditional neighborhood center with a common green providing a place for gathering and a Meeting House/ Community Center and farmers' market for locally grown food. The public housing units will be demolished and replaced in a mix of market-rate and affordable-/ tax-credit-financed housing in the neighborhood in a combination of building types and styles. Buildings will be a mix of townhouses and elevator apartment buildings, ranging in height from two to five stories, and varying in locally inspired architectural style to create a diverse look for the new community. A new street network,

including two new streets crossing into adjacent neighborhoods, will provide a street presence for the new housing which will have ground floor entries maximized to ensure “eyes on the street” and activity to promote a safer environment. These new streets will help to create a normalized neighborhood with standardized blocks and connections to Manton Avenue to the north, Fairfield Street to the west, and King Street to the east. Non-residential community amenities will be integrated into the neighborhood including a new Meeting House, a recreation center/gym, an artist gallery, a community garden and farmer’s market, and significant new open space and playing fields.

The adaptive reuse of the vacant Imperial Knife building for artist lofts and gallery is an important first step in revitalizing this part of the Olneyville community. Directly to the east of Manton Heights, the Imperial Knife building is also surrounded by vacant land that will be redeveloped for replacement housing in a mixed-income setting. Demolition of Manton Heights units will only occur after new replacement units are constructed, allowing for one-way relocation moves into the new units.

Figure V-1. Existing Sites



Manton Heights



Imperial Knife

B. Housing Needs Assessment

The Manton Heights site is severely isolated from the Olneyville neighborhood. Designed as a “superblock” with a single roadway connection to the surrounding community, the site burrows into a hillside with limited physical access to its neighbors or to areas within the development. The Salmon Street entry/exit dangerously intersects with Manton Avenue, and dead ends in parking courts further into the site. The two sections of the site—the northern wood-framed townhouses and the southern masonry walk-up flats—are isolated from each other by the 12 foot drop in grade between areas of the site. Worse, the apartments along Fairfield Street sit on top of the hillside, with only an exterior stair connection to the main site below. To the east, vacant former industrial buildings have become the focus of vandalism and crime and are a physical barrier separating Manton Heights from the rest of Olneyville. Due to this illegal activity, King Street has been closed off from the neighborhood with Jersey barriers at its ends, making the isolation of Manton Heights more extreme.

The 330-unit Manton Heights was built more than 50 years ago and is considered physically obsolete by contemporary housing standards. Typical of public housing construction of that era, the buildings are constructed with a concrete frame and floor system, making rehabilitation

prohibitively expensive. All buildings sit approximately four feet above the ground plane and are accessed by stairs, and thus units are not visitable for persons with disabilities. Stairwells are interconnected at the roof level; this means of egress does not meet current building code requirements and is both dangerous in case of a fire as well as a nuisance due to smokers using the roofs as an outdoor smoking lounge.

Unit design does not meet contemporary living standards—the small units have low ceilings and lack adequate kitchens and bathrooms. Built before energy efficiency measures were standard in new construction, the buildings are uninsulated with energy-inefficient windows. Window areas are small, so units do not enjoy much natural daylight. Buildings lack defensible space, with unsupervised common entries in the brick buildings shared by 12 families.

Unit heating is provided via a central steam system, running through the site via piping that is aging and deteriorated. The central steam plant, most recently replaced in the mid-1980s, is inefficient as measured by today’s energy efficiency standards. Heat is difficult to monitor and adjust, and unit overheating is prevalent. No air conditioning is provided, nor are units set up for cross ventilation.

C. Housing Goals, Outcome, Metrics, and Strategies

Three primary housing goals have emerged from the planning process in response to community feedback, market and economic analysis, and financial constraints. Per Table V-1, outcomes and metrics have been developed for each goal to track progress and measure success in achieving the Housing vision. The section that follows describes the various strategies to be implemented to achieve each goal, with the understanding that redevelopment is a dynamic process and the goals and outcomes may need to adapt to changing market conditions, local priorities, and the availability of financial resources.

Table V-1. Goals, Outcomes and Metrics

Goals	Outcomes	Metrics
<p>H1 Obsolete public housing is redeveloped in sustainable mixed-income developments.</p>	<p>Replace public housing units one-for-one so there is no loss of deeply subsidized units</p>	<p># PH units demolished # deeply subsidized units replaced # PH units by bedroom size Unit mix demolished vs. unit mix replaced</p>
	<p>Income mix of replacement developments is supported by residential market studies</p>	<p><i>By phase/development:</i> # deeply subsidized units # workforce units (serving 40-60% AMI) # unrestricted market rate units # by income group on waiting list</p>
	<p>Replacement public housing units are distributed throughout the Olneyville neighborhood to deconcentrate poverty</p>	<p># units replaced off-site</p>
<p>H2 New housing is high quality, energy efficient, accessible, and safe.</p>	<p>Housing meets state and local design standards and is compatible with existing architecture</p>	<p># new units meeting LIHTC design standards Unit square footage # replacement units that meet satisfactory REAC score</p>
	<p>Housing design and operations incorporate green design principles and energy efficient standards</p>	<p># units meeting Energy Star standard # units meeting EGCC criteria LEED-ND certification</p>
	<p>Non-residential uses are available in the new housing to support the needs of families and children</p>	<p># square feet programmed for different age groups</p>
	<p>Units, buildings and site are accessible to persons with physical challenges</p>	<p># ADA accessible units # visitable units # adaptable units # accessible outdoor areas and community spaces</p>
	<p>Public safety issues are reduced in and around the new housing by applying CPTED principles</p>	<p># police calls for service # Part 1 Crimes # crimes against property # residents reporting feeling safer</p>
<p>H3 A responsible relocation plan is developed and implemented for Manton Heights residents.</p>	<p>Disruption to residents' lives due to relocation is minimized</p>	<p># one-way moves</p>
	<p>Manton Heights residents receive their first preference for relocation resource</p>	<p># households who remain stably rehoused # taking Section 8 voucher and successfully retain housing in private market # residents rehoused in existing public housing units # PH residents returning to new replacement housing</p>
	<p>Families with vouchers move to low poverty/high opportunity neighborhoods</p>	<p>#/% living in lower poverty/ higher opportunity neighborhoods after redevelopment (by family type)</p>



Obsolete public housing is redeveloped in sustainable mixed-income developments.

The proposed housing program envisions the demolition of the existing 330 public housing units and redevelopment of a total of 492 mixed-income units both on- and off-site. Given the scale of the housing program and the limited financial resources at the state level (including Low-Income Housing Tax Credits and other state housing funds), the redevelopment effort will take place in multiple phases over at least a 10-year time frame.

Manton Heights units are replaced one-for-one.

It is PHA's policy to not lose any deeply subsidized units so the housing plan calls for replacing the existing 330 public housing units one-for-one with 330 deeply subsidized units. The Transformation Plan also assumes that the 330 units of new public housing will replicate the unit mix of the existing public housing, so that the new public housing will have as many one bedroom units as the existing public housing, as many two bedroom units as the existing public housing, etc.

These 330 public housing units can include units that receive ACC operating subsidies, RAD units, or project-based voucher units, all of which require residents to pay no more than 30% of their income for housing expenses. For the purposes of this plan, PHA has assumed that the RAD option will still be available to housing authorities in the future.

The redevelopment program is based on a residential market study and market conditions.

The housing program was developed based upon on a third-party market assessment prepared by Keystone Consulting (Keystone), an Attleboro, Massachusetts-based real estate analysis firm (see Appendix for complete report). Overall, Keystone found that the Manton Heights site, the Imperial Knife building, and the Olneyville neighborhood are conducive for multi-family use. The location offers convenient access to retail and commercial services, as well as public transportation and major transportation routes, in a quiet residential setting. Using demographic data from the area within a 30-minute drive of the site, Keystone projects that there is demand at Manton Heights, the Imperial Knife Factory and within the Olneyville neighborhood for up to 256 units of housing, including 174 LIHTC units at up to 60% of AMI and 82 market-rate units, over the next five years. These 256 units would be in addition to the 330 units of public housing from Manton Heights that will be replaced. Given the limited LIHTC resources in Rhode Island and the tepid interest amongst lenders and investors to develop market-rate units in Olneyville, a less aggressive



Obsolete public housing is redeveloped in sustainable mixed-income developments.

non-assisted housing program of 162 units is recommended: 118 tax credit units and 44 market-rate units.

Rent and Income Limits. The rents paid by the residents of the project-based voucher, Rental Assistance Demonstration (RAD), or public housing (ACC) units will be limited to 30% of that household’s income. The rents for the LIHTC units will be limited to 60% of the area’s median income level, which will be determined by HUD. Table V-2 shows the total 2014 project-based voucher rents (including both the tenant’s portion and the portion paid by the PHA) and the LIHTC rents. The average rent for a RAD unit is approximately \$850.

Demand and capture rates. Keystone Consulting found that demand for LIHTC housing in the area exceeds supply and that the maximum allowable LIHTC rents at 60% of AMI are achievable. Keystone’s survey of comparable LIHTC properties in Rhode Island indicated that occupancy rates are near 100 percent and that the majority of these properties have long waiting lists. However, only those properties that were all new construction were able to achieve maximum LIHTC rents at 60% of AMI. The older properties, which were in

Table V-2. Rent Levels

Report Title	Project-Based Vouchers	LIHTC Units (exclusive of any utility allowance)
Studio	\$663	\$759
1 BR	\$748	\$813
2 BR	\$913	\$975
3 BR	\$1,137	\$1,126
4 BR	\$1,361	\$1,257
5 BR	—	\$1,387

inferior condition, lacked amenities and suffered from significant deferred maintenance, were not able to achieve the maximum allowable rents. The upward pressure on LIHTC rents has only been exacerbated by the relatively small number of LIHTC units in the subject’s immediate market area and the lack of new supply that has been added over the past few years.

Keystone also anticipates that the project’s market-rate units will be able to command rents that are

Table V-3. 2014 Income Limits set at 60% AMI

# People in Household	Income Limits
1 Person	\$30,360
2 Person	\$34,680
3 Person	\$39,000
4 Person	\$43,320
5 Person	\$46,800
6 Person	\$50,280
7 Person	\$53,760
8 Person	\$57,240

in excess of the LIHTC rents by 130-140%. This differential suggests that the project could support a small market-rate unit component.

To lease up on a timely schedule, less than 1% of the income-eligible households in the market area would need to rent one of the 174 LIHTC units recommended by two market studies. Whenever the capture rate is below 10%, a project is attractive from a market demand perspective. Like the LIHTC units, the market-rate units also have a single-digit capture rate.



Obsolete public housing is redeveloped in sustainable mixed-income developments.

The public housing replacement units are dispersed throughout the Olneyville neighborhood.

A primary goal of the *Build Olneyville Plan* is to ensure the deconcentration of very low-income residents living on the Manton Heights site. As a result, the housing plan envisions the following on- and off-site redevelopment efforts:

Off-site development:

- Adaptive reuse of the Imperial Knife building
- Infill scattered site development in Olneyville targeting vacant and/or foreclosed properties around the D'Abate Elementary School
- New construction on the Imperial Knife site and acquired parcels on King Street

On-site development:

- Phased redevelopment of remaining Manton Heights units

Figure V-2. Proposed Site Plan





Obsolete public housing is redeveloped in sustainable mixed-income developments.

Adaptive reuse of the historic Imperial Knife Factory building (off-site component). This large, vacant building adjacent to the Manton Heights site is an eyesore, a physical barrier between Manton Heights and the rest of the Olneyville neighborhood, a haven for illegal activities, and a driver of disinvestment in surrounding properties. The Imperial Knife building will be redeveloped into 64 units of live/work studio, one-bedroom and two-bedroom units for low-income individuals and families, targeting the growing artist community in Olneyville. Ninety percent (90%) of the building will be low-income housing tax credit units and the remaining 10% will be market-rate units.

Although Imperial Knife will be open to all who apply, it will have a preference for artists. Potential tenants who are certified as artists through an agreed-upon process with Rhode Island Housing will take priority over non-artists in the application process. There will also be some units that will be designed so that artists can easily sell their work directly out of their apartment. The rehabilitation of the Imperial Knife Factory will also include the development of a community space that could be home to a community art gallery.

Infill scattered-site development (off-site component). OHC will help to reinforce the surrounding Olneyville neighborhood by securing and redeveloping vacant, abandoned, and/or foreclosed properties. OHC will develop a total of 53 units, 22 units of which will be replacement public housing, 20 of which will be financed with low-income tax credits and 11 of which will be unrestricted, market-rate units.

New construction mixed-income housing around Imperial Knife Factory and King Street (off-site component). This will be a mixed-income development of new townhouses and will include 62 replacement public housing units, 40 low-income housing tax credit units, and 27 market-rate units.

Figure V-3. New townhouses along King Street





Obsolete public housing is redeveloped in sustainable mixed-income developments.

Replacement public housing (on-site component). The off-site components described above will include the replacement of 84 public housing units. The remaining 246 public housing units will be replaced on the Manton Heights site in a combination of townhouses and two apartment buildings facing new streets through the development providing improved connections to the surrounding neighborhood. The reduced density allows for the creation of a central open space that will serve as a gathering space for recreational activities, community events, and a farmers' market.

The new housing must be built to high quality standards – incorporating leading edge energy efficiency standards and providing contemporary living standards for residents. New housing will meet local building and energy codes, and be compatible with the surrounding Olneyville architecture so that residents feel part of the larger community fabric. Importantly, housing must be accessible to persons with physical challenges and be visitable to the broader community.

Beyond housing, the community will incorporate supportive services and uses that engage and inspire all members of the community. Safety is a top priority for the development, assuring the public safety issues are reduced in and around the new housing by applying Community Policing Through Environmental Design (CPTED) principles.

Table V-4. On- and Off-site Redevelopment Component

Description	Off-Site Components			On-site Manton Heights	Total
	Imperial Knife	Scattered Infill Sites	Infill around Imperial/King St Redevelopment	Replacement Public Housing	
Public Housing Units	0	22	62	246	330
Tax Credit Units	58	20	40	0	118
Market Rate Units	6	11	27	0	44
Total	64	53	129	246	492

GOAL
H2

New housing is high quality, energy efficient, accessible, and safe.

New housing is designed to be compatible with the existing fabric in scale, materials, and architectural style.

The new site plan consciously blends varied types and scales of buildings, ranging from flats and two-story townhouses to multi-level elevator apartment buildings. Varied unit types meet the demands

of a diverse resident population creating a total of 492 new apartments and homes, both on- and off-site. New residences are arrayed around the site to complement the hillside grading and preserve many of the mature trees on the site.

Two- to three-story homes are the predominant housing type. This housing type allows for blending two-, three- and four-bedroom units

in flats and townhouses. Each unit has its own front door off of the street and separate circulation within; there will be no shared entries or stairways for these family units. Most units will have private rear yards with decks and/or patios. These residences will feel very familiar in the neighborhood, making the new housing feel at home with its neighbors.

Figure V-4. New 3-story buildings





New housing is high quality, energy efficient, accessible, and safe.

Figure V-5. New 2- and 3-story buildings



GOAL
H2

New housing is high quality, energy efficient, accessible, and safe.

Two “midrise” apartment buildings are located at the southern side of the site. These 4-5 story buildings are placed at the lower elevation of the site so that their apparent height is reduced. In this location, the apartments have long, broad views out over the valley beyond and are raised above the noise of the expressway below. Private entry duplex apartments will line the first and second floor of the apartment buildings along the street so that stoops and porches from these units can enliven the streetscape. Both midrises have parking located a half-level below grade.

Parking. Parking is configured to allow one space per unit – most of the parking is created on the new streets in typical urban parallel parking configuration, although some units have adjacent driveways and in the midrises parking is located a half-level below grade. Additionally, a shared parking lot will be provided at the Imperial Knife Factory.

Figure V-6. New apartment building



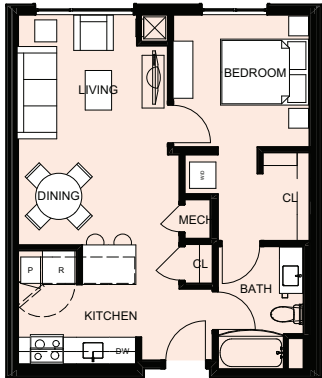
GOAL
H2

New housing is high quality, energy efficient, accessible, and safe.

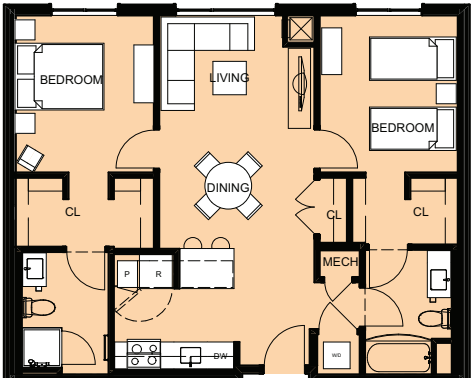
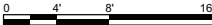
Unit design. All residential units will be designed with the same layout, finish and appliance standards. The new units will be significantly larger than the existing Manton Heights units: a new 1BR apartment will be approximately 650 SF, a 2BR will be approximately 950 SF, a 3BR unit will range from 1,050 to 1,250 SF, and a 4BR apartment will be approximately 1,400 SF. The 1BR units will be flats and the 2BR and 3BR bedroom units will be a combination of flats and townhouses. All 3BR units will have washer and dryer hookups within the unit. To serve the 1BR and 2BR flat apartments, a laundry room with a folding table and seating will be situated on each floor of the new multi-story apartment buildings.

The kitchen designs will be clean and elegant. An open peninsula with seating will allow views from the kitchen into the dining/living space, encouraging gatherings under pendant light fixtures. The refrigerator and pantry will be located adjacent to the peninsula for efficient access, while the dishwasher, sink with disposal, oven, and microwave venting range hood will be located along the back wall. Most units will have a walk-in closet for the master bedroom and a linen closet in the bathroom. Finishes will be attractive and durable. Every apartment will have wood-look flooring and plastic laminate countertops.

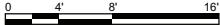
Figure V-7. Typical unit plans



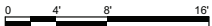
1BR
600 sf



2BR
850 sf



3BR DUPLEX
1,150 sf



LEVEL 1

LEVEL 2

GOAL
H2

New housing is high quality, energy efficient, accessible, and safe.

New housing will incorporate significant green and energy efficient design elements.

New housing development will include sustainable design features that promote the personal health and wellness of all households. These green standards have become fundamental to good design practice, from an environmental, sustainability, and healthy homes perspective. The residential component will comply with all mandatory elements of the Enterprise Green Communities Criteria (EGCC) Standards 2011 and will be certifiable at a minimum “Silver” level and Energy Star II level. EGCC 2011 increases the efficiency of the building envelopes and systems, includes Energy Star for Homes certification, reduces greenhouse gas emissions through decreased need of fossil fuels, and promotes healthy living environments through the use of healthy interior materials (e.g. low- and no-VOC paints and adhesives, green label carpeting, formaldehyde-free products, etc.), integrated pest control, and adequate ventilation planning. The development team has extensive experience working together to build high quality, energy efficient housing in the New England region.

The EGCC 2011 and LEED-ND checklists are included in the Appendix.

To reduce the high incidence of asthma in this population, Indoor air quality will be enhanced. Construction materials will be selected that are low to no-VOC emitting, minimizing chemical off-gassing within the residences. Units will be carpet-free to eliminate the allergens that build up in carpet over time; instead, elegant wood-look vinyl plank flooring will enhance the unit finishes. The new development will mandate that all residential units are smoke-free.

High-performance building envelopes will be employed to reduce energy usage. Continuous exterior insulation, high-performance noise-mitigating windows, air sealing and reflective roofs will be employed to achieve energy reduction. Water saving toilets and faucets will be used, and complemented by low energy lighting fixtures.

Housing designs will maximize accessibility and visitability for units, buildings, and sites.

Meeting the needs of persons with disabilities, whether existing Manton Heights residents or others in the Olneyville community, is an important priority.

Accessible units. To meet current local, state and federal codes, 5% of the units will be designed to be fully accessible to meet the needs of persons with physical disabilities. These units will be provided in each bedroom size and in all buildings. All accessible units will be designed to have adequate space for a wheelchair to turn around (an unobstructed radius of 60 inches); light switches and other controls at accessible heights; adequate hallway widths for wheelchair accessibility to all rooms; bathrooms with appropriately located grab bars and room for wheelchair maneuverability; lowered cabinetry; no-step entrances; and a reserved handicapped parking space close to the entry. In addition to the 5% fully accessible units, at least 2% of the total units will be accessible for persons with vision and hearing impairments.



New housing is high quality, energy efficient, accessible, and safe.

Universal design. Universal design principles will be followed throughout the development. Additionally, all public and common areas in the new development, such as the management office, computer center, community room, and social services offices will be fully accessible. Universal design principles will be followed to ensure the greatest degree of mobility and community participation by everyone, including persons with varying degrees of disability as well as those carrying groceries, pushing strollers, and riding bikes.

Adaptable units. All new dwelling units that are not fully accessible will be adaptable and visitable to the fullest degree possible. All units in the elevator buildings will be adaptable. Adaptability features include blocking in walls for future grab bar installation, door widths and passages at least 32 inches wide, adjustable kitchen counters and cabinets, and low-voltage wiring to allow for the installation of doorbells and smoke alarms for persons with sensory impairments. These adaptability features will accommodate persons with varying degrees of disability.

Visitability. The goal is to maximize the number of units that are visitable while also addressing the need to raise the first floor of all buildings above the street level for privacy. All units in the elevator buildings will be visitable and, to the greatest extent possible, the lowrise buildings will be visitable with grading adaptations to allow an accessible path in front or rear yards. Visitability features will include at least one no-step entrance; doorways with at least 32 inches of clear passage space; and lever hardware on ground floor doors. Visitable units, like the adaptable units, will be available across all bedroom sizes.

