



# Central Providence Roadmap

**2023 - 2032**



**Welcome to  
Central Providence.**

March 2023

Dear reader,

Welcome to the Central Providence Roadmap! This document is a product of many years of work, community engagement, and network-wide collaboration, and we are proud to present it to you in its final form.

As you may know, Central Providence is a constellation of nine neighborhoods in the heart of Providence, Rhode Island. While the neighborhoods are racially and socioeconomically diverse, their residents share a love for their city, a recognition of their interconnectedness, and an aspiration to build a better future.

This Roadmap outlines a path forward to do just that. As a coalition of community-oriented organizations, we recognize that no one can do this work alone. To improve health equity and community wellness, we must coordinate across sectors and approaches, rallying around a common vision for change.

In the pages ahead, you will find an outline of our collective aspirations and how we plan to move towards them over the next ten years. Much of the work we describe is already happening in our communities and requires thoughtful alignment to maximize its impact. Elsewhere, there are gaps in programmatic interventions and systemic inequities that we will need to navigate together. Of course, all of this work will be dynamic and ongoing, so please expect updates as we progress.

We're thrilled to have you here.

Onwards,

A handwritten signature in blue ink, appearing to read 'J. Hawkins', with a long horizontal flourish extending to the right.

Jennifer Hawkins







Dear Contributing Partners and Central Providence Community Members,

I am thrilled to embark on this journey with you. At its core, the Central Providence Roadmap is about collectively imagining — and working together to realize — a more equitable future. Central Providence neighborhoods are rich with assets and even greater potential — with dedicated community members, innovative programs and services, and most importantly the shared commitment of organizations and residents to work together toward shared goals.

While I am new to ONE Neighborhood Builders, I am no stranger to this work. I have spent the last few years of my work and life advancing equity — particularly racial equity — through structural change. The Central Providence Roadmap lays out not only a vision for the programs and stopgap measures that provide immediate relief, but also a collective approach to the systems changes that target the root causes of inequity.

ONE Neighborhood Builders is the convener, but not the driver of this work. The drivers are you: the organizations with deep experience in the nine neighborhoods, and the residents with the ideas that haven't yet been tried.

Working collectively is no small feat: with insufficient resources, we are often trained to operate competitively or in silos, and it can take shifts in power dynamics to forge new ways of working and communicating. In the months and years ahead, we will be convening partners and launching a Steering Committee to bring the vision articulated in the Roadmap to fruition. Working Groups organized around each of the Roadmap's "North Stars" will further refine their respective areas of the Roadmap, and figure out how the strategies and tactics can be most effectively operationalized. We fully expect the Roadmap to shift, grow, and change as this collaboration deepens.

The Central Providence Roadmap is very much a beginning, and a glimpse into a future that is possible. I look forward to helping you make this future happen.



Anusha Venkataraman  
Managing Director of Central Providence Opportunities (CPO-HEZ)

## Contributing Partners

- » Alzheimer's Association
- » The Autism Project
- » Building Futures
- » Center for Southeast Asians
- » Center for Women and Enterprise
- » City of Providence
- » Clinica Esperanza
- » Coalition Center for Environmental Sustainability
- » Community Action Partnership of Providence
- » Department of Health and Human Services
- » Dirt Palace
- » Executive Office of Health and Human Services
- » Farm Fresh RI
- » Federal Hill House
- » Foundation for the New England Medical Innovation Center
- » Fuerza Laboral
- » Genesis Center
- » Green & Healthy Homes Initiative
- » Harry Kizirian Elementary School
- » Hope & Main
- » Housing Works RI
- » Indigenous Empowerment Corporation
- » Innovation Studio
- » Integra Community Care Network
- » Jane Addams Resource Corporation
- » Manton Avenue Project
- » Multicultural Innovation Center
- » Olneyville Neighborhood Association
- » Parents Leading for Educational Equity
- » Project Weber/RENEW
- » Providence Community Health Center
- » Providence Housing Authority
- » Providence Public Library
- » Providence Revolving Center
- » Refugee Dream Center
- » Rhode Island Department of Health
- » Rhode Island Foundation
- » Rhode Island Hispanic Chamber of Commerce
- » SEIU Education and Support Fund
- » Small Business Development Association
- » Social Enterprise Greenhouse
- » Sojourner House
- » St. Peter's and St. Andrew's Episcopal Church
- » The Steel Yard
- » United Way of Rhode Island
- » Washington Trust Company
- » WaterFire Arts Center
- » William D'Abate Elementary School
- » Woonasquatucket River Watershed Council

The organizations listed here have contributed to the creation of this document, either by executing projects funded through CPO-HEZ, participating in collaborative events to align on Roadmap language and content, and/or committing to sit on Working Groups or the Steering Committee to guide the implementation of this work.

While this list demonstrates the breadth of engagement and commitment to the work outlined ahead, it is not meant to be exhaustive. Organizations that consider themselves to be active contributing members of CPO-HEZ can contact ONE Neighborhood Builders to be listed in future reprints of this document. As we move through implementation, this list can and should grow!





# TABLE OF CONTENTS



<b>11.</b>	<b>Executive Summary</b>
<b>19.</b>	<b>Why Place Matters</b>
<b>27.</b>	<b>Leveraging a Collective Impact Model</b>
<b>39.</b>	<b>Our Progress</b>
<b>49.</b>	<b>Roadmap for Future Work</b>
<b>57.</b>	<b>Pillar 1: Meeting Foundational Needs</b>
<b>77.</b>	<b>Pillar 2: Supporting Mobility Drivers</b>
<b>103.</b>	<b>Pillar 3: Building Power and Capacity</b>





# **EXECUTIVE SUMMARY**



# Introduction

Central Providence is a constellation of nine neighborhoods in the heart of Providence, Rhode Island. While the neighborhoods are racially and socioeconomically diverse, their residents share a love for their city, a recognition of their interconnectedness, and an aspiration to build a better future.



Central Providence Opportunities: A Health Equity Zone (CPO-HEZ) is a place-based collective impact initiative working toward greater health and economic equity within Central Providence. CPO-HEZ is facilitated by ONE Neighborhood Builders (ONE|NB), a nonprofit community development leader in Rhode Island that aims to develop affordable housing and engage neighbors across Greater Providence to cultivate healthy, vibrant, and safe communities.