Broadband connectivity will be provided to all new housing.

Unit-based access to broadband Internet connectivity will be provided in all units. The wiring infrastructure will be installed in all units and residents will be able to select a service provider and pay for their own service if they so choose. A program will be established to work with residents to develop affordable opportunities for families to purchase broadband service.

GOAL
H2

New housing is high quality, energy efficient, accessible, and safe.

Non-residential facilities that support a vibrant mixed-income community will be developed.

In addition to 492 units of new mixed-income housing, the plan includes numerous non-residential uses including an artist gallery, gymnasium/recreation center, programmed open space and farmers' market, a Meeting House, and improved connections to the bike trail. A commercial market study did not foresee a demand for commercial space within the Manton Heights development but did anticipate that the Imperial Knife building could support approximately 5,000 square feet of commercial space at rents of \$13-\$15 per square foot ("triple net"). A potential tenant might include a convenience store, retail shop or a small-sized grocer but would be more viable once the new units were occupied.

Adaptive reuse of Imperial Knife Factory as artist live/work space. The plan envisions a synergistic adaptive reuse of the historic former industrial building for new live/work lofts. These lofts will be designed for family living as well. Lower level units will take advantage of the areaway and loading dock features adjacent to them for opening out to "sell" and exhibit their

Figure V-8. View of Manton Green



work. Upper level units will have tall (17 feet) live/work spaces filled with natural light from the new, energy-efficient, large windows along their exterior. The artist live/work lofts will be enhanced by a ground level artist gallery at the eastern end of the structure; the gallery will showcase the work of the resident artists' collective and draw interest from greater Olneyville, encouraging events and arts education for the new mixed-income community. The newer (non-historic) addition

in the rear will be demolished, making room for additional housing along a new street, as well as parking to support the development.

"Manton Green", a new central landscaped plaza, will become a new focal point. The "green" will link the re-energized Imperial Knife Factory with the new housing development on what was Manton Heights and encourage interaction between the artists and residential

GOAL
H2

New housing is high quality, energy efficient, accessible, and safe.

neighbors. The large, landscaped open space is the symbolic heart of the revitalized neighborhood, with a fountain at its center. It is both a place to gather as well as a place to sit and relax. At its southern end, a new pavilion will provide a venue for selling the wares created as part of the Knife Factory's artist businesses or a farmers' market for produce locally grown along the new hillside community garden plots.

A new “Meeting House” will become the symbolic support center for the development.

The existing Management Office will be renovated and expanded to become the new community center, providing ready access to quality services and programs that support daily living and thriving. The center will provide offices for management and resident programs, including classrooms(s) for Head Start, workforce development, and a computer lab. The Meeting House is both a visible symbol of the rejuvenated neighborhood near multiple entries to the site, and reinforces the activities node of “Manton Green”.

A new gymnasium will provide for year-round on-site recreation. The wide, open, tall easternmost section of the Imperial Knife Factory will be renovated as a recreation center, with a large gymnasium that can be used for a variety of activities. Importantly, the recreation center will be able to be used year-round by residents.

A new street grid reconnects the Manton Heights site to the greater Olneyville neighborhood. King Street is re-opened and revitalized along the east-west axis, Salmon Street is enhanced to run in the north-south direction. Importantly, a new street will be woven into the steep grading at the southern part of the site to connect east-west into the Fairfield Street neighborhood to the west. These new streets break down the physical barriers to the surrounding Olneyville district, and make circulating around the site much easier for residents.

Re-Connect to the Woonasquatucket River Greenway Recreational Trail. The site will once again connect to this recently improved extensive bicycle and walking trail that edges the southern boundary of the site, enhancing physical fitness opportunities and connections to other parts of the neighborhood and city.



GOAL
H3

A responsible relocation plan is developed and implemented for Manton Heights residents.

Work with Manton Heights residents to develop a responsible and responsive relocation plan.

The key to any successful redevelopment effort is a relocation plan that is responsive to the needs of impacted residents. PHA will work closely with the residents to identify concerns about relocation, prepare informational materials, clarify roles and responsibilities, and describe the key steps in relocation from selecting an appropriate relocation resource to receiving relocation payments. The Manton Heights relocation plan will be grounded in several important goals:

- To optimize relocation options and ensure that residents receive their first preference for relocation resource whenever possible.
- To maximize the number of Manton Heights residents in the newly developed units by providing the right to return to all original households who remain lease-compliant.
- To provide individualized counseling and support before, during and for at least five years after initial relocation, to educate residents

about the full range of options available to them and to accommodate household priorities and preferences.

- To minimize the displacement of families during redevelopment through the phasing of construction and relocation.
- For those who do move off site even temporarily, to minimize the disruption and negative impacts of relocation through comprehensive and coordinated supports.
- Through regional mobility counseling, to maximize the number of residents moving to a lower-poverty/higher-opportunity neighborhood.
- To track relocation and related activities via the comprehensive community and supportive services tracking system.

The redevelopment effort will be phased so that Manton Heights residents need to make only one relocation move, if they so choose.

To limit the negative impacts of relocation on Manton Heights residents and minimize the number of moves by affected residents, the PHA and its developer partner will phase the redevelopment. The first three phases are proposed to be off-site: scattered sites in the neighborhood, rehab of the Imperial Knife building, and construction on vacant land surrounding the Imperial Knife building. This will enable families who choose to remain in the new community to move only once, directly into a new unit, without needing temporary off-site relocation. Once Manton Heights families are moved into the new replacement units, selective demolition of vacant buildings on-site can commence.

GOAL
H3

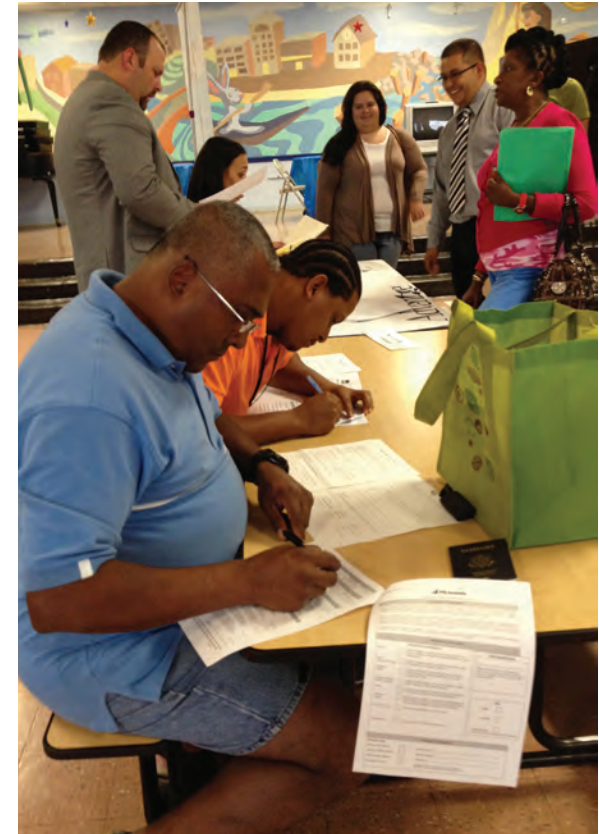
A responsible relocation plan is developed and implemented for Manton Heights residents.

PHA will procure an experienced relocation contractor to provide support to residents before, during and after relocation.

As part of the Manton Heights redevelopment process, PHA will procure an experienced relocation contractor to carry out all relocation counseling and support for residents. The relocation contractor will work closely with the PHA to create a detailed relocation plan before any moves take place. All relocation will occur in accordance with the requirements of the Uniform Relocation Act and Real Property Acquisition Policies Act of 1970, as amended, and the Housing and Community Development Act of 1974, as applicable, and will fully comply with HUD's right to return policies. The developer has underwritten modest relocation costs into each phase of the development budget.

The relocation contractor will work closely with all households, particularly those with elderly residents or persons with special needs and other vulnerable populations, to locate suitable housing, maintaining accessibility to services and ensuring any special accommodations are made. For each relocation, relocation counselors and case managers will work closely with the household throughout the relocation process, to assist them throughout what is often a stressful period, and to ensure a smooth transition regardless of where they choose to move. Relocation staff will also work with households to minimize the impact on school age children.

Those residents who do not wish to move to a Manton Heights new replacement unit will be provided with vouchers to ensure that they are able to relocate to high-opportunity neighborhoods. To this end, the PHA intends to apply for tenant protection vouchers for those residents who prefer to move permanently to private housing utilizing a mobile voucher.



D. Zoning Status

The housing plan conforms to the existing zoning of the site. The existing Manton Heights development is currently zoned as RG (Residential – General). This zoning permits the current residential mix of one-, two-, three-, and four or more bedroom units. The adjacent industrial sites, including the Imperial Knife factory property, are zoned M1 (manufacturing use). The M1 zoning designation allows manufacturing, assembly, storage of durable goods, and live-work spaces only in existing underutilized industrial and/or commercial structures. The renovations in the Imperial Knife building would conform to the requirements of the M1 zoning district. OHC’s offsite work within the Olneyville neighborhood will consist primarily of rehabbing existing residential structures, so their work will require minimal zoning relief, if any.

As of the writing of this document, the City of Providence has released a draft of a new zoning ordinance for the city. The draft, expected to be implemented in the fall of 2014, has included the entire Manton Heights and Imperial Knife sites in a newly zoned area, designated MMU (manufacturing mixed use). This new zoning anticipates the *Build Olneyville Plan* and future phases of new housing on the site. The revised zoning will place the entire site within this single zoning category. The MMU zoning has no setback requirements within the zone and the maximum height allowed is 75’. This will allow a design proposal that will incorporate mid-rise structures in appropriate locations, such as the terminus of main roads, as well as more dense townhouse layouts to create new residential blocks on the site.

The developer intends to pursue a permitted plan for the entire site. The site will be approved by the city and other supervising agencies and will include utility and roadway improvements as part of the basic plan.

E. Development Phasing

The Manton Heights redevelopment team has carefully crafted a phasing strategy so that residents of Manton Heights will move only once from their current obsolete apartment to a new modern apartment. Each new unit of housing will be complete before the existing housing is demolished. Subsequent phases will literally build on the site of the previously demolished units, while making room for the next phase of housing replacement.

The plan seeks to balance the project’s financing constraints, market demand constraints, and design and infrastructure considerations. One of the most challenging design issues is the Manton Heights heating plant which services the existing Manton Heights buildings in two separate looped zones using the original 1950’s era piping . The phasing plan is designed so that buildings furthest “downstream” would be taken offline first so as to maintain a connection to the buildings that are closest “upstream” to the heating plant.

Initial redevelopment phases will occur on vacant sites and buildings: the historic Imperial Knife Factory, scattered site infill units in the Olneyville neighborhood, and vacant land on the Imperial Knife site and along King Street. Acquisition of some select parcels in this plan is in process. The later development phases will occur on-site.

Figure V-9. Phasing Plan



The phasing strategy for the Housing plan, which includes a total of 492 units, including 330 units of replacement public housing, 118 LIHTC units and 44 market-rate units, is detailed as follows:

Phase 1: Imperial Knife Factory. The rehabilitation of the historic Imperial Knife Factory will help to anchor the redevelopment of Olneyville. In this first phase, the Imperial Knife Factory will be redeveloped into 64 units of live/work units, 90% of which will be low-income housing tax credit units and the remaining 10% will be market-rate units. The rehab of this building will include the development of a community space that could be home to a community art gallery.

Figure V-10. Phase 1 Completed



Phase 2: Off-Site Scattered-Site Work. In the project's second phase, the Olneyville Housing Corporation will continue its work in the neighborhood by securing and redeveloping vacant, abandoned, and/or foreclosed properties. More than 40 units have been landbanked to date for this phase. OHC will develop a total of 53 units, 22 units of which will be replacement public housing, 20 of which will be financed with low-income tax credits, and 11 will be unrestricted, market-rate units.

Phase 3: Mixed-Income Housing around Imperial Knife Factory. The third phase of the project will seek to build on the prior two phases by strengthening connections between the Imperial Knife Factory, Manton Heights, and the Olneyville neighborhood. Phase 3 will be a mixed-income development and will include 62 replacement public housing units, 40 low-income housing tax credit units, and 27 market-rate units. Due to constraints of Rhode Island Housing's LIHTC program, Phase 3 will be developed as two separate subphases – 3A and 3B – each with its own 9% allocation.

Phase 3 will include the redevelopment of the southeast wing of the Imperial Knife building into a gymnasium space that will serve both the residents of the building as well as the residents of Manton Heights. This phase will also include the modernization and rehabilitation of the Manton Heights community center to better serve the Manton Heights residents as well as the development of a community garden.

When the construction of Phases 2 and 3 is complete, a total of 84 new public housing (or RAD) units will be available for occupancy. Eighty four Manton Heights families will be able to move directly into these new units. Once relocation is complete, 84 units along the southern edge of the Manton Heights site will be demolished.

Figure V-11. Phase 3 Completed



Phases 4-6: Replacement Public Housing on Manton Heights. The final phases of the implementation of the Build Olneyville Plan will seek to replace the remaining 246 public housing units at Manton Heights. Over the course of three phases, each with an “A” and “B” subphase, replacement public housing units will be constructed, public housing residents will be relocated to the new units and the old, vacated public housing will be demolished. At the end of phase 6B, all 330 units of Manton Heights will have been replaced with new public housing units both on- and off-site in the surrounding neighborhood.

Phase 6 will culminate with the development of the Manton Green space in the middle of the site, including a pavilion. Manton Green will serve as a gathering space for recreational activities, neighborhood events and a community market.

Figure V-12. Phase 4 Completed



Figure V-13. Phase 5 Completed



Figure V-14. Phase 6 Completed



Table V-5. Bedroom Mix by Phase

Phase Number	1	2	3A & 3B	4A & 4B	5A & 5B	6A & 6B	
Description	Imperial Knife	OHC Off-Site	Infill around Imperial Knife/King St Redevelopment	Replacement Public Housing	Replacement Public Housing	Replacement Public Housing	Total
Studio	15	4	0	0	0	0	19
1BR	24	8	15	27	11	3	88
2BR	25	18	73	54	15	36	221
3BR	—	21	41	27	12	33	134
4BR	—	2	0	0	22	0	24
5BR	—	0	0	0	6	0	6
Total	64	53	129	108	66	72	492

F. Financing Plan

The redevelopment of all on- and off-site components will require signification federal, state, and local housing resources as well as private debt and equity sources to implement such a comprehensive revitalization strategy. Table V-7 summarizes the estimated total Sources and Uses, followed by a description of the potential funding sources.

**Table V-6. Preliminary Sources and Uses—
All Phases**

Sources	
First Mortgage	\$9,670,087
9% Federal LIHTC Equity	\$106,696,022
4% Federal LIHTC Equity	\$14,155,788
Federal Historic Tax Credit	\$4,211,955
State Historic Tax Credits	\$3,409,678
Other (e.g. CNI, CFP, etc.)	\$18,000,000
City/State Funds/Soft Debt	\$9,500,000
City Infrastructure Funds	\$6,000,000
Deferred Fee	\$2,644,354
Total Sources	\$174,287,884
Uses	
Construction/Rehab Costs	\$129,291,367
Fees (A&E, environmental, etc.)	\$13,253,585
Additional Soft Costs	\$4,235,429
Financing and Carrying Charges	\$8,502,077
Developer Fee and Reserves	\$19,005,425
Total Uses	\$174,287,884

Federal Low-Income Housing Tax Credits (LIHTC). LIHTC equity is expected to be a primary source of funding for all residential development phases. The Housing plan assumes that each phase, including each “A” and “B” phase, will leverage both 9% and 4% LIHTC. Given that Rhode Island is subject to the “small state minimum” under the LIHTC regulations, the 9% credit is a scarce and highly competitive state resource. The implementation team will need to aggressively pursue the credits awarded by Rhode Island Housing. The plan assumes that ten rounds of 9% credits will be necessary to fully implement the master plan.

Historic Tax Credits. For the rehabilitation of the Imperial Knife Factory, the developer plans to leverage federal historic tax credits. In 2013, the state of Rhode Island allocated almost \$35 million to their state historic tax credit program, which had been dormant since 2008. If the state historic tax credit program is recapitalized again, the developer will seek funding through this state program.

Choice Neighborhoods Initiative (HUD). Based on the 2013 CNI NOFA, a successful CNI Implementation Grant application would provide up to \$30 million for use toward implementation of the *Build Olneyville Plan*. The 2014 appropriations budget included only \$90 million in the budget for the CNI program and

the 2015 appropriations budget is still in process. The scattered site infill housing component and the new townhouse construction on the vacant portion of the Imperial Knife site are targeted for potential CNI funding.

Conventional Debt. Some phases of the plan will be capable of supporting debt. The plan assumes that taxable and tax-exempt debt will be an important source of financing for the rental housing developments. Preliminary analysis (based on assumptions about interest rates and underwriting terms) indicates that the project could leverage approximately \$9 million in conventional debt.

Rental Assistance Demonstration (RAD). With its ability to support debt, the RAD program is a powerful financing tool for the redevelopment of public housing. By the end of calendar year 2013, HUD had received applications under the RAD program for more than 176,000 units. Currently, HUD has the authority to award only 60,000 RAD units. HUD is working with Congress and its stakeholders to pursue lifting the 60,000-unit cap so that additional awards can be made. The implementation team plans to submit a RAD application for all 330 of the project's public housing units so as to secure a place on HUD's waiting list and be well positioned in the event that the 60,000-unit cap is lifted.

Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP). Each of the twelve regional Federal Home Loan Banks runs an AHP program funded with 10% of their annual net income. Developer applicants must submit an application to one of the regional banks via a member financial institution. The Federal Home Loan Bank of Boston's AHP Program will allocate \$20.4 million in its 2014 round to fund homeownership and rental housing projects that benefit individuals and families earning up to 80% of AMI. OHC has been successful in accessing these funds in the past for similar development projects.

Tax Abatement/PILOT. Under Rhode Island state law, owners of low-income housing pay no more than 8% of the property's gross rent instead of the standard property tax rate used in the municipality. There is also a payment in lieu of taxes or a "PILOT" agreement between the city of Providence and the Providence Housing Authority for the Manton Heights property. The implementation team will seek relief through both of these two tax abatement programs so as to minimize the operating cost burden placed on the project.

Deferred Developer Fee. The developer may consider deferring a portion of the developer fee to serve as a source in the project's capital budget. This deferred developer fee would be paid out of

the operating cash flow associated with a given phase of the project.

HOME Investment Partnerships Program. Rhode Island Housing is responsible for administering the federal HOME Program on behalf of the state and the City of Providence is an "entitlement" city and receives its own allocation. For rental developments, developers must target households with income at or below 60% of area median income. HOME funds can be used for site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development, and payment of relocation expenses.

Building Homes Rhode Island Program. The state's Housing Resources Commission provides grants and deferred loans through the Building Homes Rhode Island program. The 2013 round had a total of \$12.5 million of funding. Funds can be used for rental developments for low- and moderate-income individuals and families that earn up to 80% of area median income.

Other Funding Sources. Other funding sources may become available over the course of implementation of the plan and PHA/OHC and its implementation partners will aggressively pursue all opportunities that arise. These may include federal or state grant or tax credit programs, energy conservation-related funding, private grants and state or local funding programs.

CHAPTER
VI

People Strategy





Table of Contents

A. Overall Vision for People VI-1

B. People Needs Assessment VI-2

C. People Goals, Outcome, Metrics,
and Strategies VI-7

Tables

Key Data Sources

Table VI-1. Target Population Profile

Table VI-2. Key Health Indicators

Table VI-3. Goals, Outcomes and Metrics

CHAPTER VI People Strategy

The People strategy for the *Build Olneyville Plan* focuses on the implementation of a coordinated set of initiatives designed to improve the economic opportunities, health and quality of life of Manton Heights residents in particular, and to the extent possible, residents of the broader Olneyville neighborhood.

This chapter presents the guiding vision for the People strategy and discusses the existing conditions and current needs among the targeted populations. The chapter then outlines the goals, outcomes, and metrics that create the framework for what the plan seeks to achieve and how it will measure achievement. Finally, the specific strategies that will be implemented are described and potential key partners to be involved in carrying out the plan's vision are listed.

A. Overall Vision for People

The vision for the People strategy is to facilitate greater self-sufficiency among Manton Heights and Olneyville residents addressing barriers created by isolated, concentrated poverty and connecting residents to opportunities for employment, improved educational and health outcomes and better quality of life. The key focus areas of the plan include: income and employment; health and wellness; and special needs of immigrants and English Language Learners.

The goals of the People strategies include:

- P1** Work-able residents have viable employment options which lead to greater economic stability and financial independence.
- P2** Children, youth and adults have improved physical and mental health outcomes.
- P3** Improve the linguistic, economic, and civic integration of immigrants.

The plan seeks to achieve these goals through a series of strategies and partnerships by:

- Developing a comprehensive, coordinated, and evidence-based program that meets the specific needs of Manton Heights and Olneyville residents.
- Capitalizing on and aligning with existing networks and initiatives such as the Network to Integrate New Americans.
- Emphasizing collaboration among a network of partners who creatively leverage and align community assets to facilitate greater collective impact for the target populations and the neighborhood.

B. People Needs Assessment

The People strategy is based on the findings of a comprehensive needs assessment that documents the current challenges and opportunities facing

Manton Heights households and residents of the Olneyville neighborhood. Key data sources utilized include:

Key Data Sources

Data Source	Description
2011 American Community Survey	Includes demographic data on the neighborhood population, as compared to the city and state
PHA Administrative data	Includes demographic data of the Manton Heights households
Manton Heights Needs Assessment Report	Comprehensive in-person survey completed by The American Cities Coalition (TACC) in February 2013. 262 residents completed the survey for an 81% response rate.
Manton Heights Needs Assessment Final Report	Initial resident survey completed by the Providence Housing Authority prior to TACC's more comprehensive survey
Olneyville: Action for a Healthier Community	From 2010 to 2011, Olneyville Housing Corporation and the Rhode Island Department of Health conducted an assessment to examine community factors that influence the health of residents and look for opportunities for improvement
Olneyville Community Contract	Unifying vision for Olneyville developed through hundreds of hours of community conversation, March 2010
Olneyville Sustainable Communities: Building Relationships & Identifying Local Leaders	Results of a Neighborhood Interview Process dated March 28, 2009
Pathways to Opportunity: Building Prosperity in Providence	Update on the efforts to improve economic opportunity and reduce poverty based upon recommendations of the Poverty, Work and Opportunity Task Force, September 2010
People Task Force meetings	A series of meetings with key partners to review the needs assessment and develop goals, strategies and metrics
Stakeholder Input	Via regular Principal's Meetings as well as individual meetings/phone calls with Providence Health Center, Providence Boys and Girls Club, English for Action, etc.

Key Findings: Target Population Profile

The People plan targets residents of Manton Heights as well as those who live in the broader Olneyville neighborhood as outlined in the table below. More detailed demographic data is available in the Appendix.

Table VI-1. Target Population Profile

Report Title	Manton Heights	Olneyville
Total Household	325	1,891
Households with Children <18	221 (65%)	—
Households headed by a single female	297 (91%)	227 (12%)
Total Individuals	856	5,559
Adults Ages 19-64	414 (48%)	3,503 (63%)
Seniors Ages 65+	31 (4%)	289 (5%)
Persons with Disabilities	98 (11%)	1,392 (25%)
Children Ages 0-18	411 (48%)	1,768 (32%)
0-5 Year Olds (0-4 for ACS Data)	126 (15%)	584 (11%)
6-18 Year Olds (5-19 for ACS Data)	285 (33%)	1,184 (21%)

Key Findings: Income, Employment and Adult Education

Manton Heights residents are very low income, with median household incomes of \$9,516.¹ Even among Providence Housing Authority residents, residents of Manton Heights are very low income. Nearly all of Manton Heights households (95%) earn less than 30% AMI, compared to 82%² PHA-wide. And while the median income of \$32,795³ in Olneyville is three times as much, it is still significantly lower than the median incomes for both the City of Providence (\$38,243⁴) and State of Rhode Island (\$56,102⁵).

Not surprisingly, employment rates among Manton Heights residents are also very low. Only 34% of Manton Heights residents aged 19-64 are employed, 27% who were working full time.⁶ In comparison, 81.7%⁷ of neighborhood residents are employed, more than double the Manton Heights rate. However, it is still lower than the city rate of 85.3% and the state rate of 90.8%.

Among those Manton Heights residents that do work, 39% work in manufacturing; others work in retail, health services, private offices, information services, accommodation/food services or government agencies. There is a similar pattern of employment among Olneyville residents with 28% in manufacturing, 16% in accommodation and food service, 14% in education/health care/social assistance, 14% in professional and administrative services, 12% in public administration and the rest in a smattering of other industries.⁸

Employment Barriers. Manton Heights and Olneyville residents face numerous barriers to employment:

- *Limited Educational Attainment:* More than half of the Manton Heights residents surveyed identified “Not having enough education” as a barrier to employment. Approximately 49% of Manton Heights⁹ and 38% of Olneyville¹⁰ adults do not have a high school degree. Additionally, only 6% of Manton Heights¹¹ and 14% of Olneyville¹² adults have a bachelor’s degree. However, 9% of Manton Heights households indicate there is someone in their household who is currently enrolled in college: 7% at Community College of Rhode Island, 2% at Rhode Island College, and 1% at University of Rhode Island.
- *Limited English Proficiency:* More than 40% of Manton Heights residents identified “Not speaking English well” as a barrier to employment. 55% of Manton Heights residents have at least one household member who would benefit from English as a Second Language (ESOL) classes.
- *High Rates of Disability:* 43% of Manton Heights residents report that having a mental or physical disability is an impediment to employment and more than 20% said a child or family member’s ill health or disability is a barrier. Currently, 27% of households report

SSI income and another 11% report income from social security.

- *Lack of Transportation:* 37% of Manton Heights residents report the lack of transportation as an impediment to work. While a little more than half (54%) of Manton Heights residents own a car, the remainder are principally reliant on public transit. This rate of car ownership is consistent with the broader Olneyville neighborhood where 58% of households do not own a car.¹³ However, interestingly, more than a quarter (27.8%) of Olneyville workers report carpooling to work. This is more than double the 13.1% of carpoolers citywide and significantly reduces the pool of Olneyville workers that are reliant on public transit for work to 13.8%.¹⁴
- *Lack of work experience:* 51% of Manton Heights residents report a lack of work experience as a barrier to employment and 72% cited job training and placement as an unmet need. Yet, residents do not avail themselves of existing job training and employment services in the community. Only 2% of respondents indicated that someone in their household had used the PHA's Education and Training Center in the past year.¹⁵ Furthermore, only 13% of participants in the daytime adult education programs at the Family Success Center are PHA residents, compared to 36% in the evening.¹⁶

- *Limited computer literacy:* 43% of Manton Heights residents report a lack of computer skills as an impediment to work. Overall, Manton Heights residents have limited access to the internet. Only half (55%) report regular access; of those with access 47% utilize a home computer, 19% a smart phone, and other sources include the library, friends or work. Three-quarters (74%) of residents said a computer center is a very important amenity for the new Manton Heights.¹⁷

Financial Literacy. Manton Heights residents indicate a need for financial literacy services. 77% of residents said that credit repair programs/ financial counseling is a need that is not currently being met. Only half of residents have a checking account at a bank and 7% report using check-cashing services. Despite this need, only 2% of residents participated in the Family Self Sufficiency (FSS) program in the past year and no respondents are enrolled in the Family Success Center, two key programs administered by PHA designed to help public housing residents achieve greater income stability, employment and training.

Key Findings: Health and Wellness

Insurance Rates and Primary Care Access. A significant number of residents report that they do not have insurance or access to primary care. 23% of Manton Heights¹⁸ and 29% of Olneyville¹⁹ residents do not have any health insurance. This rate is slightly higher than the city-wide rate of 20% and higher still than the state-wide rate of 11%.²⁰

Manton Heights residents most often go to the Olneyville Community Health Center (estimated 32%), private clinic or the Providence Free Health Clinic for their medical care. 92% of Manton Heights residents report that Olneyville Community Health Center hours and location are convenient; and nearly half (47%) have seen a physician there.²¹ Similarly, 47% of Olneyville residents receive care from community health centers, 14% from free clinics and 11% from private doctors. However, 31% still primarily use hospitals for their medical needs.²²

Physical and Emotional Health. Overall, Manton Heights residents suffer from high rates of poor physical and emotional health. 14% of Manton Heights adults indicate they have poor physical health and 34% have fair health. 11% of Manton Heights adults indicate they have poor emotional well-being; 36% have fair emotional well-being. Additionally, 5% of parents report their children's physical health as

well as their emotional well-being as poor, 15% reported physical health as fair, and 12% reported emotional well-being as fair. When asked to rate their stress on a scale from 1 (no stress) to 5 (extremely stressed), the average stress rating was 3, with 35% reporting high/extreme stress (4-5).

Chronic Disease. Per Table VI-2, Manton Heights residents suffer from high rates of chronic disease compared to their counterparts in the City and State. Similarly, according to the Olneyville: Action for a Healthier Community, 41% of Olneyville residents were diagnosed with a chronic disease such as asthma, diabetes or heart disease or had a family member who was.



Table VI-2. Key Health Indicators

Health Condition/Indicator	Manton Heights ²³		Olneyville ²⁴		Providence		Rhode Island	
	Adults	Children	Adults	Children	Adults	Children	Adults	Children
No Health Insurance Coverage ²⁵	23%				20.4%		11.1%	
Asthma	37%						10.9% ²⁶	11% ²⁷
Type II Diabetes	22%						6.8% ²⁸	
Hypertension	34%						28.3% ²⁹	
Obesity	20%						25.7% ³⁰	
Depression	42%						8.8% ³¹	
Children under 6 with elevated blood lead levels	—	—	—	14% ³²	—	2% ³³	—	1% ³⁴
Pre-term births ³⁵	—		9%		12%		9%	
Births to young mothers less than 22 years old	—		25%		23%		14%	
Births to young mothers less than 20 years old	—		13%		23%		7%	
Births to low birth weight babies ³⁶	—		8%		10%		8%	
Mothers with delayed or no prenatal care ³⁷	—		18%		18%		12%	

■ Indicates significantly higher rate of prevalence than Rhode Island average

Substance Abuse. Three (3) out of four (4) Manton Heights residents (74%) report an unmet need for drug/alcohol/substance abuse services. This was the most frequently cited unmet need followed by mental health counseling (71%), community building/social interaction (70%), domestic abuse services (70%), exercise programs (67%), nutrition assistance (66%), services for teen mothers (64%), services for pregnant women (61%), and food pantry/emergency food (58%).

There are also high rates of smoking; 33% of Manton Heights residents said there is someone in their household that smokes; of these households, 52% said the individual would participate in a quit smoking program.³⁸ Additionally, per the Olneyville: Action for a Healthier Community, over 1/3 of Olneyville residents reported having smoked at least 100 cigarettes in their life, and 70% of those smoke everyday. The report also noted that there are too many advertisements for tobacco in the neighborhood but most think the primary problem (76%) is that it is too easy for youth to buy cigarettes. Although there is a mixed reaction to smoke-free policies, the majority of residents would prefer to live in a house/apartment where no one smokes inside.

Teen Pregnancy. With regard to teen pregnancy, the Olneyville Community Contract also identified this as a critical concern. According to Meeting Street's Olneyville Early Childhood Report, the rate of births to young mothers less than 20 years old in Olneyville (13%) is nearly twice the state rate (7%) as is the rate of births to young mother less than 22 years old (25% vs. 14%).

Affordable Healthy Food. There is an interest and need for healthy eating resources and programs. 89% of Manton Heights residents said they eat fruits and vegetables daily. However, 22% said there are not enough options for quality local fruits, vegetables, meats and cheese.³⁹ 70% of Manton Heights residents said a farmer's market is "very much needed" making it the 8th most desired business out of a list of 26. 78% of Manton Heights residents identified cooking classes for adults as a need that is not being met.⁴⁰

Just under half of Olneyville residents report eating 5 or more servings of fruits and vegetables a day. Roughly 2/3 face barriers to buying fruits and vegetables and to healthy eating generally.⁴¹

Physical Activity. Recreation programs and amenities are a high priority. When asked to identify neighborhood problems, 75% of Manton Heights residents cited a lack of recreational space; this was second only to shootings. The most desired amenities for active recreation venues include: playgrounds (85%), park (81%), basketball court (71%), and soccer field (54%). When asked what youth services are not adequately met, 70% of residents said recreation opportunities for youth (ranked #3 out of 10 options).⁴² Currently, 16% of Manton Heights residents participate in a Walking Club.⁴³

Over half of Olneyville adults and children reported engaging in physical activity at least 30 minutes every day. However, many reported barriers to physical activity including: crime/violence, cost, cold weather (lack of indoor facilities or programs, especially for adults), limited age-specific programs, lack of transportation, and to a lesser extent lack of time.⁴⁴

Key Findings: Immigration/Limited English Proficiency:

A very large percentage of the resident population at the targeted housing site and in the broader neighborhood identifies as Hispanic; 78% of Manton Heights residents identify as Hispanic compared to 67% PHA-wide.⁴⁵ This is comparable to the Olneyville demographics where, in 2009, an estimated 66% of neighborhood residents identified as Hispanic, a 27% increase since 2000.⁴⁶

English as a Second Language classes are a high priority. Two-thirds of Manton Heights respondents opted to complete the resident survey in Spanish; 55% said they would benefit from ESL classes.⁴⁷ 43% said limited English proficiency is a barrier to work. Similarly, 65.8% of Olneyville residents speak a language other than English at home.⁴⁸

75% of Manton Heights survey respondents said that immigration services are needed. Furthermore, census data from 2000 indicates that 30% of the population in Olneyville is foreign born.⁴⁹

**C. People Goals, Outcome, Metrics, and Strategies**

As previously noted and in direct response to this needs assessment, three key People goals have been identified for the Build Olneyville Plan. Additionally, a set of outcomes and metrics related to each goal have been developed in order to more fully define success and track progress to determine when strategies and partners need to be adjusted during implementation. Table VI-3 outlines the specific outcomes and metrics for each goal.

The section that follows describes the strategies to achieve each goal, while creating a coordinated, place-based framework that improves outcomes for all ages. The strategies reflect the input received from key stakeholders during the multi-faceted community engagement strategy described in the Community Engagement chapter. The strategies proposed offer an initial framework for the People plan, but are likely to be refined over time to respond to additional feedback from stakeholders beyond the planning period, as well as to changes in the local provider network, the availability of funding, the evolving needs of the target populations, and lesson learned. During implementation of the plan, progress will be monitored to determine when strategies and/or partnerships need to be adjusted to achieve the goals.

Table VI-3. Goals, Outcomes and Metrics

Goals	Outcomes	Metrics
P1 Work-able residents have viable employment options leading to greater economic stability and financial independence.	Help residents attain the job skills and work readiness training needed for employment, particularly in high demand industries.	Avg earned income of work-eligible households Median household income #/% of working-age adults with a certificate or license #/% of working-age adults working 30+ hours/wk
	Provide services and supports to address barriers to employment.	#/% of adults who complete high school or earn a GED #/% of residents who complete computer training #/% of residents with internet access via home computer or smart phone
	Prepare HUD-assisted and other low-income Olneyville residents to take advantage of Section 3 job opportunities.	# of resident employed by PHA or contractors through Section 3
	Ensure residents are financially literate and build assets to achieve income security.	#/% of households who complete financial training and/or counseling #/% of households receiving EITC
P2 Children, youth and adults have improved physical and mental health outcomes.	Ensure residents have access to quality health care and supports that effectively address the high rates of chronic disease and reduce stress, anxiety and depression.	#/% of residents with health insurance #/% of residents who have a medical home, other than an emergency room, where they regularly go when they are sick or need advice about their health #/% reporting good physical health #/% reporting low psychological distress #/% of residents with hypertension
	Ensure residents have access to resources, amenities and programs to maintain a healthy diet and regular physical activity.	#/% reporting healthy weight #/% of residents who report eating 5 servings of fruits and vegetables per day #/% of residents who report engaging in 60 minutes of vigorous physical activity/day
P3 Improve the linguistic, economic and civic integration of immigrants.	Connect residents with Limited English proficiency to English as a Second Language Classes.	#/% of residents who completed ESL classes
	Connect foreign born residents to immigration services that help them to fully integrate in the community.	#/% of foreign born residents who become U.S. citizens



Work-able residents have viable employment options leading to greater economic stability and financial independence.

Help residents attain the job skills and work readiness training needed for employment, particularly in high demand industries.

Connect Manton Heights/Olneyville residents to the Family Success Center to grow their net worth by providing employment services, access to income supports and one-to-one financial coaching. Established in 2011 with Social Innovation Funds provided by Local Initiatives Support Corporation, FSC is a proven service delivery model intended to support and monitor the progress of each individual toward his or her goals. Operated by the Providence Housing Authority, FSC provides individuals and families with three bundled services providing a comprehensive approach to income and wealth building: Workforce Development and Literacy; Asset Development; and Access to Work Supports. The immediate aim is to help clients increase monthly net income, which can be achieved several different ways: access to income-boosting benefits like SNAP, utility assistance, or children's health insurance; a job retained over the long-term, for those who are unemployed (or a better job for

clients whose wages or hours are not sufficient to meet monthly expenses); and credit-building. For many working families, the cycle of negative monthly net income creates a sense of futility around finances and work. When monthly cash flow moves from negative to positive, career advancement becomes part of a larger picture of financial stability, and clients feel encouraged and empowered to address credit, savings, and longer-term career planning. In this way, the core services build upon each other.

Despite the need and the relative proximity, less than 2 miles from the site, very few Manton Heights residents have taken advantage of this service. So work is needed to promote the FSC services, address barriers to participation, and improve utilization among Manton Heights and Olneyville residents.

Promote and enroll residents in the Providence Housing Authority's Education and Training Center programs including ESOL, ABE/GED, employment application preparation and skills development. Opened in January 2012 with funding from the Rhode Island Department of Education (RIDE), the Education and Training Center located at the Codding Court family

development offers adult education and relevant job training services to PHA residents and the greater community. The Center has two fully equipped classrooms, a large community room and an 8-station computer lab. ETC staff serves approximately 150 adult learners in English as a Second Language (ESL), Adult Basic Education (ABE), and GED preparation programs per year. The adult education programs consistently meet or surpass the state's performance targets. Through innovative partnerships, ETC also offers the following:

- *Green Collar Job Training program* – a collaboration with Groundwork Providence to provide training in Sustainable Urban Landscaping and Brownfield Remediation so that PHA residents can compete and succeed in the emerging “green economy”
- *Providence Green Pathways (PGP) “Green Jobs” training program* – an initiative of the City of Providence, Amos House and five additional agencies to offer weatherization and deconstruction training necessary to obtain certification such as OSHA, HAZWOPER, CPR/First Aid and Lead abatement

GOAL
P1

Work-able residents have viable employment options leading to greater economic stability and financial independence.

– *HomeWork Painter Training Program* – in partnership with Sherwin Williams Company, the training provides three days of classroom instruction on paint basics and safety, HUD lead-safe work practices, and a workshop on how to find employment resulting in a RI Remodeler/ Renovator certification

Connect interested and eligible residents to Stepping Up to access training, education, career coaching, and support services so they may enter or advance into high-growth, high-demand healthcare careers. Stepping Up’s community pipeline program assists unemployed/ underemployed Rhode Islanders with securing the skills and experience needed to gain entry-level jobs in health care. The program comprises 7-8 weeks of classroom training focused on job readiness skills, basic medical terminology, HIPAA, First Aid, CPR, bloodborne pathogens, resume writing, customer service, and basic computer and other skills. Upon completion of the classroom training, participants are placed into 100-hour unpaid internships at partner employers. Once participants complete their internships, Stepping Up provides career advisors and weekly Job Clubs to assist participants in the job search process. When participants gain employment, advisors may

continue providing additional services such as: job retention, post-secondary education and training, tutoring, mentoring, and career coaching to enable participants to continue to improve their skills and move up the career ladder.

Partner with Social Enterprise Green House to offer the Incubator at the Family Success Center. The SEG Incubator is a flexible program that provides entrepreneurs who are just beginning to think about their ventures with an opportunity to access business planning tools and templates, and expert mentoring that fits with their schedule. Each entrepreneur is assigned a Mentor who will work with them throughout the duration of the program. The program’s technology and communications platform accommodates different locations, and makes it easy for an entrepreneur to interact regularly with their Mentor. Entrepreneurs work with their Mentor to create a 15-week work plan that helps them develop their business idea and determine its market and operational feasibility.

Partner with Blackstone Valley Community Action Program to make the Community Health Worker training program available to residents of Manton Heights at little or no cost. Designed for low-literacy individuals, the Essential Skills for Community Health Workers is a 10-session course coupled with on-the-job work experience. Upon completion, participants receive a certification provided by the Community Health Worker Association of RI and endorsed by the RI Department of Health. Ideally, graduates could be matched with eligible individuals in PHA’s Elderly/ Disabled sites to achieve the dual goals of serving the needs of the elderly/disabled population in public housing and providing employment opportunities for residents of Manton Heights.





Work-able residents have viable employment options leading to greater economic stability and financial independence.

Provide services and supports to address barriers to employment.

Secure funding to continue to provide the Get Connected program on-site at Manton Heights.

The Get Connected initiative is an innovative public-private partnership between the PHA, Broadband Rhode Island (BBRI) and educational broadband service (EBS) provider Mobile Beacon offering long-term access to technology for the adult residents of the Manton Heights. The 6-week Internet Basics course designed by BBRI is delivered by the PHA's Computer Instructor. Incentives for the program are provided by Mobile Beach and included a free laptop and wifi device for each student who completed the course as well as free wifi for six months during the pilot and reduced cost Internet access (\$10/month) for the following year. A small grant from Citizens Bank's "Growing Communities" fund allowed the PHA to hire the instructor and launch the Get Connected initiative pilot in FY 2014. Recently, the PHA was awarded a United Way of RI Olneyville Community Fund grant to continue Get Connected program services in FY 2015. To date more than two dozen residents have completed the program.

Partner with Dorcas International to connect residents to adult education and contextualized employment training. Dorcas International Institute of Rhode Island provides a comprehensive range of education programs and related services, including:

- *GED/College Readiness Institute* prepares students in five content areas for the GED: Mathematics, Languages Arts Reading, Language Arts Writing, Science, and Social Studies. College Readiness classes focus on Language Arts, math and computer basics. In addition, a Low Literacy program fosters emerging literacy skills for English speaking adults.
- *English for Speakers of Other Languages (ESOL)* and Civics/Citizenship Preparation courses are also offered.
- *Family Literacy program* engages entire families in learning and helps parents become advocates for their children's educational career.
- *The Career Academy* integrates contextualized education with skills training in specific career pathways, healthcare and hospitality. These six week courses end with a four week internship giving participants hands-on experience.