**In Central Providence, community-level conditions rooted in structural racism — such as poverty, inequitable access to quality education and jobs, out-of-reach or unsafe housing, and others — impede many individuals and families from living healthy, economically stable lives. This is evidenced by disparities in health and economic outcomes for Central Providence residents compared to Providence and Rhode Island as a whole.**

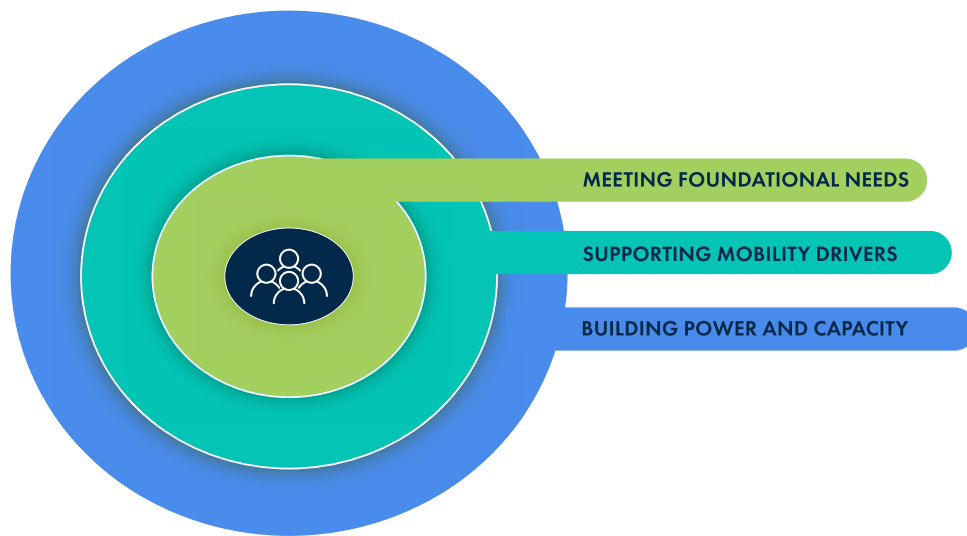
## VISION

Our vision is that all residents of Central Providence will live healthy, stable lives and be empowered to impact the conditions in their community. This document provides a Roadmap for achieving this vision over ten years, from 2023 to 2032.

## THEORY OF CHANGE

If CPO-HEZ invests operational, financial, and political capital into efforts that meet residents' foundational needs, increases access to drivers of mobility, and builds local power and capacity, then the conditions that drive health and economic disparities will improve.

## PILLARS OF THE THEORY OF CHANGE



## LEVERAGING A COLLECTIVE IMPACT MODEL

This level of change cannot be accomplished without a well-coordinated network of community members, organizations, and institutions with shared values who learn together and integrate their actions. CPO-HEZ uses the five conditions of collective impact to ensure this ongoing coordination: a shared agenda, mutually reinforcing activities, shared measurement, continuous communication, and a strong backbone.



- 
**A common agenda:** In order to advance a common agenda, participants have a shared vision for change that includes a shared understanding of challenges and a coordinated approach to take action.
- 
**Mutually reinforcing activities:** Bringing together diverse stakeholders, each participant engages in activities specific to their expertise, while also aligning with and supporting others across the network.
- 
**Shared measurement:** Supporting advancement of a common agenda, participants track outcomes in the same way, and engage in ongoing learning, evaluation, and accountability.
- 
**Continuous communication:** Emphasizing trust, respect, and transparency, participants commit to building and maintaining relationships, as well as sharing information, to bolster strength in the collaborative effort.
- 
**A strong backbone:** For collective impact to be successful, it is critical an entity be identified that serves to coordinate the larger group, and to help focus and dedicate resources to advancing the work as a whole.

## ROADMAP FOR FUTURE WORK

Using our Theory of Change and the collective impact model as a guide, this document outlines a path forward for the CPO-HEZ network. In collaboration with partners, we identified our shared visions, aspirational conditions, and the metrics we will track to understand our progress towards them.

### PILLAR 1: MEETING FOUNDATIONAL NEEDS

**NORTH STAR** Everyone has a safe and affordable place to live.

Strategies	→	Outcomes
Build and preserve different types of affordable housing		Increased availability of and access to quality, affordable homes reflective of actual need
Provide comprehensive resources to support neighborhood infrastructure		More maintained and stable properties for the community
Support sustainable homeownership		Increased owner-occupied homeownership at an income mix reflective of actual need
Provide services that help residents avoid eviction		Increased housing stability for renters

**NORTH STAR** Everyone has access to the resources they need to be healthy and well.

Strategies	→	Outcomes
Inform residents of high-quality and linguistically appropriate public benefits providers		Every eligible person is aware of and can access the public benefits they need
Invest in social service and public benefit organizations to have responsive and culturally-competent staff and programs		Positive and equitable utilization of healthcare, social and behavioral health services
Support and expand local food systems' capacity to provide healthy, affordable, culturally appropriate food		Increased access to healthy, affordable and culturally appropriate food

#### Indicators:

- » Ratio of affordable and available housing units to households with low, very low, and extremely low income levels
- » Number of open code violations
- » Number of Providence Housing Authority or ONE Neighborhood Builders renters who purchase homes
- » Annual number of eviction judgments
- » Ratio of Child Care Assistance Program (CCAP) enrollment to CCAP eligibility per 10,000 people
- » Percentage of Unite Us respondents who say they go without healthcare because of lack of interpretation services
- » Amount of Bonus Bucks spent



## PILLAR 2: SUPPORTING MOBILITY DRIVERS

**NORTH STAR** Every young person is ready to learn, and our systems are ready to receive them.

Strategies	→	Outcomes
Increase availability and affordability of quality childcare, pre-K, and out-of-school-time options		Increased enrollment in childcare, Pre-K and out-of-school time options
Increase availability of whole-family programming, especially for families with children under age 8		Increased attendance at local schools facing high rates of chronic absenteeism
Increase availability of culturally and linguistically sustaining learning approaches for children with learning differences		Improved academic performance for all learners

**NORTH STAR** Everyone who wants to start or grow their own business has the opportunity to do so.

Strategies	→	Outcomes
Support entrepreneurs with start-up capital and customized business plan development and implementation support		Increase in new business starts
Support existing business owners in navigating loans, licensing, and technical assistance		Increase in local businesses' stability and capacity
Facilitate relationships between businesses and Business Support Organizations to create an ecosystem of peer learning and mutual support		Increase in local business owners who use their business as a sustaining income source for their families

**NORTH STAR** Everyone has access to dignified, sufficient, and sustaining employment.

Strategies	→	Outcomes
Provide job training that is sector-specific and aligned with in-demand skills		Increased employment in quality jobs
Engage residents with job placement services and supports that meet their needs		Increased median income for unemployed/underemployed residents
Connect residents with educational programs throughout a life trajectory		Increased attainment of credentials that promote career pathways

### Indicators:

- » Number of seats at child care centers with Bright Star ratings of 3 or higher
- » Rate of chronic absenteeism at Harry Kizirian Elementary School
- » Average 3rd grade English Language Arts achievement at Kizirian and D'Abate Elementary Schools
- » Annual number of new businesses registered with the Rhode Island Secretary of State
- » Number of existing and new business establishments
- » Percentage of Community Loan Fund business owners who use their business as their sole or primary source of income
- » Ratio of pay on an average job to the cost of living
- » Wages being offered by employers (excluding State of RI)
- » Number of people enrolled in registered apprenticeship programs

## PILLAR 3: BUILDING POWER AND CAPACITY

### NORTH STAR

Everyone is equipped and empowered to take action affecting change in their community.

Strategies	→	Outcomes
Provide capacity-building resources to grassroots community-based organizations		Stronger and more collaborative network of CBOs who are organizing residents to build collective power
Support participatory structures that center community voice and priorities		Local organizations and institutions have made transformative shifts from hierarchical decision-making practices toward participatory approaches
Reduce barriers for residents to advocate for policies that would advance progress towards the North Stars		Increased resident engagement in civic activities
Organize community-based networks and associations and create pathways for more residents to be involved in them		Increased policy influence at community, city, state and federal levels

### Indicators:

- » Turnout at CPO-HEZ quarterly meetings
- » Number of CPO-HEZ contributors who have used any participatory approaches (such as having residents on the board, having a resident advisory group, or using participatory budgeting)
- » Percentage of residents who consider themselves “civically engaged” (taking action to create change in their community)
- » Number of CPO-HEZ contributors who have organized community members to advocate for a policy or other issue









# WHY PLACE MATTERS

Too often in our country, geography is destiny. Research shows that where you live is one of the most significant contributors to overall health outcomes and life expectancy<sup>1</sup>. The landmark *Moving to Opportunity* study showed that the poverty level of one's childhood neighborhood has a direct impact on their socioeconomic status in adulthood<sup>2</sup>.