In addition, the Assets for Independence program is currently under development. This program is expected to provide matched savings (up to \$8 for every \$1) to support continuing education.

Connect eligible residents to English for Action's National External Diploma Program.

NEDP awards a traditional high school diploma to adults who have acquired many of their high school level abilities through work, family, and community experiences. NEDP is not a traditional instructional program. Instead, it provides the opportunity for participants to demonstrate their skills and knowledge. Because NEDP participants are adults, the program structure offers considerable flexibility. Participants complete parts of the program at home and the other parts in a series of meetings on-site with a trained NEDP facilitator, advisor and assessor.



Work-able residents have viable employment options leading to greater economic stability and financial independence.

Prepare HUD-assisted and other low-income Olneyville residents to take advantage of Section 3 job opportunities.

Partner with Building Futures to maximize employment of Manton Heights, Olneyville and other low-income Providence residents on the redevelopment project. Building Futures seeks to increase access to entry-level apprentice positions in high quality training programs to ensure Rhode Island is growing the skilled construction workforce needed now and in the future. It helps prepare low-income urban Rhode Islanders for successful careers in the building trades by assessing work readiness, providing training and other forms of services and supports to help address barriers to employment, and assisting successful graduates in gaining employment as registered apprentices.

Monitor compliance with the Providence Housing Authority's Section 3 Plan. All bid documents include reference to Section 3 hiring requirements and it is explained in detail during pre-bid conferences. The PHA's Section 3 Coordinator (and Director of Human Resources) maintains an active database of qualified Section 3 applicants to be referred to the developer/

general contractor for hire. In addition, job announcements are posted in site management offices, kiosks as well as sent to Resident Association or Planning Committee leaders/ members for distribution.

Ensure residents are financially literate and build assets to achieve income security.

Promote Manton Heights' resident participation in Rhode Island Coalition Against Domestic Violence's Financial Literacy Training. To further its efforts under the Violence Against Women Act policy to combat domestic violence, the PHA formed partnerships with the Rhode Island Coalition Against Domestic Violence (RICADV), the Women's Center, Sojourner House and Sisters Overcoming Abusive Relationships (SOAR). One outcome of these partnerships is the Financial Literacy Training presented by RICADV. The initial training offered in September 2013 aimed to help PHA staff identify victims of financial abuse and learn valuable financial safety tips for victims. Beginning in May 2014, the

training will be available to PHA residents at each housing site. Topics include: understanding financial abuse, safety, credit building, and financial literacy.

Promote Manton Heights' resident participation in the Family Self Sufficiency (FSS) program as new slots become available.

The FSS program helps PHA and Section 8 residents achieve economic independence through gainful employment. With the aid of an FSS Coordinator, program participants develop individualized five-year goals plans that will help them move to work and increase earned income. Quarterly appointments are held with a case manager to discuss goal progress and address any needs or barriers that arise while ensuring compliance with program guidelines. One of the most attractive features of the FSS program is the escrow savings account. When a working participant's rent increases as a result of an increase in earned income, a percentage of that increase is set aside in an interest bearing account that is released to the participant upon successful completion of the program. All FSS participants receive basic financial literacy services including a minimum of two hours of free credit counseling and financial education.



Work-able residents have viable employment options leading to greater economic stability and financial independence.

Promote local Volunteer Income Tax Assistance (VITA) sites at Olneyville Housing Corporation, Federal Hill and Open Doors and maximize utilization of the Earned Income Tax Credit (EITC) and the Child Tax Credit (CTC). The EITC for low- and moderate-income workers encourages and rewards work, offsets payroll and income taxes, and raises living standards. The CTC also helps low-income working families by offsetting part of the cost of child-rearing. In addition, Rhode Island is one of 25 states that offer a supplemental state credit which is partially refundable and set at 25% of the federal EITC.⁵⁰ According to the Center on Budget and Policy Priorities, 29,000 Rhode Islanders were lifted out of poverty by the EITC and CTC, including 14,000 children, each year, on average, over 2010 to 2012. However, national estimates are that approximately 20 to 25% of eligible families do not claim the EITC they have earned. So it is important to ensure eligible Manton Heights and Olneyville residents are aware of the credits and file their tax return.

Potential Partners:

Blackstone Valley Community Action Program, Building Futures, Children's Friend, Dorcas International Institute of Rhode Island, English for Action, Family Services of Rhode Island, Family Success Center, Groundwork Providence, Olneyville Housing Corporation, Olneyville Neighborhood Association, PHA's Education and Training Center, Rhode Island Family Literacy Initiative, Social Enterprise Green House, Stepping Up, Youth Build



GOAL
P2

Children, youth and adults have improved physical and mental health outcomes.

Ensure residents have access to quality health care and supports that effectively address the high rates of chronic disease and reduce stress, anxiety and depression.

Connect residents with the Olneyville Health Center and Clinica Esperanza to ensure all residents have a medical home. Two important health resources are located in the Olneyville neighborhood:

- *Olneyville Community Health Center:* Providence Community Health Centers is an integral part of the Providence community, employing a highly skilled, compassionate, and culturally diverse workforce of doctors, nurses, nurse practitioners, and certified nurse midwives to care for more than 35,000 patients at health-care facilities around the city. Established in 1968, PCHC is the largest primary health-care provider in Providence and treats patients regardless of their ability to pay. In addition to its five health clinics, including the Olneyville Health Center located at 100 Curtis Street, PCHC also operates a school-based program, and a dental clinic. PCHC is the largest provider of the WIC (Women, Infant and Children)

nutrition program in Rhode Island, with 6,500 participants. Primary care includes services and care provided for acute and chronic physical, mental and social health issues, including chronic disease management, health screenings, disease prevention, health promotion, and care of common medical problems as seen by a team of health care professionals. Additionally, an array of health services including adult medicine, behavioral health, ob/gyn, pediatrics, asthma/allergy care, dermatology, endocrinology, medication programs, health education, assistance with RItE Care application, and family medicine is provided in various locations. PCHC is the safety net for people who face major financial, social, cultural, and language barriers to receiving quality, affordable primary care. 94% of patients are at or below 200% of the Federal Poverty Level even though some work full time. 43% of patients are uninsured.

- *Clinica Esperanza/Hope Clinic (CEHC):* CEHC provides free, high quality medical care to uninsured adults living in Rhode Island. Located at 60 Valley Street in the Olneyville neighborhood, the CEHC clinic offers culturally sensitive, personalized care in Spanish, French, Arabic, Creole and a little Italian. All care

is provided by 50+ medical volunteers in partnership with medical schools, hospitals and community organizations. Continuous primary care with a focus on prevention and health maintenance is provided to almost 1,500 enrolled patients and thousands more are served through the walk-in clinic, health screens and health education programs. In addition to primary care, CEHC assists patients with access to medication and referrals for specialty care. CEHC also operates a series of programs, specifically the Navegantes and Vida Sana programs to help patients make lifestyle changes necessary to improve their overall health.

Explore opportunities to relocate/expand the Olneyville Health Center. The existing Olneyville Health Center dates back to the 1970s and is approximately 8,000 SF. The size of the facility severely constrains the current services. Ideally, the health center would grow to 15-20,000 SF with additional parking. This would enable them to expand their exam rooms and hire more staff. It would also enable them to grow a case management/ behavioral health clinic that would better help to address the major need for substance abuse and mental health services in the Olneyville neighborhood.

GOAL
P2

Children, youth and adults have improved physical and mental health outcomes.

Partner with Clinica Esperanza to make their community health worker program—Vida Sana—available to Manton Heights residents.

Vida Sana improves health literacy and assists patients to prevent and/or manage chronic disease. Patients meet in small groups of 10-12 for five-weeks, in a once weekly, two-hour session to learn skills to lower blood pressure, lose weight and improve food choices. The five week education period is followed up with three weeks of reinforcement support. Vida Sana employs the Thumbs Up!® toolkit, a low literacy curriculum which teaches patients about blood pressure, blood lipids, BMI and glucose intolerance. Sessions include “my plate education”, sample menus, food label instruction, diet and nutrition education. Local chefs teach patients to cook healthy meals and food is provided by Farm Fresh RI. Patients are given a pedometer and an exercise diary and access to an optional exercise program. Vida Sana is run by bilingual Navegantes who have been intensively trained to provide information and education, help patients with specific strategies to meet their health goals and increase patient motivation and confidence.

Provide recovery services on-site and/or in the neighborhood. Explore the creation of a recovery center in Olneyville with the Providence Center and members of the Mayor’s Substance Abuse Council. Modeled after the Anchor Recovery Center in Pawtucket, the facility in Olneyville would ideally include peer facilitated support groups, wellness activities like exercise and yoga, career planning support and social events. In the interim, establish regular support groups on-site or nearby for residents struggling with substance abuse.



Make smoking cessation services available to Manton Heights residents and pilot a No Smoking policy at Manton Heights. PHA has well-maintained partnerships with the RI Department of Health (RI DOH) and the City of Providence’s Mayor’s Substance Abuse Prevention Council (MSAPC). As part of the 2010 Tobacco Free Providence Campaign (TFC) and in an effort to further the PHA’s goal of implementing a Smoke-free policy, TFC grant funds made free on-site smoking cessation services available to PHA residents and the surrounding community. Counseling sessions offered by Providence Community Health Center were coupled with Nicotine Replacement Therapy. Currently, the PHA is working with the MSAPC to reignite free, on-site smoking cessation services at its housing developments.

Continue to provide health-related events on-site at Manton Heights. Past offerings include flu-shot clinics, fire safety program and seat belt safety program. Identify additional partners and opportunities to expand these offerings.



Children, youth and adults have improved physical and mental health outcomes.

Ensure residents have access to resources, amenities and programs to maintain a healthy diet and regular physical activity.

Partner with the University of Rhode Island to provide SNAP education as well as nutrition and exercise programs. The Supplemental Nutrition Assistance Program's nutrition education component, SNAP-Ed, is administered through the University of Rhode Island Department of Nutrition and Food Sciences. URI SNAP-Ed is designed to empower participants with limited income to choose nutritious foods and be physically active for better health and well-being through interactive, science-based lessons and activities. Currently programming activities include: the Food Talk-ESL curriculum developed to introduce adults learning English to the concept of healthy eating, Cradles to Crayons reading kits developed for preschool children and their families to combine reading time with nutrition education, mass transit social marketing campaign, food demonstrations, container gardening and a nutrition hotline.

Partner with Manton Avenue Community Garden, Southside Community Land Trust and Groundwork Providence to support, and possibly expand, the existing on-site community garden. Leverage this resource to its fullest potential as source of healthy food, a classroom for learning and a venue for community building.

Increase shopping at the local farmers markets and explore with Farm Fresh RI the establishment of a market in Olneyville. Six summer markets are located in the City of Providence including Brown University, Downtown, Hope Street, Armory Park, Broad Street, and Neutaconkanut Hill. SNAP, WIC and Senior Coupons are accepted and through the Bonus Bucks program shoppers receive \$2 Bonus Bucks for every \$5 of SNAP spent. In addition, the Healthy Foods, Healthy Families program seeks to empower low-income families with the tools to shop for and cook affordable fresh foods through a series of hands-on activities, offered in English and Spanish, at the latter three sites. Parents come with their children to the market where the Healthy Foods, Healthy Families staff offers free samples, games, recipes, financial incentives, and giveaways.

Expand participation in the Walking club and Zumba classes offered on site at Manton Heights. Initiated by the Manton Heights Resident Services Coordinator, the walking club operates during the warmer weather months and has a small but loyal following. During the colder months, the group participates in Zumba classes. Look for opportunities to grow participation which will not only increase attendees physical activity but will also go a long way in building community.

Support the resident-led basketball league for Manton Heights youth aged 6-12. On his own initiative, a resident and father from Manton Heights organizes a basketball league for youth ages 6-12 from the development. The league provides a great recreation opportunity for youth to get exercise while participating in a constructive out-of-school activity with adult supervision. It is important to support the league founder in his work to ensure this positive activity continues to flourish.

GOAL
P2

Children, youth and adults have improved physical and mental health outcomes.

Ensure the Housing Design and Neighborhood Plans support the health agenda. Work with Trinity Financial and Olneyville Housing Corporation to maximize the opportunities to support this health agenda. Currently the Housing plan proposes building a gym on the Imperial Knife site, providing for community gardens, creating a farmer's market on the central green, and making improvements to promote use of the bike path.

Potential Partners:

Brown University's Institute of Community Health Promotion, Clinica Esperanza, Groundwork Providence, Olneyville Health Center, Manton Avenue Community Garden, Providence Center, Southside Community Land Trust, University of Rhode Island's SNAP-Ed



GOAL
P3

Improve the linguistic, economic and civic integration of immigrants.

Connect residents with Limited English proficiency to English as a Second Language Classes and provide other classes, services and programs in Spanish whenever possible.

Partner with Network to Integrate New Americans (NINA) to improve linguistic, economic and civic integration of new immigrants. Funds from the U.S. Department of Education will provide technical assistance for the NINA collaborative to prioritize goals and develop work plans over the next three years in an effort to create a continuum of services in the greater Providence area.

Hire bilingual and bi-cultural staff. Provide translation and interpretation services. Offer classes, events and programs in both Spanish and English. As resources and opportunities are realized to expand the on-site resident services programs and staffing at Manton Heights, eligible applicants who are bi-lingual in Spanish will be sought. Furthermore, outreach materials will be translated into Spanish and dual-language instructors and/or interpreters will be provided for classes, events and programs to maximize participation in services and programs.

Promote and enroll residents in the ESOL classes. Currently classes are available at Providence Housing Authority's Education and Training Center, English for Action, Amos House, RI Family Literacy Initiative (RIFLI).

English for Action also offers Native Language Literacy (NLL) classes. The classes, facilitated by a native Spanish-speaker facilitator and community volunteers, teach learners with no or minimal literacy skills to read and write in Spanish. Learners from EFA's Beginner level class with low levels of literacy in their native Spanish participate in these classes, so that they build their literacy skills while simultaneously learning English. Community members who are illiterate or minimally literate use these classes to transition to ESOL classes.

In addition, English for Action offers Our School, ESOL classes to children (ages 6-14) of learners. Children participate in this arts-based program led by a paid coordinator and staffed by college student and community volunteers. Children ages 3-5 participate in an Early Childhood ESOL Program led by an experienced early childhood educator. Our School and the Early Child ESOL Program both allow parents to participate in ESOL classes and provide children with arts enrichment and homework help from native English speakers.





Improve the linguistic, economic and civic integration of immigrants.

Connect foreign born residents to immigration services that help them to fully integrate in the community.

Continue the collaboration with RI Family Literacy Initiative (RIFLI) to provide citizenship classes at Manton Heights. RIFLI is a high performing literacy program that offers beginning, intermediate and advanced level English as a Second Language (ESL), job readiness, citizenship preparation, high school completion (EDP), college transition and computer-based distance learning throughout five public library systems. Currently they are offering a citizenship class on-site at Manton Heights that has been well received.

Promote and connect residents to Dorcas Internationals legal services as needed for citizenship, work visas and other immigration issues. Dorcas International's Citizenship & Immigration Services is one of only two non-sectarian programs in the state accredited by the Bureau of Immigration Appeals (BIA). Seven accredited caseworkers and a staff attorney are trained to handle immigration matters such as citizenship, petitions for relatives, green card applications, asylum applications, deportation defense, and temporary protected status.

Connect residents to English for Action's Action Committee to further develop their leadership skills in an effort to contribute to social change.

Working on educational and community projects that directly affect the immigrant community in Providence, young adults learn meeting facilitation skills, public speaking, decision-making, action, and organizing, all of which allow them to take on a greater role within society and to positively contribute to social movements.

Potential Partners:

Amos House, Comite de Inmigrantes en Accion, Dorcas International Institute of Rhode Island, English for Action, Olneyville Community Library, Olneyville Neighborhood Association, PHA's Education and Training Center, Rhode Island Family Literacy Initiative



End Notes

- ¹ Data for Manton Heights from Providence Housing Authority Resident Characteristics Report, FY2012, unless otherwise noted
- ² Providence Housing Authority Resident Characteristics Report dated July 31, 2013
- ³ 2010 Census and American Community Survey data
- ⁴ Data for the City of Providence from 2008-2012 American Community Survey 5-Year Estimates, unless otherwise noted
- ⁵ Data for the State of Rhode Island from 2007-2011 American Community Survey 5-Year Estimates, unless otherwise noted
- ⁶ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ⁷ 2010 Census and American Community Survey data
- ⁸ 2010 Census and American Community Survey data
- ⁹ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ¹⁰ 2010 Census and American Community Survey data
- ¹¹ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ¹² 2010 Census and American Community Survey data
- ¹³ 2010 Census and American Community Survey data
- ¹⁴ 2010 Census and American Community Survey data
- ¹⁵ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ¹⁶ Data provided by Sorrel Devine, PHA Resident Services Director on 11/14/2013
- ¹⁷ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ¹⁸ Health Data for Manton Heights residents from The Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013, unless otherwise indicated
- ¹⁹ Olneyville: Action for a Healthier Community
- ²⁰ 2008-2012 American Community Survey 5-year Estimates
- ²¹ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013 Olneyville: Action for a Healthier Community
- ²² Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ²³ Health Data for Olneyville, Providence and Rhode Island from HEALTH PRAMS 2010 data for 02909 zip code via Meeting Street's Olneyville Early Childhood Report, unless otherwise indicated
- ²⁴ City and State health insurance coverage data from 2008-2012 American Community Survey 5-Year Estimates
- ²⁵ The Henry J Kaiser Family Foundation, State Health Facts, Adult Self-Reported Current Asthma Prevalence Rate, <http://kff.org/other/state-indicator/asthma-prevalence-among-adults/>, downloaded February 5, 2014
- ²⁶ Rhode Island Asthma Facts: Using Surveillance Data to Build a Healthier Rhode Island, Rhode Island Department of Health Asthma Control Program, January 2011
- ²⁷ Centers for Disease Control and Prevention. Diabetes Report Card 2012. Atlanta, GA: Centers for Disease Control and Prevention, US Department of Health and Human Services; 2012.
- ²⁸ Trust for America's Health, State Data, Hypertension Rates, % Adults (2005-2009 average), <http://healthyamericans.org/states/states.php?measure=hyper>, downloaded February 5, 2014
- ²⁹ Center for Disease Control and Prevention, Adult Obesity Facts, Prevalence of Self-reported Obesity Among U.S. Adults, BRFSS, 2012, <http://www.cdc.gov/obesity/data/adult.html>, downloaded February 5, 2014.
- ³⁰ The State of the USA, Depression Rates Vary Widely by State, Demographics, By Suzette Lohmeyer, October 1, 2010 <http://www.stateoftheusa.org/content/states-people-with-highest-dep.php>, downloaded February 5, 2014.
- ³¹ Olneyville DOH report: 2004-2008 RI DOH, KIDSNET data
- ³² Childhood Lead Poisoning in Rhode Island: The Numbers 2001 Edition, Rhode Island Department of Health
- ³³ Childhood Lead Poisoning in Rhode Island: The Numbers 2001 Edition, Rhode Island Department of Health
- ³⁴ Babies born at 36 weeks or younger
- ³⁵ Babies less than 2500 grams
- ³⁶ If received, prenatal care began in the 2nd or 3rd trimester
- ³⁷ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ³⁸ Providence Housing Authority's Manton Heights Needs Assessment Final Report
- ³⁹ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ⁴⁰ Olneyville: Action for a Healthier Community
- ⁴¹ Manton Heights Needs Assessment Report, The American Cities Coalition, February 2013
- ⁴² Providence Housing Authority's Manton Heights Needs Assessment Final Report
- ⁴³ Olneyville: Action for a Healthier Community
- ⁴⁴ Resident Characteristic Report as of July 31, 2013
- ⁴⁵ Olneyville Community Contract
- ⁴⁶ Providence Housing Authority's Manton Heights Needs Assessment Final Report

⁴⁸ Noted in *Build Olneyville Plan* but not sure of original source.

⁴⁹ Olneyville Community Contract

⁵⁰ Rhode Island Fact Sheet: Tax Credits Promote Work and Fight Poverty, Center on Budget and Policy Priorities, <http://www.cbpp.org/cms/index.cfm?fa=view&id=4097>, downloaded May 5, 2014.

CHAPTER
VII

Education Strategy





Table of Contents

- A. Education Context: Providence
Children and Youth Cabinet VII-1
- B. Overall Vision for Education VII-3
- C. Education Needs Assessment VII-5
- D. People Goals, Outcome, Metrics,
and Strategies VII-15

Figures

- Figure VII-1.** CYC Organizational Chart
- Figure VII-2.** CYC Goals and Indicators
- Figure VII-3.** Providence Elementary School Student Chronic Absenteeism Rates by Neighborhood: 2012-2013 School Year

Tables

Key Data Sources

- Table VII-1.** Target Population of Education Plan
- Table VII-2.** Manton Heights School Enrollment
- Table VII-3.** Rhode Island Department of Education Classification
- Table VII-4.** 2012 Providence Public School Performance Data
- Table VII-5.** Graduation rates at High Schools attended by MantonHeights students
- Table VII-6.** Education Goals, Outcomes and Metrics

CHAPTER VII Education Strategy

The Education strategy for the *Build Olneyville Plan* focuses on the implementation of a coordinated set of strategies designed to improve the educational outcomes of Manton Heights children and youth in particular, and to the extent possible, those of the broader Olneyville neighborhood.

This chapter presents the guiding vision for the Education strategy and discusses the existing conditions and current needs among the targeted populations. The chapter then outlines the goals, outcomes, and metrics that create the framework for what the plan seeks to achieve and how it will measure achievement. Finally, the strategies that will be implemented to reach the desired outcomes are described and key partners to be involved in carrying out the plan's vision are proposed.

A. Education Context: Providence Children and Youth Cabinet

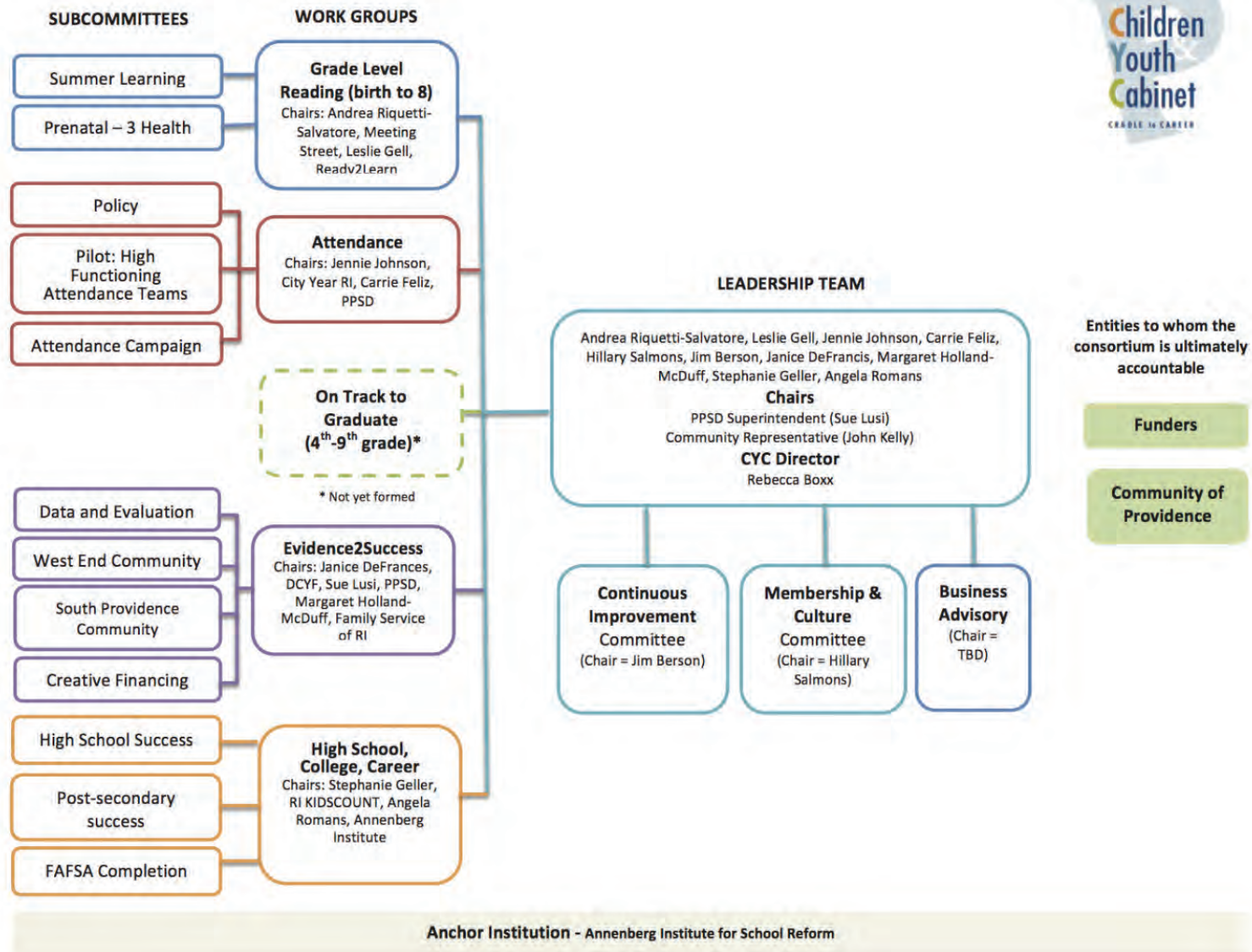
The Providence Children and Youth Cabinet (CYC) was convened in early 2010 to improve coordination of services across agencies, increase collaboration and foster better education, social, economic, physical and behavioral health outcomes for Providence's children and youth. The CYC is comprised of over 70 organizations and 175 active individuals including members from education, state and local government, higher education, business and community-based organizations working through powerful collective action to boost outcomes for children and youth in Providence from "cradle to career." Figure VII.1 shows how the CYC is organized.



Operating within a collective impact framework, the CYC's mission is to: Ensure that the children and youth in the City of Providence, from cradle to career, will have access to a coordinated, collaborative, integrated system of educational, social, physical and behavioral health services that will demonstrate key academic and social outcomes. Through this continuum of care that builds on the assets of a diverse community and is provided in safe and stable communities with the active involvement and support of adults important in their lives, children and youth will:

- Receive critical early education support before entering school
- Enter school ready to learn
- Thrive in school and stay in school;
- Develop skills, interests and talents guided by their own passions and interests
- Stay on track to graduation
- Graduate on time
- Have access to post-secondary education and to career opportunities that allow for success and promote stability
- Be prepared for school, work, life, and to engage in civic life and service

Figure VII-1. CYC Organizational Chart



In addition, as a Strive Network member since 2012, the CYC's work is further informed by this emerging national effort to build a set of results-based strategies along the cradle to career continuum and involve multiple stakeholders in improving outcomes.

In the summer of 2013, with research support from The Annenberg Institute of School Reform at Brown University, CYC refined its goals and identified priority and supportive indicators that are measurable, predictive of future student success, research-based and tied to the current or potential work of the CYC. The four goals and twenty-six indicators are outlined in Figure VII-2. More information about CYC can be found at <http://www.cycprovidence.org/>.

The *Build Olneyville* Education strategy attempts to build upon this work and identify neighborhood-based strategies and partners to further the goals identified by CYC and ensure that Manton Heights and Olneyville children and youth in particular benefit from this collective effort.

In addition, Providence received \$300,000 in funding from the Annie E. Casey Foundation to pilot the Evidence2Success (E2S) initiative to support healthy youth development, including non-cognitive factors, by encouraging investment in proven programs. Providence is the first pilot site and will begin by implementing proven programs in West Providence and the South Providence/Elmwood communities in 2014. The intent is to expand the initiative to include Olneyville down the line. Based upon surveys conducted in Providence public schools, chronic absenteeism, college preparation, graduation rates and extracurricular opportunities have emerged as particular areas for improvement.

B. Overall Vision for Education

The vision for the *Build Olneyville* Education strategy is to align with and build upon the work of the Providence Children and Youth Cabinet to ensure Manton Heights and Olneyville children and youth are academically successful.

The goals of the Education Strategy, as adopted from the CYC, include:

- E1** All children will enter Kindergarten healthy and ready to learn.
- E2** All children are supported academically, emotionally, socially.
- E3** All children are successful academically and graduate from high school.
- E4** All students are prepared for college, career and life.

The plan seeks to achieve these goals through a series of strategies and partnerships by:

- Developing a comprehensive, coordinated, and evidence-based program that meets the specific needs of Manton Heights and Olneyville residents.
- Capitalizing on and aligning with existing networks and initiatives, particularly those created by the Children and Youth Cabinet.
- Emphasizing collaboration among a network of partners who creatively leverage and align community assets for greater collective impact for the neighborhood and its residents.

Figure VII-2. CYC Goals and Indicators

		GOALS											
		All children enter Kindergarten healthy and ready to learn		All children are supported academically, emotionally, socially		All children are successful academically and graduate high school		All students are prepared for college, career and life					
ACADEMIC	Priority Indicators (developmental)	<u>Indicator 1</u> % of children at benchmark on developmental screens		<u>Indicator 2</u> % of children at benchmark on K Readiness Assessment*		<u>Indicator 3</u> % of children proficient on 4 th grade reading		<u>Indicator 4</u> % of students in 8 th grade on track to graduate		<u>Indicator 5</u> % of students graduate on time		<u>Indicator 6</u> % of seamless college enrollment	
	Supportive Indicators	% of children with elevated blood lead levels Average # of words spoken in households of children 0-3		% of children in quality child care settings % of children at benchmark on ESIK developmental screens		% of children at benchmark on DIBELS NEXT K-3 rd % of parents engaged in their child's education K-3		% of students proficient in Star Math % of students proficient in 8 th grade math, reading NECAP (+ Attendance and suspension rates)		% of students promoted to 10 th grade on time % of students proficient in 11 th grade NECAP math and reading		% of students completing FAFSA % of students planning for post-secondary education	
		Age 3		Kindergarten		3 rd grade		8 th grade		12 th grade		Post-secondary	
NON-ACADEMIC	Priority Indicators (cross-cutting)	<u>Indicator 7</u> % of chronic absenteeism among children and youth										<u>Indicator 8</u> % children and youth at or above national norms on social, emotional and behavioral well-being outcomes	
	Supportive Indicators	% students chronically absent by grade, disaggregated by race, ethnicity, school % suspension rates disaggregated by race, ethnicity, school (disproportionality) % of students with chronic illness					% children and youth with positive relationships % pro-sociality among of children and youth % youth exhibiting risky behaviors % children and youth with problems of emotional well-being						

C. Education Needs Assessment

The Education strategy is based on the findings of a comprehensive needs assessment that documents the current educational challenges

and opportunities facing children and youth from Manton Heights and the greater Olneyville neighborhood. Key data sources utilized in the needs assessment include:

Key Data Sources

Data Source	Description
2011 American Community Survey	Includes demographic data on the neighborhood population, as compared to the city and state
PHA Administrative data	Includes demographic data of the Manton Heights households
Manton Heights Needs Assessment Report	Comprehensive in-person survey of service participation and needs completed by The American Cities Coalition (TACC) in February 2013. 262 residents completed the survey for an 81% response rate.
Providence Public School Department	Enrollment, attendance and suspension data for Manton Heights students and the greater Providence school system; Providence Public School's Elementary, Middle & High School Profiles 2014
Rhode Island Department of Education	School performance data, 2012 School Classification Summary for Elementary Schools, Middle Schools and High Schools- Final July 2012, New England Common Assessment Program (NECAP) test scores, 2012 School Graduation Rate Annual Measurable Objectives (AMOs)
Providence Children and Youth Cabinet	Educate Providence: Action for Change- Investing in Children and Youth from Cradle to Career, Baseline report October 2012; Educate Providence: Commit to Quality, Investing in Children and Youth from Cradle to Career, Year Two Report, October 2013; newsletters and monthly updates
Meeting Street	Olneyville Early Childhood Report, October 2012; Summer Transition to Kindergarten Program 2013 Profile
Rhode Island KIDS COUNT	2014 Rhode Island Kids Count Factbook
Education Subcommittee meetings	A series of meetings with key partners to review the needs assessment and develop goals, strategies and metrics
Stakeholder Input	Via regular Principal's Meetings as well as individual meetings/phone calls

Target Population Profile

The Education strategy targets children and youth of Manton Heights as well as those who live in the broader Olneyville neighborhood. Below is some basic demographic data but more detailed statistics are available in the Appendix.

Table VII-1. Target Population of Education Plan

Report Title	Manton Heights	Olneyville
Total Household	325	1,891
Households with Children <18	221 (65%)	—
Households headed by a single female	297 (91%)	227 (12%)
Total Individuals	856	5,559
Children Ages 0-18	411 (48%)	1,768 (32%)
0-5 Year Olds (0-4 for ACS Data)	126 (15%)	584 (11%)
6-18 Year Olds (5-19 for ACS Data)	285 (33%)	1,184 (21%)

Source: PHA Resident Characteristics Report FY2012; U.S. Census Bureau

Key Findings: Early Education

Early Learning participation rates. There is a significantly higher proportion of young children in Manton Heights and Olneyville than in the state as a whole; 126 children ages 0-5 live at Manton Height and comprise 14% of total population¹ compared to 11% under age 5 in Olneyville and 6% in Rhode Island.²

Despite the high numbers of young children, there is limited early education enrollment. Per the Manton Heights Needs Assessment, only 19% of children ages 0-5 are enrolled in an early childhood education program like Head Start or Early Head Start. Although much lower than the HUD goal of 65%, this rate is comparable to city and state rates; 2% of children age birth to 3 in Providence and 2% in Rhode Island are enrolled in Early Head Start in 2011 and 16% of children ages 3 and 4 in Providence and 10% in Rhode Island are enrolled in Head Start.³ Not surprisingly, a survey administered in the fall of 2011 of Kindergarten parents at William D’Abate Memorial Elementary School, the only school in the target neighborhood, found that 56% of entering kindergarteners had not attended child care or preschool.⁴

There is a desire for early education programs among Manton Heights residents. More than 35% of Manton Heights parents indicated they need childcare or early education programs for this

age group and 75% of Manton Heights residents said that a child care center was very important for a new Manton Heights.

Olneyville Early Care and Education quality and capacity.⁵ Citywide there are only enough federally funded Early Head Start slots to serve 5% of the income eligible children and only enough Head Start slots to serve 39% of income eligible children.⁶ In addition to Head Start, there are 92 licensed child care providers with a total capacity of at least 581 slots. 15 providers are Bright Stars accredited; of those accredited 53% received 1 Star, 27% received 2 Stars, 13% received 3 Stars and 7% received 4 Stars.⁷ 14 providers in the Olneyville neighborhood have participated in Ready to Learn Providence (R2LP) activities; logging an average of 84 hours of professional development. R2LP estimates that 32% of Providence children are in “unknown” care which may include parents, relatives, informal family care and private schools.⁸

Early Intervention. According to the resident survey, 9% of Manton Heights children ages 0-5 are receiving early intervention services; this is lower than rates of participation in Olneyville (13%) and Providence (12%) as a whole.

According to the KIDSNET Data Book 2010, certain families may be eligible for Early Intervention under “multiple established conditions” that are never referred. These include

children whose mothers are (a) under the age of 18 (69% never referred), (b) have less than a 12th grade education (84% never referred), (c) are receiving outpatient mental health services (62% never referred), and (d) chronically ill (59% never referred). Given the profile of Manton Heights and Olneyville mothers, it is likely that many eligible households are not receiving Early Intervention services.⁹

Kindergarten Readiness. DIBELS (Dynamic Indicators of Basic Early Literacy Skills) is one of the proxy measures used in Providence to assess kindergarten readiness. In the fall of 2011, 36% of Providence kindergarten students tested at or above benchmark compared to 15% at William D'Abate elementary school, the only elementary school in the Olneyville neighborhood. According to the City of Providence Community Solutions Action Plan, gaps in DIBELS achievement exist based upon poverty, race and ethnicity. Citywide only 26% of Hispanic children tested at benchmark compared to 61% of their non-Hispanic white peers; similarly only 32% of low income children tested at benchmark compared to 67% of their higher income peers; and 11% of children with Limited English Proficiency (LEP) tested at benchmark compared to 43% of their peers without LEP.¹⁰ This is particularly troubling since the majority of residents in Olneyville and Manton Heights are Hispanic, have Limited English Proficiency and/or live in poverty.

In the *Olneyville Early Childhood Learning Report*, Meeting Street identified a number of barriers to kindergarten readiness. Parents tended to cite financial problems, who children spend time with, work schedules, a lack of support, neighborhood safety, and limited income as key barriers. While, early educators, teachers and Olneyville agencies also cited financial problems and lack of help or social supports, they also focused on difficulty speaking/reading English and children's mental health problems. All groups also identified: lack of information about and difficulty accessing available support services in the community; lack of communication between parents and service providers, including child development milestones and pre-school expectations; and limited parental access to educational workshops that provide more information, guidance, education and standards for teaching a variety of skills, including social, academic and appropriate behavior and wellness skills. Teachers also noted that a lack of student records available for entering kindergarteners often results in a lag in service provision, high frequency of replicated assessments, and lower likelihood of ability to build upon previous work.

Key Findings: K-12 School

According to the Providence Children and Youth Cabinet (CYC), there are a few key indicators for academic proficiency districtwide:

- In 2011, only 46% of 4th grade PPSD students were at or above proficiency on reading NECAP compared to 71% statewide.¹¹
- In 2011-2012, only 65% of 9th grade PPSD students were promoted to 10th grade.
- In 2011, only 57% of 11th graders were proficient in reading compared to 77% statewide and only 12% were proficient in math compared to 30% statewide.

Looking a bit more closely at PPSD data for students from Manton Heights revealed the following:

- There is a higher proportion of school age children in Manton Heights and Olneyville than in the state as a whole. 285 children ages 6-17 reside at Manton Heights comprising 33% of total population¹² compared to 21.3% aged 5-19 in Olneyville and 19.5% in Rhode Island¹³
- As of 1/22/2014, 332 Manton Heights students attend 37 different schools in the Providence Public School district and another 3 students receive private home instruction:

Table VII-2. Manton Heights School Enrollment

	School	# of MH students	% Total	% School Level
Elementary	Webster Avenue	31	9.3%	18.0%
	William D'Abate Memorial	16	4.8%	9.3%
	Veazie Street	14	4.2%	8.1%
	Sgt. Cornel Young, Jr & Charlotte Woods	12	3.6%	7.0%
	Robert L. Bailey, IV	12	3.6%	7.0%
	Reservoir Avenue	11	3.3%	6.4%
	Pleasant View	10	3.0%	5.8%
	Mary E. Fogarty	8	2.4%	4.7%
	Lillian Feinstein	8	2.4%	4.7%
	Leviton Dual Language School	7	2.1%	4.1%
	Harry Kizirian	7	2.1%	4.1%
	George J. West	6	1.8%	3.5%
	Frank D. Spaziano Avenue	5	1.5%	2.9%
	Frank D. Spaziano Annex	5	1.5%	2.9%
	Dr. Martin Luther King, Jr.	5	1.5%	2.9%
	Charles N. Fortes	3	0.9%	1.7%
	Carl G. Lauro	3	0.9%	1.7%
	ASA Messer	3	0.9%	1.7%
	Anthony Carnevale	3	0.9%	1.7%
	Alfred Lima, Sr	2	0.6%	1.2%
Alan Shawn Feinstein	1	0.3%	0.6%	
	172	51.3%	100%	

	School	# of MH students	% Total	% School Level
Middle School	Governor Christopher Delsesto	31	6.3%	31.3%
	Esek Hopkins	16	3.9%	19.4%
	Gilbert Stuart	14	3.3%	16.4%
	Nathan Bishop	12	2.4%	11.9%
	Nathanael Greene	12	2.4%	11.9%
	Roger Williams	11	1.5%	7.5%
	Times2	10	0.3%	1.5%
		67	20.0%	100%
High School	Central	26	7.8%	28.6%
	Classical	19	5.7%	20.9%
	E-Cubed Academy	12	3.6%	13.2%
	Hope	10	3.0%	11.0%
	HSTA & PAIS HIGH	8	2.4%	8.8%
	Dr. Jorge Alvarez	7	2.1%	7.7%
	Mount Pleasant	5	1.5%	5.5%
	Providence Career and Technical School	4	1.2%	4.4%
	Academy for Career Exploration	2	0.6%	2.2%
		91	27.2%	100%
	Private Home Instruction	3	1%	1.7%
TOTAL, Manton Heights students	335	100%		

Source: Providence Public School Department, 1/22/2014

School Characteristics and Performance.

The Rhode Department of Education uses the following classifications to rank schools statewide:

Classification Description

Commended: The strongest performance across measures and serving all students well

Leading: Strong achievement in reading and math, small or no gaps between groups of students, and/or are improving student achievement

Typical: Performance at or near the state average, sometimes with pockets of strength and/or challenges in one or more areas

Warning: A combination of low achievement in reading and math, unacceptable gaps, little or no improvement in achievement or graduation rates, and/or failure to test enough students

Focus: Substandard achievement in reading and math and/or unacceptable achievement gaps

Priority: The lowest achievement in reading and math, intolerable gaps in student performance, and little or no progress in improving student outcomes

Based upon the 2012 School Classification Summary, only 3% of Manton Heights students attend a school that is classified as Commended or Leading. 20% of students attend a school that is classified as Typical. Nearly 3 out of 4 Manton Heights students attend schools that need significant improvement; 4% at schools classified as Warning, 27% at schools classified as Focus and 39% at schools classified as Priority which represent the lowest achievement in reading and math and intolerable gaps in student performance.

Recent PPSD school performance data on the schools most commonly attended by Manton Heights students show that they are generally under-performing compared to the rest of the Providence Public School District and the State of Rhode Island. Some schools like William D’Abate, Carl G. Lauro, Anthony Carnvale, Governor Delsesto and Nathanael Greene perform better than the state average in at least one area, as represented in blue in Table VII-4. But only Classical High School is a high performer overall. Many of the schools, have performance indicators below the District average in addition to being far below the State average, as depicted in red. Despite these mixed indicators of performance, parental feedback on the Manton Heights Resident Survey indicates general satisfaction with the schools: 80% of parents were satisfied with the elementary school their child attends; compared to 95% of middle schools parents and 83% of high school parents.

William D’Abate Memorial Elementary School.

The D’Abate elementary school is the only public school located in the Olneyville neighborhood. Currently the school serves 417 students, 16 of which live at Manton Heights. These 16 students represent only 9.3% of the total elementary school age youth at the housing site.