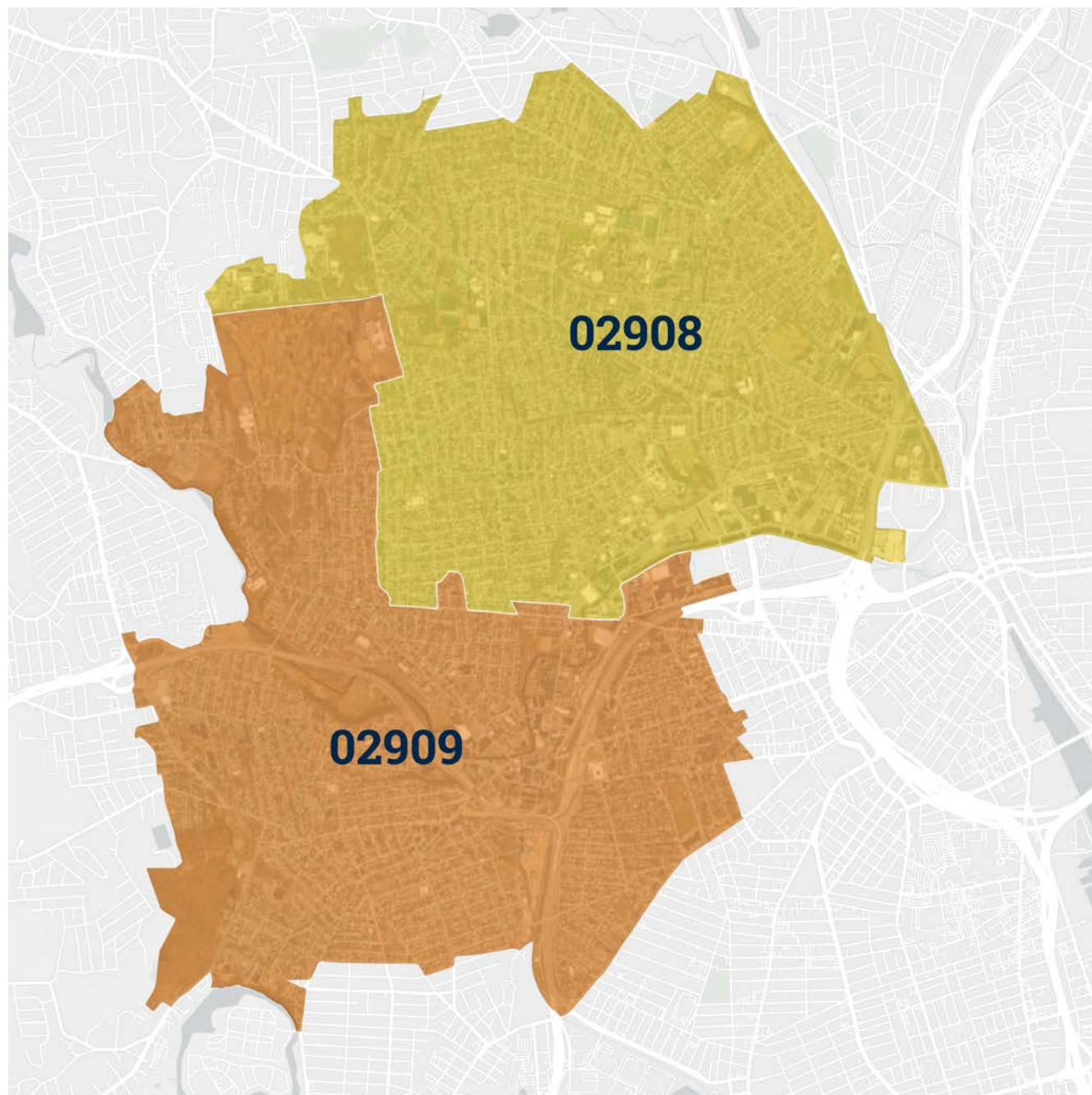
However, we can break the seemingly inextricable link between zip code and life chances. An investment in place has the potential to change oppressive systems *at their roots*. By working together to shift the social, economic and physical conditions of an environment, we can alter the life trajectories of Central Providence residents, both current and future.

01. <https://ncrc.org/your-zip-code-is-more-important-than-your-genetic-code/>

02. [http://www.equality-of-opportunity.org/images/mto\\_paper.pdf](http://www.equality-of-opportunity.org/images/mto_paper.pdf)

## Our Place: Central Providence

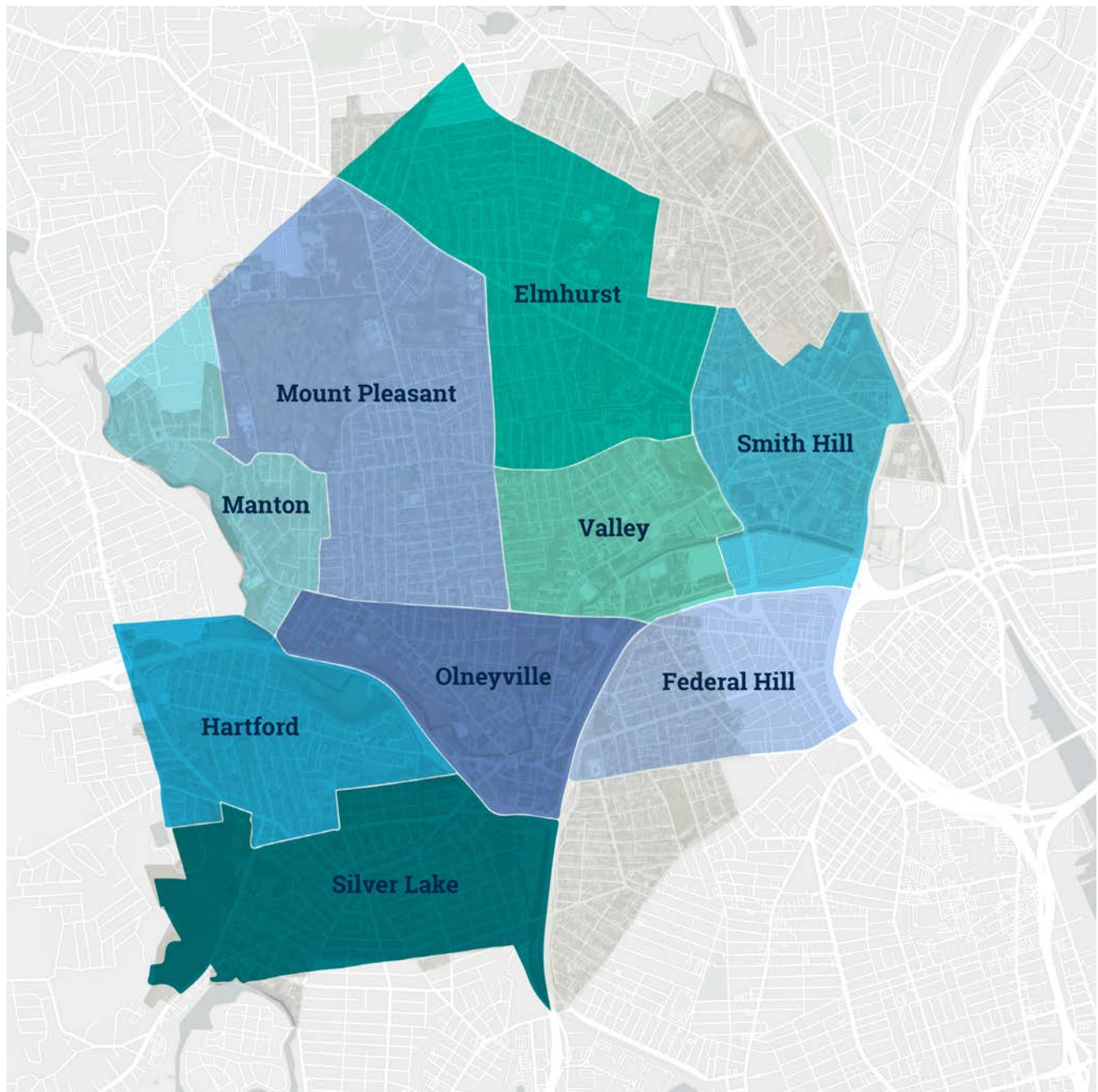
One of the oldest cities in New England, Providence, Rhode Island was originally a settlement dedicated to religious and political freedom. Today, Providence is a historic city of vibrant neighborhoods, each with their own distinct personality. The city has a racially and ethnically diverse population of over 189,000 residents, a thriving arts community, and the most coffee and doughnut shops per capita in the country.<sup>1</sup>