Under the new classifications set forth by Rhode Island’s ESEA Waiver, D’Abate is considered a “typical” school and is meeting Annual Yearly

Progress targets despite the fact that students are still performing below proficiency standards in some areas. Of particular note, math and reading scores for Hispanic and English Language Learners at D’Abate appear to be above the state average indicating that the school has been particularly successful, relative to its peers, in teaching these cohorts of students. The school is home to a 21st Century Community Learning Center available to any community resident, creating opportunities for reaching families who may not attend this school but reside in the neighborhood. A Parent Teacher Organization was recently formed. In addition, Brown University’s Swearer Center for Public Service has made a long standing commitment to the school.¹⁴

English Language Learners. Although data is not available to determine how many of the Manton Heights and/or Olneyville students are English Language Learners, it is likely that this number is significant given the high number of residents who are foreign born and the high number of households where English is not the primary language. In addition, the percent of ELL students at 31 of the 37 schools where Manton Heights students attend far exceed the state-wide rate of 6% and 25 of the 27 schools exceed the city-wide rate of 17%.

Table VII-3. Rhode Island Department of Education Classification

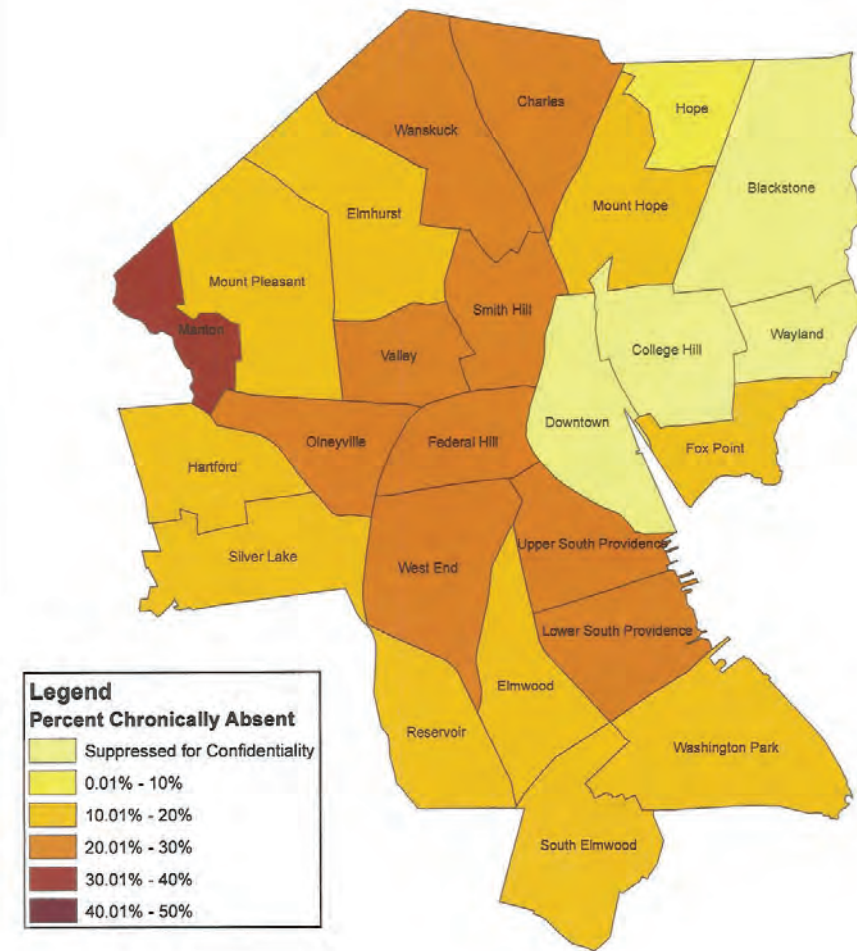
RIDE Classification	School	# of MH students	% Total	RIDE Classification	School	# of MH students	% Total
Commended	Classical	10	3.0%	Focus (cont.)	Harry Kizirian	8	2.4%
	Subtotal	10	3.0%		Hope	12	3.6%
Leading	Times2	1	0.30%		Nathan Bishop	5	1.5%
	Subtotal	1	0.0%		Providence Career and Technical School	5	1.5%
Typical	Academy for Career Exploration	2	0.6%		Subtotal	91	27.0%
	Alfred Lima, Sr	6	1.8%	Priority	Carl G. Lauro	14	4.20%
	Anthony Carnevale	12	3.6%		Dr. Jorge Alvarez	8	2.40%
	E-Cubed Academy	4	1.2%		Governor Christopher Delsesto	21	6.30%
	Nathanael Greene	13	3.9%		Gilbert Stuart	11	3.30%
	Reservoir Avenue	2	0.6%		HSTA & PAIS HIGH	7	2.10%
	Veazie Street	7	2.1%		Lillian Feinstein	3	0.90%
	Webster Avenue	5	1.5%		Mary E. Fogarty	5	1.50%
	William D'Abate Memorial	16	4.8%		Mount Pleasant	26	7.80%
	Subtotal	67	20.0%		Pleasant View	12	3.60%
	Warning	Alan Shawn Feinstein	5		1.5%	Robert L. Bailey, IV	7
ASA Messer		8	2.4%		Roger Williams	8	2.40%
Dr. Martin Luther King, Jr.		1	0.3%	Sgt. Cornel Young, Jr & Charlotte Woods	11	3.30%	
Subtotal		14	4.0%	Subtotal	130	39%	
Focus	Central	19	5.7%	Not Ranked	Charles N. Fortes	3	0.90%
	Esek Hopkins	8	2.4%		Leviton Dual Language	3	0.90%
	Frank D. Spaziano Avenue	10	3.0%		Subtotal	6	2%
	Frank D. Spaziano Annex	3	0.9%	Private Home Instruction	3	1%	
	George J. West	31	9.3%	TOTAL	335	100%	

Source: Rhode Island Department of Education, 2012 School Classification Summary

Figure VII-3. Providence Elementary School Chronic Absenteeism Rate by Neighborhood: 2012-2013 School Year

Special Needs. There are exceptionally high rates of special needs among Manton Heights school children; 33% of Manton Heights residents indicated that their child has special needs (compared to 19% in Providence and 18% in Rhode Island during the 2010-2011 school year¹⁵). Only 1 in 3 respondents with a special needs child (36%) said their child’s needs are being met appropriately at school.

Chronic Absence. There are high rates of chronic absence, defined as missing 10% or more of school days in a given school year for any reason, whether excused or not. In 2011-2012, the district-wide rate of chronic absence was 32% (25% in elementary, 29% in middle and 49% in high school), much higher than the state-wide rate of 8%¹⁶. Rates of chronic absence appear to be even higher among Manton Heights and Olneyville students. Across all grade levels, 39.1% of Manton Heights residents were chronically absent (26% Chronic, 13.1% Excessive). An additional 28.7% had Moderate absences, leaving only 1/3 or 32.2% of students with a Low absenteeism level.¹⁷ In addition, per the Prov Plan maps, the Olneyville neighborhood has some of the highest rates of chronic absenteeism in the City.



April 2014



Table VII-4. 2012 Providence Public School Performance Data

School	All Students		Hispanic		African American		White		Students with Disabilities		English Language Learners		Economically Disadvantaged	
	R	M	R	M	R	M	R	M	R	M	R	M	R	M
Elementary														
State Average	70.9%	61.7%	52.0%	41.4%	56.1%	40.5%	79.4%	71.8%	37.1%	31.6%	36.1%	29.3%	57.3%	46.4%
District Average	47.0%	39.3%	44.0%	38.1%	47.4%	33.6%	61.7%	54.7%	17.2%	15.2%	27.8%	26.3%	45.3%	37.6%
George J. West	45.9%	39.5%	44.1%	37.9%	49.9%	38.9%	58.0%	54.2%	16.7%	20.8%	26.7%	29.0%	44.3%	38.9%
William D'Abate	55.1%	50.4%	56.1%	52.2%	45.8%	35.4%	*	*	21.4%	21.4%	52.9%	47.8%	54.4%	50.1%
Carl G. Lauro	45.1%	41.2%	46.1%	42.8%	34.5%	30.8%	*	*	15.1%	12.4%	34.1%	33.0%	45.1%	41.7%
Anthony Carnavale	55.9%	52.1%	57.4%	52.7%	45.0%	45.0%	49.1%	49.1%	38.5%	39.8%	38.9%	32.3%	54.9%	50.7%
Pleasant View	47.7%	32.2%	45.7%	29.7%	45.0%	34.5%	52.3%	26.7%	19.6%	19.6%	—	—	46.4%	31.9%
Young & Woods	43.2%	32.8%	48.0%	34.8%	31.3%	27.1%	*	*	17.5%	15.2%	*	*	43.9%	31.8%
Frank D. Spaziano	45.2%	41.0%	43.1%	39.0%	*	*	*	*	13.9%	12.5%	22.7%	22.0%	45.0%	41.5%
Middle School														
State Average	75.1%	60.7%	54.9%	38.3%	59.3%	37.2%	82.9%	70.3%	37.6%	22.6%	30.5%	19.6%	60.7%	42.8%
District Average	49.2%	30.9%	46.4%	28.1%	47.3%	28.2%	62.0%	46.7%	14.5%	10.5%	17.6%	8.0%	46.9%	28.1%
Governor Delsesto	55.4%	34.3%	62.5%	36.5%	45.0%	30.3%	*	*	29.8%	18.1%	—	—	53.5%	34.1%
Nathanael Greene	61.8%	49.2%	60.3%	46.4%	57.8%	43.4%	76.0%	63.9%	21.1%	16.0%	—	—	58.7%	47.2%
Gilbert Stuart	41.0%	27.8%	39.5%	25.8%	45.3%	27.4%	*	*	18.7%	9.6%	15.3%	11.1%	41.3%	27.5%
High School														
State Average	78.5%	36.5%	61.2%	21.1%	63.0%	22.5%	87.0%	43.9%	43.2%	12.3%	19.7%	7.6%	66.0%	22.7%
District Average	59.5%	20.0%	55.9%	15.6%	56.6%	21.4%	83.0%	41.9%	26.1%	8.6%	12.9%	0.0%	59.1%	18.1%
Mount Pleasant	43.0%	13.3%	41.5%	12.7%	47.3%	15.4%	*	*	25.2%	21.4%	17.5%	8.3%	45.6%	14.2%
Central	50.8%	12.1%	50.7%	11.9%	45.5%	8.3%	*	*	16.9%	8.3%	15.8%	8.3%	52.8%	12.3%
Hope	67.0%	13.2%	69.4%	15.1%	55.4%	8.3%	*	*	*	*	*	*	66.7%	13.5%
Classical	98.1%	52.6%	100.0%	50.6%	95.1%	44.3%	98.2%	67.6%	*	*	*	*	98.7%	47.3%

■ Performed **worse** than PPSD Average ■ Performed **better** than PPSD Average

Source: Rhode Island Department of Education 2012 Annual Measurable Objectives (AMOs)

Suspensions. The rates of in-school and out-of-school suspensions among Manton Heights students is higher than the district average across the board. 5.97% of Manton Heights students received an in-school suspension compared to 3.87% district-wide. And 15.22% of Manton Heights students received an out-of-school suspension compared to 11.41% district-wide. And, for the small minority that has received both in-school and out-of-school suspensions, more of them have had multiple suspensions than their counterparts citywide.

Out-of-School-Time Programming. Of the 128 children ages 6-12 in the Manton Heights households surveyed, 48% were enrolled in before or after school programs and 32% attended other community education programs after school or on weekends. Yet almost half (46%) of residents indicated they still need before or after school care for this age group.

Of the 100 youth ages 13-17 represented in the Manton Heights households surveyed, 31% attended a before or after school program and 20% attended another community/education program after school or on weekends. Nonetheless, more than 1/3 (36%) of parents indicated they need before or after school programs for youth in this age group.

42% of parents also indicated they would like their child to have an after school or summer

job. However, according to the resident survey, no youth in this age group had an after school or summer job. In comparison, according to 2014 Rhode Island Kids Count Factbook, the economic recession had a negative impact on the job market for youth and young adults. In 2011, youth employment nationally reached its lowest level since WWII, with only 26% of teens ages 16 to 19 employed.

Not surprisingly given these participation rates, Manton Heights residents feel that youth activities are inadequate in the neighborhood. 81% said on-site youth services are very important. The overwhelming majority (85%) of Manton Heights residents believe that organized programs for youth will improve safety. And, Manton Heights residents expressed a high interest in art/music/dance programs and events; 75% of residents said this is a youth service that is not adequately met, ranking #1 of 10 options.

While Olneyville has a number of established youth programs and initiatives, it is clear that greater accessibility and improved outreach to residents is needed to encourage participation.

College and Career Readiness. The educational attainment of both target populations is low. Only 6% of Manton Heights residents and 14% of Olneyville residents have a college degree. Additionally, only 9% of Manton Heights households have a member currently enrolled

in college. This is likely due, at least in part, to the need for improved college readiness among targeted youth, including both academic readiness as well as guidance through the college application and enrollment process.

PPSD data from the *Educate Providence: Action for Change, Investing in Children and Youth from Cradle to Career*, Baseline report indicates that:

- In 2011, only 68% of PPSD students graduated in four years compared to 77% statewide.
- In 2012, 60% of 12th grade PPSD students completed a Free Application for Federal Student Aid (FAFSA). Research indicates that increased FAFSA completion can boost college enrollment.
- In 2012, 52% of PPSD graduates enrolled immediately in a higher education institution. An additional 8% did so in the first year after graduation and an additional 6% within two years of graduation.

Other than Classical High School, graduation rates at high schools most attended by Manton Heights students are typically lower than the district-wide average. This is particularly so for Hispanic students, students with disabilities and economically disadvantaged students which appear to be a significant portion of the Manton Heights student population.⁴²

Table VII-5. Graduation rates at High Schools attended by Manton Heights students

School	% of Manton Heights high school students	All Students	Hispanic	African American	White	Students with Disabilities	English Language Learners	Economically Disadvantaged
2012 District Graduation Rate		70.96%	70.86%	73.13%	66.47%	57.23%	73.56%	71.60%
Mount Pleasant	28.0%	63.65%	64.62%	67.22%	42.28%	49.33%	72.92%	64.83%
Central	20.4%	69.34%	70.69%	69.44%	52.04%	55.26%	72.97%	71.64%
Hope	12.9%	73.33%	69.78%	80.50%	—	66.90%	73.13%	75.05%
Classical	10.8%	97.30%	96.65%	100.00%	97.11%	—	—	96.86%
Dr. Jorge Alvarez	8.6%	69.44%	70.83%	75.14%	—	61.50%	—	70.39%
HSTA & PAIS HIGH	7.5%	75.23%	78.58%	71.03%	—	—	81.35%	76.84%
Providence Career and Technical School	5.4%	61.82%	61.22%	—	—	74.33%	—	62.14%
E-Cubed Academy	4.3%	65.64%	68.20%	65.73%	—	—	—	65.68%
Academy for Career Exploration	2.2%	86.99%	88.30%	—	—	—	—	87.46%

Source: Rhode Island Department of Education, 2012 School Graduation Rate



Given the high poverty rates and low educational attainment among the targeted populations, the need for guidance and counseling around financial assistance, application completion, and the transition to postsecondary education is great, as many youth may be the first in their family to pursue college degrees.

Parental Engagement/Support. About three-quarters of parents surveyed (76%) indicated that they attend parent/teacher conferences at their child's school.



D. People Goals, Outcomes, Metrics, and Strategies

As previously noted, based upon the work of the CYC and in direct response to the resident needs assessment, four Education goals have been adopted for the *Build Olneyville Plan*. Additionally, a set of outcomes and metrics outlined in Table VII-6 have been developed in order to more fully define success and track progress to determine when strategies and partners need to be adjusted during implementation. The proposed metrics include a subset of the 26 indicators identified by CYC which are tracked via a web-based tool, the Results Scorecard. The complete CYC Results Scorecard with all 26 indicators is included in the Appendix or can be found at <https://app.resultsscorecard.com/Scorecard/Embed/1372>



The section that follows describes the strategies to achieve each goal, while creating a coordinated, place-based framework that improves education outcomes for children and youth. The strategies reflect the input received from key stakeholders during the multi-faceted community engagement effort described in the Community Engagement chapter and seek to build upon and align with the work of the CYC. The strategies will be refined over time to respond to new developments from the CYC, additional feedback from stakeholders, changes in the local provider network, the availability of funding, the evolving needs of the target populations, and lessons learned.

Table VII-6. Education Goals, Outcomes and Metrics

Goals	Outcomes	Metrics
E1 All children enter Kindergarten healthy and ready to learn.	Increase the percentage of three- and four-year olds enrolled in high quality preschool experience.	% of children at benchmark on kindergarten readiness assessment % of 3 and 4 year olds in a high quality preschool settings
	Improve benchmark scores for incoming kindergarten students.	% of children at benchmark on developmental screens
	Support families with small children.	
E2 All children are supported academically, emotionally, socially.	Increase enrollment in well-performing schools.	# of children enrolled in well-performing schools
	Increase enrollment in after-school and summer programs.	#/% of students participating in quality summer learning activities #/% of students participating in quality after-school learning activities
	Improve school attendance and reduce suspensions.	% of children chronically absent (10% or more school days) % of students with 1+ out-of-school suspensions
	Improve social, emotional and behavioral wellbeing.	% improvement of children and youth on social, emotional and behavioral well-being outcomes
E3 All children are successful academically and graduate high school.	Increase reading proficiency by 3rd grade.	% of students proficient in 3rd grade reading
	Identify and support students who are falling "off track."	% of 8th grade students at or above proficient in Reading and Math NECAP
	Increase high school graduation rate.	% 4 year graduation rate
E4 All students are prepared for college, career and life.	Increase post-secondary enrollment and completion.	% of students completing FAFSA
		% of students with seamless college enrollment
		% of students who complete college in 4 years



All children enter Kindergarten healthy and ready to learn.

Support families to negotiate and navigate the early care and education “systems.” This includes ensuring that all families have access to information about programs and services in a language they understand, assisting families in enrolling their child in child care/early learning programs and accessing community resources and entitlements. As resources are available, offer case management and family support programs as part of a two generation strategy.



Establish an early childhood developmental service pipeline to prepare Manton Heights and Olneyville children from prenatal to ages six to enter school healthy and ready to learn. Meeting Street and partners will attempt to reach a minimum of 75 children from Manton Heights and Olneyville per year. This will entail screenings in all domains of child development and school readiness, provision of evidence based services and supports for those children and families that need them, and a longitudinal tracking system that links early childhood investments to school readiness and life-long success. Ideally this system will result in a student portfolio for the kindergarten teacher that includes all assessments and evaluations completed including hearing and vision screening, updates on interventions and feedback for the teacher on the learning style of the child as well as family engagement. These portfolios would help the teacher better understand the student and families from the outset and avoid replication of screenings and assessments that are costly and could result in delays in service.

Provide evidence-based home visiting services for pregnant women and young children to determine development needs and support each child and family. Meeting Street has 150 slots with Healthy Families America (HFA), a nationally recognized evidence-based home visiting program model designed to work with overburdened families who are at-risk for adverse childhood experiences, including child maltreatment. HFA services begin prenatally or right after the birth of a baby and are offered voluntarily, intensively and over the long-term (3 to 5 years after the birth of the baby). Reviews of more than 15 evaluation studies of HFA programs in 12 states produced the following outcomes: Reduced child maltreatment; Increased utilization of prenatal care and decreased pre-term, low weight babies; Improved parent-child interaction and school readiness; Decreased dependency on welfare, or TANF and other social services; Increased access to primary care medical services; and Increased immunization rates. However, to meet the anticipated needs, referrals will also be made to two other evidence-based programs: Nurse Family Partnerships and Parents as Teachers.



All children enter Kindergarten healthy and ready to learn.

Focus Early Head Start enrollment in Olneyville to serve families at greatest risk. Early Head Start is a program that provides home visiting and early education for low income pregnant women and children under the age of three. Meeting Street has made a commitment to prioritize Manton Heights and Olneyville families for the limited Early Head Start slots because of the high need in the community.

Offer early childhood language development groups in Olneyville which provide opportunities for socialization of young children and their families and support their pre-literacy skills. Meeting Street has offered such programs in the past and desires to do so again if resources can be identified.

Engage Manton Heights and Olneyville families in the Providence Talks initiative. Providence was awarded the first place \$5 million prize from the Bloomberg foundation for their idea to improve childhood literacy through auditory environments. As the City moves forward with implementation and begins to enroll the first families, it will be important to explore ways to maximize Manton Heights and Olneyville families' participation in the program.

Meeting Street has written and designed the curriculum for the Providence Talks program and has been one of the providers during the pilot phase. Meeting Street anticipates it will apply for an additional 200 slots in the upcoming award cycle and will focus outreach toward families residing in Manton Heights and Olneyville.

Maximize the number of Manton Heights children participating in Head Start. Children's Friend currently provides 36 Head Start slots at Manton Heights. Ensure facilities are available to continue to operate this program through the redevelopment process and pursue opportunities to expand the program, where possible.

Explore opportunities to develop a new Early Learning Center in the neighborhood. Ideally, if capital funding can be secured via new market tax credits or other resources, Meeting Street is interested to develop a new Early Learning Center in Olneyville that replicates their nationally accredited model in the neighborhood.

Continue to provide a robust and comprehensive transition to kindergarten program that serves all children who will be entering kindergarten at the D'Abate elementary school; increase the number and percent of Manton Heights children who participate. Meeting Street currently offers a summer transition to kindergarten program at the D'Abate. Of the 30 students enrolled in 2013, 89% identified as Hispanic, 70% speak Spanish as their primary language at home and at least 27% had parents who were foreign born. More than half (54%) were in informal care settings (at home, at home with family/friends/older siblings), 42% in formal care (mostly Head Start) and the remainder responded "Other". By the end of the program, more than half of the students were proficient in all domains (Expressive and Receptive Language, Approaches to Learning and Cognition, Phonological Awareness and Print Knowledge, Social/Emotional Development, Physical Development, Overall) except Math. Overall, 100% of students made gains in uppercase and lowercase recognition and 97% in number recognition. At the middle of the school year, students were assessed with DIEBELS and IDEL. Results demonstrate that participants in the summer program were less likely to be significantly



All children enter Kindergarten healthy and ready to learn.

below benchmark than their non-participant peers, and indicate that the summer program may provide value in helping to move participants significantly below benchmark into the “strategic” and benchmark levels.