01. <http://www.urbanplanet.org/forums/lofiversion/index.php/t5597.html>



Out of a total of 25 neighborhoods in the City of Providence, Central Providence is a collection of nine distinct neighborhoods that occupy the city's interior. Brought together by proximity and circumstance, these neighborhoods comprise a vast diversity of cultures, assets, and levels of investment. What unites their 70,000+ residents is a shared love of their city, a recognition of their interconnectedness, and an aspiration to create a better future for themselves and their children.



## Racial Demographics of Central Providence<sup>1</sup>

The neighborhoods of Central Providence tell a story of both immigration and segregation. Six of the nine communities show a higher proportion of Hispanic/Latino residents than the City of Providence overall.

	Non-Hispanic White	Hispanic or Latino	Black or African-American	Asian	Two or more races
<b>Providence (overall)</b>	33.8%	43.5%	16.1%	5.6%	1%
<b>State of Rhode Island</b>	68.7%	16.6%	5%	3.4%	4.6%
<b>Elmhurst</b>	73%	16%	7%	2%	2%
<b>Federal Hill</b>	60%	27%	6%	4%	3%
<b>Hartford</b>	12%	56%	23%	4%	2%
<b>Manton</b>	36%	42%	14%	2%	6%
<b>Mount Pleasant</b>	27%	60%	18%	3%	2%
<b>Olneyville</b>	21%	59%	15%	1%	3%
<b>Silver Lake</b>	12%	76%	6%	3%	2%
<b>Smith Hill</b>	28%	54%	12%	4%	2%
<b>Valley</b>	15%	63%	13%	4%	3%

01. <https://www.niche.com/places-to-live/search/best-places-to-live/>

## Socioeconomic Indicators of Central Providence<sup>1</sup>

Central Providence is socioeconomically diverse, with household income and homeownership approximating those of the city overall. However, bachelor's degrees are universally less prevalent.

	Total population	Median family income	Percentage of owner-occupied units	Percentage of residents with bachelor's degree
<b>Providence (overall)</b>	180,609	\$53,659	37.8%	32.3%
<b>State of Rhode Island</b>	1,057,231	\$67,167	62.3%	35.3%
<b>Elmhurst</b>	9,291	\$56,338	47.4%	14.6%
<b>Federal Hill</b>	7,271	\$67,167	28.2%	17.4%
<b>Hartford</b>	6,613	\$42,500	34.8%	13.4%
<b>Manton</b>	6,569	\$29,798	34.2%	12.8%
<b>Mount Pleasant</b>	11,859	\$42,969	41.7%	14.5%
<b>Olneyville</b>	6,247	\$46,250	34.2%	12.8%
<b>Silver Lake</b>	12,186	\$50,939	46.0%	8.0%
<b>Smith Hill</b>	6,869	\$48,886	44.8%	16.2%
<b>Valley</b>	4,606	\$37,629	36.0%	15.0%

01. <https://www.point2homes.com/US/Neighborhood/RI/Providence.html>

## Timeline

### Central Providence Opportunities:

A Health Equity Zone (CPO-HEZ) is a place-based Collective Impact initiative working toward greater health and economic equity within Central Providence.



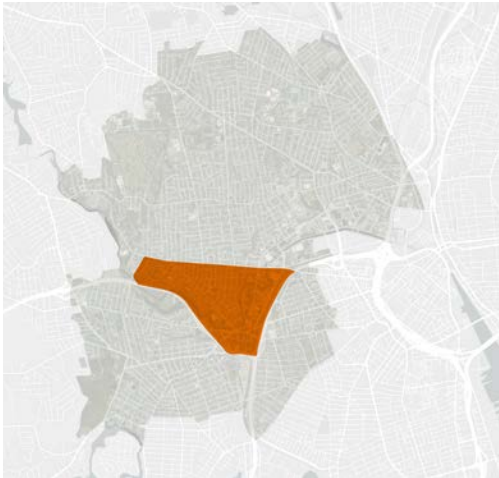
The initiative has expanded in both geography and focus since it began in 2013. However, it has remained steadfast in understanding and responding to the needs of residents of Central Providence. In truth, few residents of Providence would recognize the term “Central Providence.” Rather, this constellation of neighborhoods came together, through proximity and circumstance, over the past decade.

### ASSET HIGHLIGHT

#### Dirt Palace (Olneyville)

A feminist artist-run space founded in 2000 and based in Olneyville, the Dirt Palace serves as an incubator for hundreds of feminist artists, providing affordable studio space, shared resources, and exhibition programs.

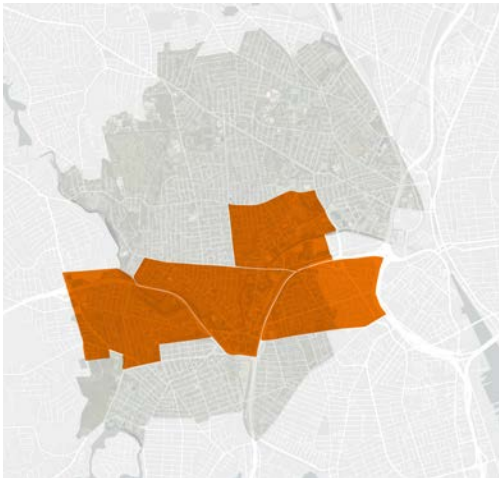


**2013**

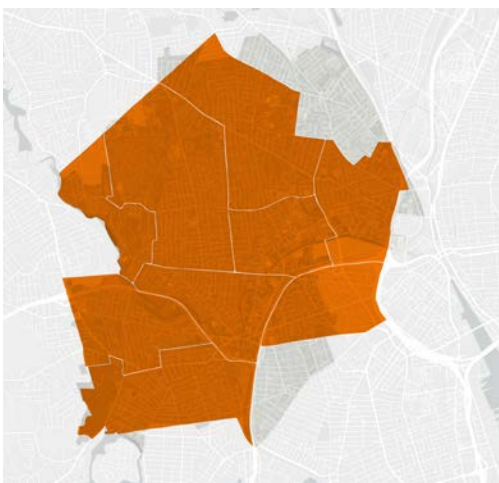
- ONE|NB was selected by the Rhode Island Department of Health (RIDOH) to serve as the backbone organization for the Olneyville Center for Health Equity & Wellness, RIDOH's first effort to address social determinants of health in partnership with community organizations.