Connect Manton Heights children who are entering kindergarten at a school other than D’Abate with Inspiring Minds. Inspiring Minds' Kids Bridge program is a dynamic 4-week kindergarten prep program offered during the summer. Intense basic skills activities fortified by a 3:1 adult/student ratio help to close the learning gap of 5 year olds with little to no pre-school experience.

Explore opportunities to provide early education programming at D’Abate. Head Start is currently offered at Kizirian through a 4-day, 6 hour/day model. This early learning program helps with the transition to kindergarten by creating linkages between the students/parents and the school in advance of kindergarten entry. It seems worth exploring the opportunities to replicate this model at D’Abate.

Promote an early learning agenda through partnerships with Olneyville Collaborative, School Improvement Team and other formal and informal community groups, that supports and highlights greater collaboration among all of the systems and services that currently work with Olneyville’s youngest children. This early learning agenda, spearheaded by Meeting Street, will seek to create a common language, framework, understanding and approach to supporting the healthy development of children and their families, particularly between and among early childhood providers, Early HeadStart/HeadStart providers, Providence Public School Department, families and other community based organizations. In addition, it will seek to reduce duplication of services and increase referrals and coordination among agencies supporting families.



Advocate for policies that put children first.

Recognizing that some barriers to improving the quality of life for young children go beyond adding programs and services, work with Olneyville Collaborative and other community partners to advocate for policy and regulatory changes that put the interests of young children first. For example, despite clear and convincing research that children who have blood lead levels above 5mcg/dl experience significant learning deficits, state policy for programs such as Early Intervention require a minimum level of lead poisoning twice as high in order to qualify for services. So it is important to support legislation that aligns policies with science and supports children who are lead poisoned.

Potential Partners:

Children and Youth Cabinet, Children’s Friends, D’Abate Elementary School, Healthy Families America, Meeting Street, Nurse Family Partnership, Olneyville Collaborative, Parents as Teachers, Providence Public School Department

GOAL
E2

All children are supported academically, emotionally, socially.

Maximize Manton Heights resident participation in Mind in the Making (MITM), an early learning initiative to be offered on-site by Ready to Learn. Developed by Families and Work Institute, MITM is an unprecedented effort to share the science of children’s learning with the general public, families, educators and other professionals who work with children. Ready to Learn now offers two MITM courses in English and Spanish: The Seven Essential Life Skills (for families as well as educators and other staff at elementary schools) and The Science of Early Learning (for early childhood educators).

- *The Seven Essential Life Skills Every Child Needs:* This eight-session course outlines the skills children need to succeed, explains how children learn them, and shows how to promote the seven skills through everyday activities at home and in the classroom. In partnership with the Providence Public School Department, Ready to Learn Providence is offering this course to nearly 3,000 faculty, support staff and parents of children K to Grade 3. Manton Heights has been identified as one of the community based locations where the course will be offered.

- *The Science of Early Learning:* When does learning begin and how is it nurtured? What role does social and emotional development play? Are we born with an innate drive to solve problems? These are just a few of the fascinating questions addressed in Mind in this 11-session course developed by FWI after years of compiling the most rigorous research on early learning. Ready to Learn piloted this course, which bridges the gap between research and teaching practice, in 2006, and currently offers it to early childhood educators as often as funding allows. Although the content is based on the most sophisticated science available, the material is presented in an accessible and highly compelling format.



Partner with the Providence Public School Department’s Office of Registration to provide Student Registration Sessions on site at Manton Heights annually providing families an opportunity to register early, maximize enrollment in preferred schools and reduce the need for bussing.

- In advance of the registration sessions, provide parents with information about individual school performance and offerings to help them make informed decisions about school registration and enrollment.
- Include information about charter schools and assistance with applications for their lotteries.
- Ensure Spanish translation and interpretation is available to successfully reach the Latino families who, historically, have waited too long to register their children in school ultimately leaving them with fewer options.



All children are supported academically, emotionally, socially.

Promote registration at D’Abate School, which is among the highest achieving schools in the district, to increase Manton Heights and Olneyville enrollment at the school, effectively creating a neighborhood school. D’Abate is one of the PPSD schools with a classification of “typical” and it is meeting its Annual Yearly Progress targets. In addition, based upon test scores that exceed the state average, it appears to be particularly successfully in working with Hispanic and English Language Learners.

- *Work with the D’Abate School to create a Walking School Bus from Manton Heights to address parent concerns about the lack of bus transportation provided by PPSD.* A Walking School Bus is a group of children walking together, supervised by adults. Like a school bus, the group picks up children at designated stops along the way to school. Not only can this program increase safety for the children and the neighborhood, it can reduce absenteeism and tardiness and provide exercise to combat childhood obesity.
- *Explore the creation of a before-school program at D’Abate with the Boys and Girls Club.* Coupled with the Walking School Bus, a before-school program will help working parents get their children off to school safely and early enough

in the morning that it doesn’t affect their commute.

- *Encourage parents to enroll their children in D’Abate so that in addition to attending one of the better performing schools in the district, elementary students can access the after-school programming offered by the Swearer Center.* Since 2000, Brown University has partnered with William D’Abate Elementary School to bring after-school programming, in-class tutoring and summer camps to students. The D’Abate Community School After-School clubs provide elementary school students with an opportunity for academic enrichment and mentorship from college students. More than 200 students participate in approximately 40 different clubs, that allow them to dabble in a variety of extracurricular activities, exploring interests while also expanding on classroom lessons. Meeting Street is also working with the Swearer Center to provide training and curriculum for its volunteers to enhance math and literacy skills.

Expand the existing Boys and Girls Club of Providence on-site offerings at Manton Heights to include a full range of before- and after-school programming for children ages 6-18.

With improved and expanded facilities created via the redevelopment of Manton Heights, the Boys and Girls Club can attract additional partners like City Arts, karate, etc. In addition, with a new gymnasium that meets league regulation, the Boys and Girls Club can offer more organized sporting activities on site.

Educate families about the importance of and options for after-school and summer learning at all grade levels.

In collaboration with the CYC’s Grade Level Reading Work Group, make information available about existing programs and provide assistance with applications. Current offerings include:

- *The Boys and Girls Club’s Bristol camp.* The Boys and Girls Club has 25 slots at their Bristol camp location that are available for Manton Heights residents annually. The national organization has developed a new curriculum named “Brain Gain” that offers a summer enrichment curriculum that aims to stem summer learning loss.



All children are supported academically, emotionally, socially.

- *AfterZone Summer Scholars Camp.* 99% of Manton Heights middle school students attend a school where Providence After School Alliance (PASA) offers AfterZone Summer Scholars Camp, an integrated hands-on, project-based STEM (science, technology, engineering and math) program, integrating math and English language arts. The free program provides:
 - Engaging, hands-on STEM exploration and recreational activities that build on what students learn in school.
 - Healthy breakfast and lunch, provided by Sodexo School Services.
 - Quality programs from experienced providers with background checks.

AfterZone Scholars. In PASA's AfterZone Scholars, students travel off-campus for field learning experiences half of the time and then, work on classroom-based academic projects that build on what students learned in the field for the second half of the week. The AfterZone Scholars brings collaboratively taught experiential educational programs into the school day, combining inquiry-based, hands-on learning and youth development approaches.

The Hub. The Hub, operated by PASA, provides high school students across the city with high-quality expanded learning opportunities (ELOs) that not only garner students credit towards graduation, but provide flexible hands-on learning activities grounded in relevant, real world skills and professional experience. The Hub's ELO community partners provide students with both school-based and off-campus learning experiences in civic leadership, art and design, health and wellness, and hands-on STEM. Students post weekly project updates via blogs and videos on the Hub's specially-developed online site. The weekly posts build on the students' portfolios in preparation for final demonstrations made before panels consisting of teachers, community and business leaders, parents, and other learning professionals. Importantly, Providence high school youth are having a blast getting ready for 21st Century careers. Currently, ELOs are offered at the Juanita Sanchez Educational Complex, Dr. Jorge Alvarez, E-Cubed Academy, and selected CTE-related schools, where approximately 30% of Manton Heights high school student are enrolled but additional Providence high schools are expected to be added in the coming year.

AS220, New Urban Arts and “The CLUB” that BCG offers in Southside. Since high school offerings are limited, work with non-profits like AS220, New Urban Arts and the Boys and Girls Club's South Side Clubhouse Teen Program to increase high school student access and enrollment in out-of-school time programming.

Potential Partners:

Big Brothers and Big Sisters, Boys and Girls Club, Children and Youth Cabinet, City of Providence, D'Abate Elementary School, Evidence 2 Success, Meeting Street, Providence After School Alliance, Providence Public School Department, Ready to Learn, Swearer Center for Public Service, Youth Summer Work Experience Program

GOAL
E3

All children are successful academically and graduate from high school.

Partner with CYC, Ready to Learn and others to increase the number of Manton Heights and Olneyville children that are reading at a proficient level by the end of third grade. As the CYC notes in their Year Two Report, children who are not reading at a proficient level by the end of third grade are four times more likely than their proficient peers to fail to complete high school on time. This risk is increased for children who are poor. So *Build Olneyville* will look for ways to leverage the work of the CYC's Grade Level Reading Work Group to improve reading proficiency among Manton Heights and Olneyville children. Among other things, this could include working with the Providence Community Library to arrange for their new mobile library to make stops at Manton Heights.

Support and augment efforts to reduce the rate of chronic absence at all grade levels. Work in collaboration with PPSD and the CYC's Attendance Work Group to raise awareness of the importance of regular attendance at school and address barriers facing students and families. The Work Group launched high-functioning attendance teams consisting of school staff and

representatives from community agencies in a cohort of schools in order to pilot best practices that can then be expanded across the district. Within six months of implementation, results show a decrease in chronic absenteeism at all of the pilot schools. Additional efforts to date include a public awareness campaign that "wrapped" 30 Providence bus shelters with attendance messaging as well as a winter coat and accessories drive to ensure attendance is not affected by inadequate clothing during the cold weather. Efforts also include targeted engagement with Latino pastors and the Latino community, through the radio, to raise awareness of chronic absence and arming Latino leaders with information to address the issue with their constituents.

Work to ensure Manton Heights and Olneyville residents benefit from these efforts and that leaders in the Olneyville neighborhood are engaged in the effort. And, as resources allow, work individually with students and families to get to the root of the chronic absenteeism, help find resources to address the causes and provide follow-up to get the students back on track.

Every Day Matters!

*Don't be left behind!
School attendance matters
if you want to succeed!*

Our attendance campaign
The Children and Youth Cabinet was formed to improve outcomes for children and youth in Providence and focuses on attendance as a key to student success. Why attendance? Based on research, we know that student engagement and attendance are critical predictors of high school graduation and career success. Join our campaign!

Children Youth Cabinet Providence Schools
www.cycprovidence.org



All children are successful academically and graduate from high school.

Support the Providence Public School Department to employ an early warning system to identify students by the end of eighth grade that are at risk for academic failure and dropout, and help to identify supports and interventions that can be provided to keep students on the path to graduation. Working with the Annenberg Institute for School Reform, PPSD is developing an indicator that would predict high school graduation based upon eighth-grade data. With this new measure, expected to be available for use in the fall of 2014, each high school will be better equipped to allocate resources and monitor progress at an early enough stage to successfully intervene and support off-track students. In addition, as resources are available for more intensive case management and service coordination, work in collaboration with PPSD to connect these students and their families to critical community supports and, as needed, serve as advocates on their behalf.

Support Providence Public Schools' Graduate Providence campaign. Beginning with the Class of 2014, Rhode Island will implement new performance-based graduation requirements, which puts roughly 65% of students citywide in jeopardy of not graduating on time. The Graduate Providence campaign seeks to provide students with support, guidance, and instruction to meet and surpass this challenge, as well as the perseverance and drive to keep trying until they meet these goals.

A service agreement between a consortium of CYC members and PPSD will provide access to data on attendance, course performance, NECAP test scores, etc. so that youth-serving agencies can most effectively work with youth and their families to improve student outcomes. The new district data platform developed by Richer Picture, a software developer that helps schools use technology to personalize teaching and learning, will not only enable CYC members to access data in real time to provide services, but will reciprocate by providing the school department information to evaluate the effectiveness of different interventions. The model puts PPSD in a position to help all children achieve college readiness by equitably matching school and community supports and interventions

with student needs across the district. Key CNI partners like the Boys and Girls Club will be able to utilize this platform to identify at-risk students from Manton Heights and Olneyville and offer supplemental support.

Advocate for improvements in transportation options available to high school students who currently have to travel up to 3 miles unassisted. Manton Heights students who primarily attend Mount Pleasant and Central have to travel more than 2 miles to and from school daily. In addition to creating serious safety concerns, this likely contributes to the high rates of chronic absence. CYC is advocating reducing the commute distance to 1.5 miles, ideally, but not more than 2.0 miles. 2.0 miles would likely include Mount Pleasant but not Central, but 1.5 miles would include both schools. If the CNI initiative is successful in better engaging parents around the education agenda, it may be possible to create a constituency that could work with CYC to advocate on this issue.

Potential Partners:

Children and Youth Cabinet, Providence Public School Department, Providence Community Library, Ready to Learn



All students are prepared for college, career and life.

Connect Manton Heights and Olneyville students with college preparatory programs.

Talent Development Program at the University of Rhode Island. This program serves Rhode Island high school graduates who come from disadvantaged backgrounds. A majority of TD students are students of color. Students admitted to TD have taken the required core academic courses in high school but their overall academic profiles do not make them eligible to be admitted through the regular admission process. TD requires an intensive summer academic program prior to the start of the fall semester. During the TD Summer Program students take university courses and live on campus. TD students who successfully complete the TD Summer Program continue their enrollment at URI in the fall. TD students receive academic and individual support from TD Advisors and mentors, and most receive the need-based Hardge/Forleo Grant.

Preparatory Enrollment Program (PEP) at Rhode Island College. This program admits, retains, and graduates a select number of low-income, first-generation students who demonstrate a potential for academic excellence and would benefit from additional academic support. The program supports the intellectual, cultural, and social development of participants by providing academic instruction and tutoring, a residential experience, advising sessions, and professional development opportunities. We are a student-centered program characterized by an environment of diversity, cooperation, and community.



Upward Bound at Rhode Island College. This program is designed to instill in low-income, potential first-generation college students the skills and motivation to complete high school and to enter and graduate from college. The goal of Upward Bound is to increase the high school and college graduation rates of program participants. Upward Bound is committed to providing equal access and opportunity to students from specific target high schools who meet federal eligibility requirements. The program enhances the intellectual, emotional, character and motivational development of each participant by offering rigorous academic instruction, counseling, support services, and an environment that recognizes individual differences and academic potential.

GOAL
E4

All students are prepared for college, career and life.

Seek to identify funds to reestablish the highly successful collaboration with College Visions.

College Visions provides low-income and first-generation college-bound youth in Rhode Island with the individualized advising and resources needed to enroll in college. With College Visions' guidance, students access the support and knowledge to make informed college choices.



Monitor the ongoing work of the CYC's High School Graduate Post-Secondary Enrollment and Post-Secondary Completion subcommittees to ensure that Manton Heights and Olneyville students benefit from these efforts. In December 2013, the Lumina Foundation announced that Providence will be among the first 20 cities to partner in a mobilization effort designed to increase the number of local residents with postsecondary credentials. Efforts will focus on key "leaks in the pipeline" from 8th grade to higher education completion, including early intervention efforts to better prepare secondary school students for success in higher education, while aligning, leveraging and strengthening existing collaborative efforts to engage and support youth and adults who have postsecondary education experience to complete their degrees.

The action plan submitted to the Lumina Foundation's Community Partnerships for Attainment (CPA) in February 2014 includes asset mapping of local resources, raising awareness of important college access and success issues and piloting innovative practices. As these plans evolve, Meeting Street and partners will look for intersections with *Build Olneyville* and opportunities to ensure Manton Heights and Olneyville residents benefit from these initiatives.

Also, since Latinos make up 64% of Providence Public School students and only 13% of Providence Latinos over age 25 hold an associate's degree or higher, compared to 34% of all Providence adults, there will be a focus on the needs of Latino youth and adults. This is good news for the *Build Olneyville* initiative given the very high percentage of Latinos at Manton Heights and in Olneyville.

One particular outcome of the working group to date is FAFSA nights at Providence high schools where organizations provide one-on-one support to students and their families to complete the Free Application for Federal Student Aid. *Build Olneyville* partners will work to publicize these events to Manton Heights and Olneyville students and families and work collaboratively to provide transportation or other supports to maximize participation.

Potential Partners:

Children and Youth Cabinet, Talent Development Program, Preparatory Enrollment Program, Upward Bound, College Visions, Providence Public Schools

End Notes

¹ Resident Characteristics Report as of July 31, 2013

² Olneyville Community Contract

³ 2012 Rhode Island Kids Count Factbook

⁴ Olneyville Early Childhood Report, Meeting Street, 2012

⁵ Olneyville Early Childhood Report, Meeting Street, 2012.

⁶ Rhode Island Kids Count 2012

⁷ Data from Bright Stars and DCYF for zip code 02909, April 2012.

⁸ This figure may have increased substantially since it was published due to child care subsidy cuts.

⁹ Olneyville Early Childhood Report, Meeting Street, 2012.

¹⁰ City of Providence Community Solutions Action Plan (CSAP) Framework 2012.

¹¹ RIDE, 2011 NECAP Executive Summary Report of Results, PPSD Office of Research, Planning and Accountability, 2011.

¹² Providence Housing Authority Resident Characteristics Report FY2012

¹³ 2008-2012 American Community Survey 5-year estimates

¹⁴ Promise Neighborhood grant application

¹⁵ 2012 Rhode Island Kids Count Factbook

¹⁶ 2012 Rhode Island Kids Count Factbook

¹⁷ PPSD Office of Research, Planning and Accountability, 2011-2012

¹⁸ Summer Transition to K Program 2013 Profile, Meeting Street.

CHAPTER
VIII

Implementation





Table of Contents

A. Neighborhood Implementation	VIII-1
B. Housing Implementation.....	VIII-3
C. People Implementation	VIII-4
D. Education Implementation	VIII-5
E. Implementation Schedule.....	VIII-5
F. Continued Community Engagement	VIII-8
G. Data Management Plan	VIII-9

Table

Table VIII-1. OHC Accomplishments to Date

Table VIII-2. Preliminary Implementation Schedule

CHAPTER VIII Implementation

The holistic transformation of the Olneyville neighborhood has been a work in progress since the Olneyville Housing Corporation first opened its door 25 years ago with the explicit goal to promote the comprehensive revitalization of the neighborhood. The community and its stakeholders remain committed to this effort as evidenced by their dedicated pursuit of resources to implement both small and large-scale improvements throughout the neighborhood.



A. Neighborhood Implementation

Olneyville Housing Corporation (OHC) will continue to serve as the lead for the neighborhood plan, carrying out the necessary activities to achieve the stated vision for Olneyville. OHC is the most qualified and appropriate agency to serve as the convener for this effort due to its verifiable track-record in realizing neighborhood plans. Since its founding 25 years ago, OHC, in collaboration with its diverse partners, has achieved a wide variety of outcomes ranging from developing rental and for-sale properties, many in abandoned and/or foreclosed properties, to reducing crime near Riverside Park and creating social ventures to improve the appearance and safety of Olneyville Square. Table VIII-1 provides a summary of OHC's accomplishments to date.

OHC will continue to pursue local, state, federal, and philanthropic funding for the strategies as outlined in the Build Olneyville Plan. As the recipient of a 2013 Byrne Criminal Justice Innovation grant, OHC will coordinate with the Providence Police Department on a variety of public safety initiatives targeting "hot spots" along Manton Avenue closest to the Manton Heights

development. It will continue to seek funding to redevelop its historic properties -- including Paragon Mills and St. Teresa's Church -- into economic development opportunities targeting artists, businesses, and service providers that support the Olneyville community.

OHC Mission

"Our mission is to work with residents to build a safe healthy and stable community. We accomplish our mission through the creation and preservation of affordable housing, development of commercial real estate to spur economic development in the neighborhood, individual asset building, as well as community building and organizing."