**2015**

- The Providence neighborhood of Olneyville was selected as one of Rhode Island's first three Health Equity Zones, with ONE|NB serving as backbone. The Olneyville Health Equity Zone aimed to promote economic opportunity and to empower the community through resident leadership trainings and supporting community based organizations.

**2018**

- The Olneyville Health Equity Zone was expanded to incorporate three adjacent neighborhoods, forming the Central Providence Health Equity Zone.

**2020**

- In partnership with the Rhode Island Executive Office of Health & Human Services (EOHHS) and the Rhode Island Foundation, ONE|NB was selected as one of 14 backbone organizations nationwide to be invited by Blue Meridian Partners to be part of their Place Matters portfolio.

**2021**

- The Rhode Island Foundation, EOHHS, and ONE|NB launched Central Providence Opportunities to deepen the place-based work in Central Providence, with a focus on nurturing economic opportunity for current and future residents.

**2022**

ONE|NB merged the Central Providence Health Equity Zone and Central Providence Opportunities, which are now understood as a shared collective impact project, known as Central Providence Opportunities: A Health Equity Zone.







# **LEVERAGING A COLLECTIVE IMPACT MODEL**

## What is Collective Impact?

Designed to address complex social challenges, collective impact brings people together in a structured way to achieve social change. This model shifts typical single service programs, common in the non-profit sector, to deliver more coordinated cross-sector approaches at scale. It does so by relying on a network of community members, organizations, and institutions with shared values who learn together and integrate their actions to achieve local and systems-level change.

Popularized by Stanford Social Innovation Review in 2011, collective impact is an established model pursued successfully across several domains, including education, healthcare, and community development, for well over a decade.<sup>1</sup>



01. [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

The five conditions of collective impact include:



**A common agenda:** In order to advance a common agenda, participants have a shared vision for change that includes a shared understanding of challenges and a coordinated approach to take action.



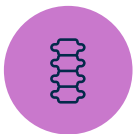
**Mutually reinforcing activities:** Bringing together diverse stakeholders, each participant engages in activities specific to their expertise, while also aligning with and supporting others across the network.



**Shared measurement:** Supporting advancement of a common agenda, participants track outcomes in the same way, and engage in ongoing learning, evaluation, and accountability.



**Continuous communication:** Emphasizing trust, respect, and transparency, participants commit to building and maintaining relationships, as well as sharing information, to bolster strength in the collaborative effort.



**A strong backbone:** For collective impact to be successful, it is critical an entity be identified that serves to coordinate the larger group, and to help focus and dedicate resources to advancing the work as a whole.

## Equity & Collective Impact

While collective impact is a powerful approach for social change, there are some considerations to keep in mind, especially when it comes to equity. While collective impact has been formalized relatively recently, community level collaboration and organizing, especially in communities of color and other marginalized groups, has been in existence for far longer. Action also must be taken to promote equity through every level of a collective impact effort to ensure that community members most affected by disparities are central to the effort.

To address such concerns, the Collective Impact Forum suggests the following ways to center equity in collective impact approaches<sup>1</sup>:

- » Ground the work in data and context, and target solutions
- » Focus on systems change, in addition to programs and services
- » Shift power within the collaborative
- » Listen to and act with community
- » Build equity leadership and accountability

CPO-HEZ has committed to these principles to help guide the work over the next 10 years, and they are embedded throughout the work elaborated on in later sections.



### ASSET HIGHLIGHT

#### **Farm Fresh RI (Valley)**

Farm Fresh RI is focused on growing a local food system that values the environment, health and quality of life for farmers and eaters in the region. They increase community access to local foods and build strong partnerships through farmers' markets, community-based education, nutrition incentives, and culinary job training.

01. <https://collectiveimpactforum.org/what-is-collective-impact/>



“

**This [initiative] lays out how we can work together in sustainable and intentional ways. We need connective glue between residents, organizations, and policy makers.”**

**— Contributing Partner**

”

## The Power of Collective Impact: National Exemplars



Collective impact, as it has become known, was a term first used to describe work in Greater Cincinnati, which led to the creation of the StriveTogether network<sup>1</sup>. Leaders came together from across domains and geographies to address complex challenges limiting opportunities for young people in Cincinnati and Northern Kentucky.

In the first StriveTogether, more than 300 local organizations and entities worked together to embrace shared goals and measurement, focused on improving education and student achievement. In the first four years post launch, despite an economic recession and budget cuts, 34 of 53 success indicators showed positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten<sup>2</sup>.

Success was achieved by acknowledging that it was essential to look beyond any one point within the spectrum of educational experiences. Instead, they focused on a common set instead on a common set of goals across the network of participants, and worked together to make progress on agreed-upon outcomes.

01. <https://www.strivetgether.org/what-we-do/collective-impact/>

02. [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)



### Magnolia Community Initiative

Supportive Communities • Strong Families • Thriving Children



Magnolia Community Initiative (MCI)<sup>1</sup> is a more recent example of how collective impact approaches have been used, particularly in a community development setting. Focused on improving population-level wellbeing, MCI describes its work as 75+ organizations and resident volunteers creating a movement to transform neighborhoods.

This place-based network has been making change for over a decade and serves a 500-block catchment area in Los Angeles, CA. Network members share leadership, with a few key organizations working together to serve as backbone of the initiative - creating vertebrae of sorts.

Four anchors make up the overarching vision and help set goals: health and wellbeing, school readiness, economic stability, and safe and nurturing families. Recognizing that families face complex personal and systemic challenges, a range of interventions are necessary to address multiple influences on health outcomes. The network convenes to align activities, share data, report progress, share lessons learned, and develop strategies to scale promising integrative initiatives.

Prior to participating in MCI, organizations were siloed in delivering programs and limited in their reach. By moving to a more holistic model, there is more coordination and an increase in local innovations tailored to the unique needs of the community.

## ASSET HIGHLIGHT



### Scalabrini Dukceovich Center (Silver Lake)

Scalabrini Center is based in Silver Lake, but connects with residents from across Central Providence. It works to provide advocacy and educational services, and promotes social inclusiveness and empowerment in diverse communities.

01. <https://themcinenetwork.org/>





## Collective Impact in Action: CPO-HEZ

As CPO-HEZ has grown and evolved, we've embraced Collective Impact as a model for our initiative. Here are the ways we've used elements of the model, especially in the past few years, as well as our plans to deepen these practices going forward.

### ASSET HIGHLIGHT



#### Federal Hill House (Federal Hill)

A multi-service community-based organization, Federal Hill House serves low-income, immigrant, and limited-English-speaking individuals and families within Federal Hill, and throughout Central Providence and the surrounding area. They support the Morning Stars before-school program at Harry Kizirian Elementary reducing chronic absenteeism.



## A common agenda:

Over the past few years, we worked with residents and other community-based approach to develop three guiding pillars that reflected a more holistic and integrative approach to agenda-setting. We did this through a human-centered design process, conducting interviews across a spectrum of CPO-HEZ stakeholders, community work sessions and asset mapping, as well as other intentional convenings. Then we synthesized what we learned and applied it to the creation of a vision statement, articulation of the challenges faced, and theory of change that outlined how we will accomplish our shared goals.

Going forward, we will use the pillars, the vision statement, and the theory of change to align collective work over the next 10 years. To support collaboration and reinforce a common agenda over time, organizations making up a network of contributors and resident advisory members will convene, independently and collectively, at key intervals to nurture a shared sense of purpose, assess progress, and recommit to mutual goals and outcomes.



## Mutually reinforcing activities:

Since the creation of CPO-HEZ, diverse stakeholders have played different roles in alignment with their unique lived and learned expertise. Three specific groups that have informed the work include:

- » A Steering Committee to provide overarching guidance and strategic direction
- » A Resident Advisory Council that centered community voice and priorities
- » Working Groups that helped define programs and initiatives for funding and implementation

These three groups worked in partnership with the backbone toward mutually reinforcing activities across designated focus areas.

Moving forward, we will deepen this work by organizing contributors to lead different tactics related to each of the strategies, supported by the regular convenings highlighted above. This approach is supported by survey data administered by ONE|NB, showing that 74.5% of respondents saw more value in partnerships than without. In addition, we will support and invest in resident leadership to support neighborhood-based organizing and activities.





## Shared measurement:

We are committed to documenting learnings for program improvement and scaling. Working with data and learning partners, such as The Policy Lab at Brown University, baseline data has been gathered examining statistical trends in Central Providence by which to measure outcomes over time. ONE|NB will also dedicate staff and resources to create and maintain a data dashboard where partners share progress specific to their goals and initiatives, including quantitative data like program enrollment or placement rates, and qualitative data like as narrative reporting based on direct engagement with organizational and resident partners. Lastly, community health workers and other program staff maintain robust reporting using the Unite Us platform, which aggregates inputs and provides real time updates.

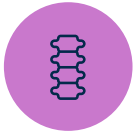
Working toward shared outcomes, contributors will track program-level data that ladder up to key indicators applied across initiatives. Starting in 2023, we will be working together to continue building collaborative systems and processes for shared data reporting, tracking, and assessment.



## Continuous communication:

ONE|NB has maintained continuous communication across CPO-HEZ stakeholders, most notably through the Central Providence Collaborative. Made up of over 60 community-based and public sector organizations, members focus on housing, education, health and wellness, the environment, workforce development, and community building. Through regular convenings and a monthly newsletter, we share important information, surface new and emerging opportunities, report out on key activities, and provide opportunities for the Collaborative to come together.

Building on this model, the development of a more formal agreement between contributors will enable even closer collaboration and communication. Through smaller working meetings and full-group convenings, contributors will share updates, including celebrations, challenges, and lessons learned.



## Strong backbone:

A key condition for collective impact is a strong backbone. Although ONE|NB is a contributor, it also serves as the CPO-HEZ backbone by supporting all the conditions outlined above. The backbone works to actively shift power and decision-making to the community, mobilize resources, and advance policy and systems change.

Reflecting on ONE|NB's backbone role, 70% of Collaborative and advisory members shared that they understood what their contribution was and felt their perspectives were valued. While such data is reflective of positive trends, 20-30% of respondents shared that they would benefit from increased communication and more sustained engagement efforts. This speaks to the value of a consistent connector, and demonstrates that engagement is not a one-time effort but one that requires upkeep, evaluation and revision.

Moving forward, ONE|NB will continue in the role of backbone, while facilitating a collaborative operating structure around the Theory of Change and six North Stars. ONE|NB will also provide ongoing strategic, operational, and technical support across stakeholder groups and initiatives.

### ASSET HIGHLIGHT



#### **Father Lennon Park (Smith Hill)**

Located in the Smith Hill neighborhood, Father Lennon Park features a large field, walking paths, a playground and community garden. It also provides a popular skate bowl and pump track for local skateboarders and bikers of all ages.





# OUR PROGRESS



## Highlights from Recent Work

Throughout the CPO-HEZ initiative, significant investments have been made which leverage a wide range of resources and partnerships to make a difference in the Central Providence community. Since the inception of CPO-HEZ, data and learning activities have been integral to tracking success both quantitatively and qualitatively. There have also been many lessons learned that can inform future efforts and be applied to the work moving forward. This section explores three examples of programmatic investments and the lessons learned from each.



### ASSET HIGHLIGHT

#### **Woonasquatucket River Watershed Council: Manton Gateway & Skate Park (Manton)**

The Manton Gateway & Skatepark is a green-space on Manton Avenue, created through the Woonasquatucket River Watershed Council (WRWC), that provides easy neighborhood access to the bike path, a landscaped respite for RIPTA riders waiting for their next bus, and access to an active neighborhood skate park and street art zone.





## Morning Stars Before-School Program at Harry Kizirian Elementary

A partnership with Federal Hill House and Family Service of Rhode Island, the Morning Stars Before-School Program at Harry Kizirian Elementary School is aimed at increasing student attendance. The program provides earlier and more flexible morning drop-off times, allowing parents to get to work while kids get to school. Program attendance rates have been trending at 66% during the school year post-launch.

### Lessons Learned:

- » **In order to have deep impact, we need to have specific goals.** The program started with a focus on improving broad academic outcomes, such as third grade literacy levels. By applying a Continuous Quality Improvement (CQI) lens, we honed in on getting kids to school as a key predictor that would have cascading positive effects. By building a deeper understanding of how to apply CQI, we leaned into program strengths and narrowed our goals to make the biggest impact.
- » **Collaboration across organizations is a necessary component of providing high-quality services.** In this case, ONE|NB provided funding to Federal Hill House and Family Service of Rhode Island, who then collaborated with each other to develop and staff programming, and worked with educational partner Harry Kizirian Elementary to integrate the program into the school. Each actor provided support from their respective domains.

“

I am so grateful for the Morning Stars program. The fact that the staff are helping the kids with homework, playing games, taking them outside, and keeping them engaged is beneficial. I also appreciate that if my kids miss a day or two, I get a call from the program. This helps me stay on track because otherwise they will miss school on days I'm not feeling the greatest. The accountability is critical for their attendance.”

— Kim Holloway, program participant



## Providence Housing Authority Job Navigation Hub

The Providence Housing Authority connects residents of Manton Heights and Hartford Park public housing developments with workforce training and quality jobs through on-site and targeted navigation. Since the April 2022 launch, resident navigators have made over 600 outreach connections resulting in 85 residents being connected with employment case managers over three months. Thirty PHA residents have started new employment.