Table VIII-1. OHC Accomplishments to Date

1988	OHC forms to address the foreclosed and abandoned properties in the neighborhood and lack of affordable housing.	2008	Rhode Island LISC designates Olneyville to pilot the Sustainable Communities initiative. OHC produces the Olneyville Community Contract – a comprehensive plan for the neighborhood – that was the culmination of an intensive community engagement process known locally as “Our Neighborhoods.”
1988-2001	OHC builds 15 affordable units in one and two-family, rehabilitated buildings that are sold to neighborhood families.	2009	Complete historic preservation of the former Polish National Home on Chaffee St.
1999	OHC, Habitat for Humanity RI – Greater Providence and Rhode Island Organizing Project launch Olneyville Collaborative to jointly plan for affordable housing and community development needs.	2009	Citizens Bank recognizes OHC as a Champion in Action.
2001	31 families move into the Olneyville Redux project on Bowdoin, Putnam, Appleton, Julian and Kossuth Streets	2010	OHC and Providence Housing Authority awarded 2010 CNI planning grant to support the revitalization of Manton Heights and connect this development physically and socially with rest of neighborhood.
2001-2007	7 new families become homeowners through OHC-built or rehabilitated homes. OHC institutes land trust model to ensure homes remain affordable in perpetuity. Youthbuild Providence trainees build three new homes as part of this effort.	2011	OHC purchases Paragon Mill complex in Olneyville Square to turn the 120,000 SF facility into source of jobs and services for neighborhood.
2003	New 13-member Olneyville Collaborative completes Olneyville Action Plan with support from Rhode Island Housing. Plan identifies opportunity to rediscover Woonasquatucket River and plans for Riverside Park and the River Bike Path.	2011	OHC and Providence Police Department partnership recognized with the first L. Anthony Sutin Civic Imagination Award from the US DoJ.
2006-2008	OHC’s Riverside Gateway and Riverside Townhomes provides new homes for 51 families on the streets across from Riverside Park.	2011-2012	15 families move into affordable apartments, most of which were a result of rehabilitating foreclosed, blighted properties.
2007	OHC receives a MetLife Foundation Community-Police Partnership Award in recognition for the innovative partnerships with Providence Police Department that resulted in dramatic reductions in crime in the Riverside Park area.	2012	One Olneyville, OHC’s landscaping and commercial district social enterprise, is launched.
2007	OHC is first Rhode Island recipient of Bank of America’s premier philanthropic initiative, the Neighborhood Excellence Award.	2012	OHC honored as first Rhode Island recipient of TD Bank’s premier philanthropic initiative, the Housing for Everyone Award.
2007	With United Way RI funding, OHC begins its stewardship program to maintain open spaces in the neighborhood and provide seasonal employment for at-risk young people from the neighborhood.	2012-2013	Built and sold 3 homes on Hyat Street, including the first development of the award winning “Providence Green Home”, built by Building Futures graduate service learning program participants.
2007	Rhode Island Housing designates Olneyville one of the first four KeepSpace Communities in Rhode Island in recognition of the comprehensive nature of OHC’s development strategy.	2013	Building on its neighborhood health assessment, OHC receives competitive RI Department of Health Center for Health Equity and Wellness grant to address social determinants to health.
		2013	Olney Village project completed; 40 families and 2 cherished community organizations move into new homes –most in buildings that had been foreclosed and abandoned.

B. Housing Implementation

The Housing strategy proposes the development of 492 mixed-income units on the Manton Heights site, on and around the Imperial Knife site, and on scattered sites throughout Olneyville. This program will be implemented in multiple phases by Trinity Financial and OHC. Trinity Financial will lead the redevelopment of the Manton Heights and Imperial Knife sites, for a total of 439 units, and OHC will develop the remaining 53 units in scattered sites in the Olneyville neighborhood. The income mix for both developers will include public housing replacement units, low income housing tax credit units, and market-rate units.

Trinity Financial was procured by the Providence Housing Authority in consultation with the Principal Team members. The experienced development team includes ICON architecture and Trinity Management Company. This team has worked together on other mixed-income, mixed-finance projects in Rhode Island and surrounding New England states. Trinity has built a reputation for success with complex, multi-tiered projects, including HOPE VI and other mixed-income developments that involve multiple public and private financing sources. Trinity is also known for its commitment to sustainable green development. Its overall portfolio includes 68 projects completed or in development totaling \$2.38 billion with 8,237 housing units, most of which are affordable,

and over 500,000 SF of commercial space. Trinity developed Rhode Island's only HOPE VI project in Newport; the 299 units were completed in 2007 for a total development cost of \$73 million. Trinity uses a wide range of funding sources, including LIHTC, stimulus funds, HOME, public housing funds, and taxable and tax-exempt financing. Trinity will apply for 4% and 9% low income housing tax credits this fall for the rehabilitation of the Imperial Knife building.

OHC has a proven track record of renovating and constructing new houses in the neighborhood. OHC currently has 40 scattered units landbanked for redevelopment and is submitting an application for 9% low income housing tax credits this summer. To date, OHC has developed 118 units of affordable rental apartments and over 45 for-sale homes for low-income families, targeting abandoned and/or foreclosed properties and vacant lots that are a blight on the community. OHC clusters the redeveloped homes around selected facilities in Olneyville to enhance and protect key community assets. For example, OHC's Olney Village project is transforming 12 vacant foreclosed houses and lots around the D'Abate Elementary School into 40 units of affordable housing, with community space for local non-profits. Riverside Townhomes, a 20-unit condominium project adjacent to Riverside Park, and Riverside Gateway, 31 affordable rental units on vacant land along

Riverside Park, were developed specifically to provide "eyes on the park", leading to substantial reduction in crime in the immediate area. Most recently, OHC has completed three single-family homes with green features that will lower housing costs for their owners. Building Futures served as the general contractor for these units, using pre-apprentices enrolled in their building trades training program to construct the homes.



C. People Implementation

The Providence Housing Authority (PHA) is currently weighing the pros and cons in assuming the lead for the implementation of the People strategy. PHA has an excellent track record in delivering a myriad of resident services programs in both its family and elderly/disabled portfolio including the Family Self Sufficiency Program (FSS), Adult Basic Education (ABE) and English as a Second Language (ESL) instruction, Basic Computer instruction, Life Skills Training, Financial Literacy, and Homeownership services. Through the Resident Opportunities and Self-Sufficiency (ROSS) Program, PHA has successfully provided service coordination at Manton Heights and elsewhere in its portfolio designed to enable participating families to increase earned income, reduce or eliminate the need for welfare assistance, make progress toward achieving economic independence, or, in the case of elderly or disabled residents, help improve living conditions and enable residents to age-in-place. Also of note, PHA operates the Family Success Center which helps residents achieve long-term economic stability by effectively bundling employment services, access to income supports and one-to-one financial counseling. The program's success has earned PHA both national and local recognition including the National Association of Housing and Redevelopment Officials (NAHRO) Award of Merit in 2012.

In addition, PHA has an extensive network of partners to whom they routinely refer residents as well as those that have collaborated to provide services on-site in the public housing communities, including Providence Boys and Girls Club and Rhode Island Family Literacy Center that currently offer programming at Manton Heights. Many of these partners served on the People Task Force and are committed to working with the PHA to bring the People strategy to fruition. If, however, PHA opts to contract with a third-party to serve as the People Lead and/or to take on a case management function, they will do so via a competitive procurement.

In the short term, the PHA will continue to engage strategic partners who served on the People Task Force and work with the group to identify elements of the People plan that can be addressed in the next 1-2 years with existing partners and resources while additional funding is pursued for full implementation. The near term efforts will leverage the work of the ROSS service coordinator at Manton Heights to maximize utilization of existing services like the Family Success Center, the PHA's Education and Training Center, and Rhode Island Family Literacy Initiative; resurrect former partnerships like that with University of Rhode Island's SNAP-Ed; and forge new relationships with organizations like Dorcas International Institute of Rhode Island. PHA will also continue to stay actively engaged in other

local initiatives such as the Network to Integrate New Americans (NINA) to ensure that the needs of Manton Heights and Olneyville residents remain front and center in the discussion and that these constituents benefit from the work that emerges. As additional resources are identified through CNI implementation or other public or private entities, the PHA intends to expand service coordination and case management to provide more intensive one-on-one services to Manton Heights households.



D. Education Implementation

Meeting Street will lead the implementation of the Education strategy. As experts in child development and education, Meeting Street prides itself in helping children with all types of needs to fulfill their potential and cultivate strong relationships with their families. Through an extensive array of programs including Early Intervention, Early Head Start, an Early Learning Center, The Grace School, the Carter School, and outpatient therapy, Meeting Street touches the lives of children from infancy to young adulthood at their state-of-the-art campus, in homes and in community centers.

Meeting Street has already begun the work of developing an Early Childhood Pipeline which seeks to build a comprehensive and integrative approach to the healthy development of Olneyville's youngest children and support the development of an inter-connected continuum of services to accomplish this. The pipeline builds upon existing community assets, as well as the Early Head Start/Head Start framework, Early Intervention, and the Race to the Top Early Learning Challenge. It will also draw from established partnerships with Ready to Learn, Children's Friend, D'Abate Elementary, The Swearer Center for Public Service, and more. Going forward, the pipeline will look to access additional local, state, federal and private resources

as they become available to extend and deepen the impact for all children in Olneyville.

With respect to school age children, in particular, Meeting Street will leverage the work of the Children and Youth Cabinet (CYC). As the CYC Community Chair, Meeting Street CEO John Kelly, is in a unique position to monitor the ongoing progress of the collaborative and identify key ways in which the citywide initiative can be leveraged to further neighborhood-based strategies and partnerships, like that with the Providence Boys and Girls Club, to effectively reach Manton Heights and Olneyville students and improve their educational outcomes. Additionally, as Evidence2Success moves forward with pilots in West Providence and South Providence/Elmwood, it is expected that lessons learned will inform the next stage of the program as it expands to Olneyville.



E. Implementation Schedule

Implementation of the Build Olneyville Plan will occur over many years – at least 10 years for the multiple-phased housing redevelopment program – and will necessarily be revised and updated as conditions and priorities change. The initial timeline for short-, intermediate- and long-term implementation activities is detailed in Table VIII-2.

Table VIII-2. Preliminary Implementation Schedule

	Short Term (1 year)	Immediate Term (2-5 years)	Long Term (5+ years)
Neighborhood	<ul style="list-style-type: none"> • Increase presence of police along Manton Avenue hot spots at night • Expand Youth Police Initiative at Manton Heights • Implement Walk to School program at neighborhood elementary school • City to target increased code enforcement activities in Olneyville • Provide foreclosure technical assistance • Expand Green & Healthy Homes Initiative • Offer workshops and counseling for first-time homebuyers • One Olneyville provides workforce development training for young adults living in Providence • Develop a greenway along San Souci • Expand Lots of Hope to more blighted/vacant lots in neighborhood 	<ul style="list-style-type: none"> • Expand the Streetworker Initiative • Develop consistent branding and marketing strategy for Olneyville Square • Establish small business loan and grant program for existing and start-up businesses • Improve pedestrian amenities at bus stops along Manton Avenue • Implement Master Plan for Joslin Park • Relocate and expand the Olneyville branch of the Providence Community Library while restoring the historically significant St. Teresa’s Church • Create studios for micro-entrepreneurs and artists at Paragon Mills 	<ul style="list-style-type: none"> • Hold annual Community Pride events • Extend bike path along river into Olneyville Square to provide safe and convenient access to Olneyville Square • Expand City’s Bike Share program to include site at Manton Heights • Complete Delaine Street traffic circulator
Housing	<ul style="list-style-type: none"> • Undertake environmental studies • Acquire strategic sites for off-site development • Submit applications for LIHTC and historic credits for Phases 1 + 2 • Secure zoning for Imperial Knife and Manton Heights sites for all phases • Secure other financing for initial phases 	<ul style="list-style-type: none"> • Complete Phase 1 development (Imperial Knife historic building) • Complete Phase 2 development (scattered sites in Olneyville neighborhood) • Apply for LIHTC for Phase 3 (A+B) • Complete Phase 3 on Imperial Knife site vacant land and King Street • Relocate 84 Manton Heights households into new replacement units 	<ul style="list-style-type: none"> • Apply annually for LIHTC for Phases 4-6 (each with A+B subphases) • Complete Phases 4-6 • Relocate Manton Heights families into new replacement housing as units are completed

	Short Term (1 year)	Immediate Term (2-5 years)	Long Term (5+ years)
People	<ul style="list-style-type: none"> • Explore new ways to engage Manton Heights residents in the Family Success Center and PHA's Education and Training Center • Continue to offer the Get Connected program • Engage URI to provide SNAP-Ed services at Manton Heights • Expand participation in the on-site Walking Club and Zumba classes • Continue the collaboration with RIFLI to provide on-site citizenship classes • Explore the relocation and/or expansion of the Olneyville Community Health Center 	<ul style="list-style-type: none"> • Work with Clinica Esperanza to extend the Vida Sana program to Manton Heights • Explore the creation of a Recovery Center in Olneyville • Grow the on-site community garden and establish a farmers market in Olneyville • Engage with Network to Integrate New Americans to create a continuum of services for new immigrants and engage Manton Heights/Olneyville residents • Build new partnerships with Dorcas International, Community Action Partnership of Providence and others to expand program offerings both on-site and via referral 	<ul style="list-style-type: none"> • Create an on-site gym and/or other recreation facilities to encourage physical activity
Evaluation	<ul style="list-style-type: none"> • Provide home visiting services via Healthy Families America and other providers • Engage families in Providence Talks • Continue to provide the kindergarten transition program at D'Abate • Connect families to Inspiring Minds and Mind in the Making • Provide on-site school registration 	<ul style="list-style-type: none"> • Promote registration at D'Abate to encourage the creation of a neighborhood school • Facilitate greater participation in after-school and summer programs • Improve reading proficiency among 3rd graders • Reduce the rate of chronic absence at all grade levels • Work with PPSD and community partners like Providence Boys and Girls Club to employ an early warning system to identify and support students who are at risk for academic failure and dropout • Advocate for improvements in transportation options for high school students • Connect students to college preparatory programs 	<ul style="list-style-type: none"> • Explore the creation of an Early Learning Center in Olneyville • Improve the on-site facilities available to the Providence Boys and Girls Club to enable program expansion

F. Continued Community Engagement

Olneyville Housing Corporation, as convener of the Olneyville Collaborative, will continue to ensure that residents are fully engaged in all aspects of their neighborhood’s comprehensive revitalization plan focusing on positive social, economic, environmental, and community change. The Olneyville Collaborative, established in 1999, is a coalition of stakeholder organizations working together to improve the quality of life in Olneyville.

The Olneyville Collaborative meets four times a year to share information and discuss current issues impacting the neighborhood. Although OHC may coordinate and facilitate the actions of the Collaborative, it is the members of this group that provide the direction and vision. Projects of the Olneyville Collaborative include:

- **Olneyville Shines** - the annual neighborhood cleanup where members of the Collaborative and resident leaders form teams to clean their street and perform a beautification project in the neighborhood. In recent years, more than 200 volunteers have participated.
- **Fall Festival** – an annual event held every fall in a neighborhood park geared toward children and their families as a way to celebrate the neighborhood. The festival typically includes live music and dance performances, arts and crafts activities, games, contests, horse-drawn hayrides, canoe rides on the Woonasquatucket River, free food, and a raffle with prizes. The event is free and open to the public.
- **Olneyville Newsletter** – The Olneyville Neighborhood Newsletter is published four times a year, mailed to over 1,800 households in the Olneyville neighborhood, and distributed through community centers, other agencies and local businesses. The newsletter features stories from Collaborative members about the positive changes in the area, upcoming events, new programs, and other opportunities. The letter is published in both English and Spanish.

Through the CNI planning process, Manton Heights residents are now more fully engaged in the activities in the larger Olneyville neighborhood and PHA and OHC will continue to outreach to these residents to encourage their active participation in bringing about positive change.



Olneyville Collaborative Membership

A Sweet Creation (ASC)
 Boys & Girls Clubs of Providence
 Building Futures
 Cathedral of Life Christian Assembly
 Childhood Lead Action Project
 Children's Friend
 Clinica Esperanza/Hope Clinic (CEHC)
 D'Abate Community School
 Dirt Palace
 English for Action (EFA)/Ingles en Accion
 Fete Music
 Habitat for Humanity
 Institute for the Study & Practice of Nonviolence
 Joslin Community Development Corporation
 Joslin Recreation Center
 Local Initiatives Support Corporation ((LISC) Rhode Island
 The Manton Avenue Project
 Meeting Street
 Nickerson Community Center
 Olneyville Community Library
 Providence Community Health Centers at Olneyville
 Olneyville Housing Corporation
 Providence After School Alliance
 Providence Housing Authority
 Providence Police Department District 5
 Social Venture Partners of RI/Social Enterprises RI
 United Way of Rhode Island
 Woonasquatucket River Watershed Council (WRWC)
 YMCA of Greater Providence Youth Services
 Youth Build Providence

G. Data Management Plan

An ongoing assessment process is key to gauging the effectiveness of each of the strategies in making progress toward the goals and outcomes collectively identified during the planning process. A Data Manager will lead the assessment process which will leverage a number of data initiatives currently underway in Providence. While a Data Manager has not yet been identified, the planning team is exploring opportunities to collaborate with the Providence Plan (ProvPlan), Brown University, the Children and Youth Cabinet (CYC), and Byrne Criminal Justice grant research partner, Roger Williams University's School of Justice.

The ProvPlan, a key data warehousing and analytics organization, completed the Neighborhood Quality Monitoring Report for the LISC Building Sustainable Communities Initiative. In addition to a baseline report, the ProvPlan completed three annual updates, tracking key trends including: housing and real estate, income and wealth, economy and workforce, community safety, education, health, and demographics. Core indicators and sources included: foreclosures from Providence Journal notices, vacant land from Providence tax assessor's office, tax delinquency from Providence tax collector's office, building permits, resident income from the IRS, resident employment and local job availability from Local Employment

Dynamics Partnership and census, crime incidents from Providence Police Department, probation and parole from RI Department of Corrections, attendance rate from RIDE and Providence Public School Department, student proficiency from RIDE NECAP data, birth and lead poisoning data from RI Department of Health. Through this initiative and others, the ProvPlan has data sharing agreements with Providence City Departments, Department of Labor and Training (DLT), Rhode Island Department of Education (RIDE), Department of Children Youth and Families (DCYF) for foster care data, Rhode Island Department of Health for birth data, lead poisoning, immunization and asthma (no chronic disease info available yet), higher education data from RI colleges and universities and InfoUSA for business level data.

The *Build Olneyville* planning team will also follow closely the work of the CYC's Continuous Improvement Committee as they work to implement Results Based Accountability and the Results Scorecard to measure their success. Through this effort, CYC is not only working to identify research-based indicators that are predictive of success and identify tools to measure both fidelity of implementation and progress but they are also working out the institutional partnerships with the Providence Public School Department and the ProvPlan to share data. This work will help to inform and lay the groundwork

for a robust data management plan for the Build Olneyville Plan.

While metrics have been proposed in the *Build Olneyville Plan*, the selection and hierarchy of metrics will be finalized in collaboration with the Data Manager and key implementation partners for each Transformation Plan component. This participatory process of identifying metrics, establishing a baseline, and setting expected outcomes will help create an environment of shared accountability across all initiatives and promote collaborative discussion of program modifications when needed as incremental progress is made and measured.

The Data Manager, in consultation with the *Build Olneyville* planning team, will use a variety of sources to create a comprehensive picture of the impact and effectiveness of the Neighborhood, Housing, People, and Education strategies. The Data Manager will have access to all Build Olneyville data systems, will monitor the quality of all data, and will troubleshoot data collection and database issues as needed.

Neighborhood Data Sources

Measuring neighborhood change over time will be done using a variety of sources including those that are publicly available (such as Census, city, or state data) and those provided by key governmental, institutional, and neighborhood organizations.

Much of this information will likely mirror the indicators and sources the ProvPlan tracked for the LISC initiative discussed above. In particular, Build Olneyville metrics related to crime and safety will be aligned with those utilized by the Byrne research partner, Roger William University's School of Justice.

Housing Data Sources

Housing data will be tracked and reported by Trinity Financial and OHC including indicators associated with unit production, energy efficiency, occupancy and re-occupancy, accessibility, and income diversity. These metrics will help determine whether the redevelopment effort provides quality housing that meets the needs of the community and is financially sustainable over time.

People Data Sources

Providence Housing Authority has experience utilizing both Tracking-at-a-Glance and Social Solutions' Efforts to Outcome (ETO) software to track case management activity and outcomes for other grant programs. Once it has been determined who will lead the People effort and provide the case management and service coordination, a final decision will also be made as to which case management software will be employed. Case managers and, to the extent possible, local partners will enter data into a single management information system, and

will supplement that data with periodic resident surveys and interviews as needed. This data will be used to track individual-level outcomes related to education attainment, income and employment, health and social service needs, as well as supportive services referrals, enrollments, completions and outcomes.

Education Data Sources

With assistance from the Annenberg Institute of School Reform at Brown University, the CYC convened an Indicator Task Force in the summer of 2013. The task force was charged with refining the original set of CYC goals and indicators to ensure they were measurable, predictive of future student success, research-based, tied to the current or potential work of the CYC, and periodically measured. The results are detailed in Figure VII-2, CYC Goals and Indicators. The *Build Olneyville Plan* intends to adopt these CYC goals and metrics and track them for the subset of Providence students living in Manton Heights and Olneyville.

Data Manager

The Data Manager will establish a baseline by capturing a full set of data representing all variables agreed upon at the outset of implementation, much of which is currently available via the Manton Heights Needs Assessment survey and supplemental data collection completed during the planning process. Partners within each component (Neighborhood, Housing, People,

and Education) will then measure progress against the baseline and will discuss findings at quarterly partner meetings to ensure consistent and rigorous data collection; identify areas of progress, areas needing improvement, and areas where new program components or partners are needed; and make necessary adjustments. On an annual basis, the Data Manager, working with each of the implementation leads, will facilitate a full team Data Summit to review data to identify gaps in services, assess partner engagement, revisit priorities, and refine its implementation approach, strategies, and goals.

The *Build Olneyville* team will engage members of the Manton Heights Planning Committee in the annual data summit. The team will also share the progress of the transformation initiative and the findings of the evaluation process through the distribution of a quarterly newsletter, through social networking sites, and via periodic resident meetings. Participating residents may also be asked to provide feedback via periodic satisfaction surveys and/or focus groups.