### Lessons Learned:

- » **We must meet residents where they are.** In this case, we co-located employment support services with housing. This was an important element of the program's success as it reduced barriers to entry for residents. This model could be applied to other similar initiatives.
- » **Navigation of institutions is an essential aspect of getting programs like this off the ground.** Fortunately, Providence Housing Authority had expertise navigating a network of community-based resources, as well as acting as liaison for program identification, application, and enrollment.
- » **Income replacement can launch a virtuous cycle.** Providing financial support can significantly increase enrollment in job training and education. In turn, education and training can lead participants to obtain better-paying and higher-quality jobs.
- » **Workforce development benefits from a long view.** While focusing on adults can meet immediate employment needs, we also reflected that internship and job placement services should be available for youth, so that they may one day enter the adult workforce with relevant skills and experience.

“

I wouldn't have been able to achieve the goals that I would like to if it wasn't for PHA staff who have helped me in continuing to grow. I have progressed in my career and would like to continue doing so. I have been provided with furthering my education in English, computer classes and incentives for work attire. I am very grateful for everything!”

— Program participant



## Community Impact Fund

The Community Impact Fund (CIF) was created for the Resident Advisory Council (RAC) to design and distribute a fund that organizations serving residents in Central Providence could apply for who may otherwise have difficulty accessing resources. In October 2021, the CIF awarded 18 grants of \$5,000 and 3 of lesser amounts for a total of \$100,400 dollars to be spent within a year. The CIF funds supported community-based initiatives that included running a homeless shelter for LGBTQ+ teens; hosting an advisory group of currently unhoused people; and supporting creative vendors at the farmers' market.

### Lessons Learned:

- » **Strong facilitation is key to alignment in participatory processes.** The CIF approach certainly boosted engagement from resident advisors, while centralizing community voice in grant decision-making. Of course, there was not always initial agreement within the selection committee. It was helpful when ONE|NB supported the resident group toward finding consensus.
- » **Expectations for selection criteria must be clear.** At times during this process, there was confusion as these aspects were not equally clear to all parties. This lesson has already been applied in the Participatory Budgeting (PB) process, resulting in community-driven development of the PB Rulebook, as well as continued resident engagement.

“

The most impactful moment since I've joined the RAC was coming together to decide how we would like to roll out the Community Impact Fund. There's so many of us with different backgrounds, so for us to finally get to the point where we felt comfortable, and all agreed on being able to roll out the fund, was amazing...Then hearing back, looking through the applications, connecting with the folks who applied, and just hearing about all of the projects that everybody has going on in the area, I felt like that was a great feat.”

— RAC member

## Investments to Date

Project Title	Description	Implementor	Category
Sheridan Small Homes	Five 2-bedroom, 1.5-bathroom, net-zero-energy and passive-house designed small homes sold to low- to moderate-income first-time homebuyers. Average sales price of only \$145,000.	ONE NB	Housing
Delaine Street Apartments	Nine apartments for low-income families and households who have experienced homelessness. These apartments (three 1-bedroom, two 2-bedroom, three 3-bedroom, and one 4-bedroom) were created by transforming three long-vacant and blighted properties.		
Bowdoin Street Rowhouse	Eight apartments for low-income families and households. These apartments (two 1-bedroom and six 2-bedroom) were built using modular construction. This construction technique shaved four months off of the development timeline and reduced costs.		
The Avenue	A new 39-unit building with a ground-floor coffee shop and resident amenities. This mixed-income community will seamlessly serve households across incomes, from extremely low- to moderate-income households.		
SNAP outreach program	Work group of SNAP Outreach contractors and State and Federal program managers aimed at increasing SNAP participation among eligible Rhode Islanders with a focus on creating equity and inclusion.	Central Providence Collaborative Members	Supportive services
Rent Relief	Rent relief navigation services for more than 3,300 applicants statewide resulting in \$3,742,759 in rental support funds distributed.		
COVID-19 resources and community supports	Vaccination clinics, COVID-19 testing sites, and distribution of personal protective equipment via mobile health trailer. Resulting in more than 1,500 individuals vaccinated and nearly 300,000 masks and 2,200 tests distributed.		
Navigation and referral	Social determinants of health screenings as well as navigation and support provided to more than 1,300 Central Providence residents by Certified Community Health Workers.		

Project Title	Description	Implementor	Investment Area
Family Learning Academy	Child-centered family programming, adult basic education, and/or English as a second language education for parents delivered alongside case management services. Thirty three families services through the US Department of Health and Human Services' Temporary Assistance for Needy Families (TANF) program, most of whom receive ongoing support.	Federal Hill House, Genesis Center and RI Dept of Human Services	Early Childhood Development
Morning Stars Before-School Program	Before-School program aimed at decreasing chronic absenteeism by providing flexible morning drop-off times and before-school enrichment programs, enrolled 37 students in its initial semester.	Federal Hill House, Family Service of RI, Harry Kizirian Elementary School	
Doula Workforce Development Initiative	Doula training program that enrolled 26 community members of Color, aimed at creating pathways to this profession through mentoring and ultimately improving Black maternal health outcomes.	Our Journi3 and Rhode Island Dept of Health	
Central Providence Community Loan Fund	Community-led revolving fund that provides low-interest loans to small businesses and nonprofits, with the ultimate goal of neighborhood and economic revitalization in Central Providence. All lending decisions are made by a committee of individuals who live or work in Central Providence.	ONE NB and Providence Revolving Fund	Business Development
Biz Bodega	Business support office on Manton Avenue aimed at supporting new and growing small businesses in Central Providence. Businesses can access space, programming, and technical assistance from a range of business support organizations.	Innovation Studio and a coalition of business support organizations*	

\* Hope & Main, Fuerza Laboral, Rhode Island Hispanic Chamber of Commerce, Center for Southeast Asians, Center for Women & Enterprise, Goldman Sachs 10,000 Small Businesses, Innovation Studio, Multicultural Innovation Center, Rhode Island Black Business Association, RI Small Business Development Corporation, Small Business Development Center, Social Enterprise Greenhouse.



## Investments to Date

Project Title	Description	Implementor	Investment Area
Jobs Navigation Hub	Residents of Manton Heights and Hartford Park public housing developments are connected with workforce trainings and quality jobs through on-site and targeted navigation.	Providence Housing Authority	Quality Jobs
Educator-Led Communities of Care	Cohorts of family child care providers are convened to share skills, build collective power, and assert agency over policy to improve the home-based child care industry in the long-term.	SEIU Education Support Fund	
Community Impact Fund	Allocation of \$100,400 by the Resident Advisory Council (RAC) to community-led organizations and activities. Eighteen grants of \$5,000 or less were awarded through this RAC-led process.	ONE NB and Resident Advisory Council	Building and Shifting Power
Nine Neighborhood Fund	Participatory Budgeting initiative through which Central Providence residents will democratically allocate \$1 million in support of projects that improve community health. Led by a Steering Committee of 17 Central Providence residents.	ONE NB	

### ASSET HIGHLIGHT



#### Mount Pleasant Community Library (Mount Pleasant)

Mount Pleasant Community Library is part of a system of nine neighborhood libraries organized by geographic clusters. Offering a diverse range of programming, they provide digital and print borrowing, internet connectivity, health and wellness classes, open access to an arts and crafts studio, gardening for sustainability and food justice, and even kids film screenings in partnership with the Providence Children's Film Festival.

“

**I'm really interested in where different ways of knowing the world and talking to each other meet... [that] historically have not [been] connected... the kind of systemic thinking that breaks down silos to solve bigger problems.**

**— Contributing Partner**

”





# **ROADMAP FOR FUTURE WORK**

## Orientation to the Roadmap

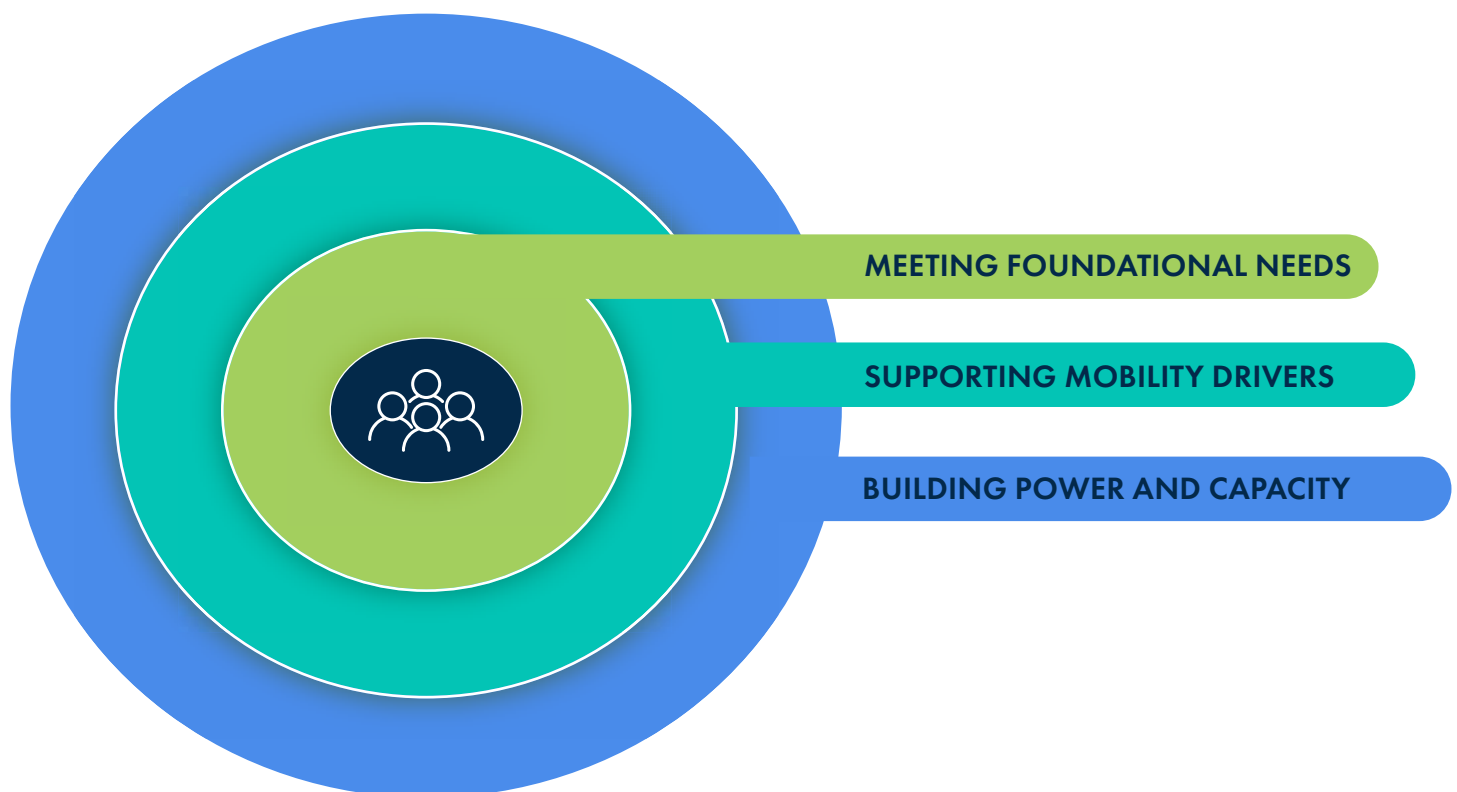
These statements form the foundation of our common agenda:

**Problem Statement:** In Central Providence, community-level conditions rooted in structural racism — such as poverty, inequitable access to quality education and jobs, out-of-reach or unsafe housing, and others — impede many individuals and families from living healthy, economically stable lives. This is evidenced by disparities in health and economic outcomes for Central Providence residents compared to Providence and Rhode Island as a whole.

**Vision:** All residents of Central Providence will live healthy, stable lives and be empowered to impact the conditions in their community.

**Theory of Change:** If CPO-HEZ invests operational, financial, and political capital into efforts that meet residents' foundational needs, increase access to drivers of mobility, and build local power and capacity, then the conditions that drive health and economic disparities will improve.

This Theory of Change can be visualized through the following framework, which has **three pillars:**





## How Did We Get Here?

- 16** Resident Advisory Council members engaged to ensure broad, authentic community input over the course of 2 years
- 26** Programmatic subgrants across the landscape of health equity work in Central Providence to understand best practices, gather data, and surface common obstacles
- 61** Respondents (from 45 unique organizations) to 28-question-long Partner Survey to examine the efficacy of collaboration across CPO-HEZ
- 7** 1:1 interviews with survey respondents
- 29** Participants at an Asset Mapping event to center community strengths and acknowledge existing work in the community
- 2** Years of bimonthly Collaborative meetings where partners provided updates and shared feedback on Roadmap
- 2** Convenings with 50+ CPO-HEZ partners to review a draft of this document, offering revisions, sharing suggestions, and validating findings



### ASSET HIGHLIGHT

#### **Nathanael Greene Middle School (Elmhurst)**

Nathanael Greene Middle School, located in the Elmhurst Neighborhood of Providence, serves approximately 1,000 general education students and English learners in grades 6-8. In 2021, CPO-HEZ collaborated with Coalition Center for Environmental Sustainability to educate youth on air quality and plant trees around the school to mitigate heat.

## Glossary of terms

Terminology is an important aspect of keeping many parties aligned. This taxonomy describes each of the terms in our Roadmap and how they relate to each other.

On the following pages, you'll find each of the six North Stars which support the Pillars. Each North Star has a series of Outcomes, which together form the change in conditions we believe are necessary to achieve it.

TERM	DEFINITION	EXAMPLE
<b>Pillar</b>	A Pillar is an overarching area of focus	<i>Meeting Foundational Needs</i>
<b>North Stars</b>	A North Star is an ambitious yet achievable condition related to one of the Pillars	<i>Everyone has a safe and affordable place to live.</i>
<b>Outcomes</b>	An Outcome is a change in conditions resulting from work on a Strategy and towards a North Star	<i>Increased rate of homeownership among LMI-income and first-generation buyers</i>
<b>Indicators</b>	An Indicator is a measurable signal that a Tactic or Strategy is working successfully towards an Outcome	<i># of properties in CP that are owner-occupied</i>
<b>Strategies</b>	A Strategy is a broad, multifaceted goal related to one of the North Stars	<i>Promote homeownership</i>
<b>Contributors</b>	A Contributor is an individual, organization or institution who holds responsibility for leading one or more Tactics	<i>ONE NB</i>
<b>Tactics</b>	A Tactic is a program, service or other offering aimed at supporting one of the Strategies	<i>Homebuyer education and counseling</i>

### ASSET HIGHLIGHT

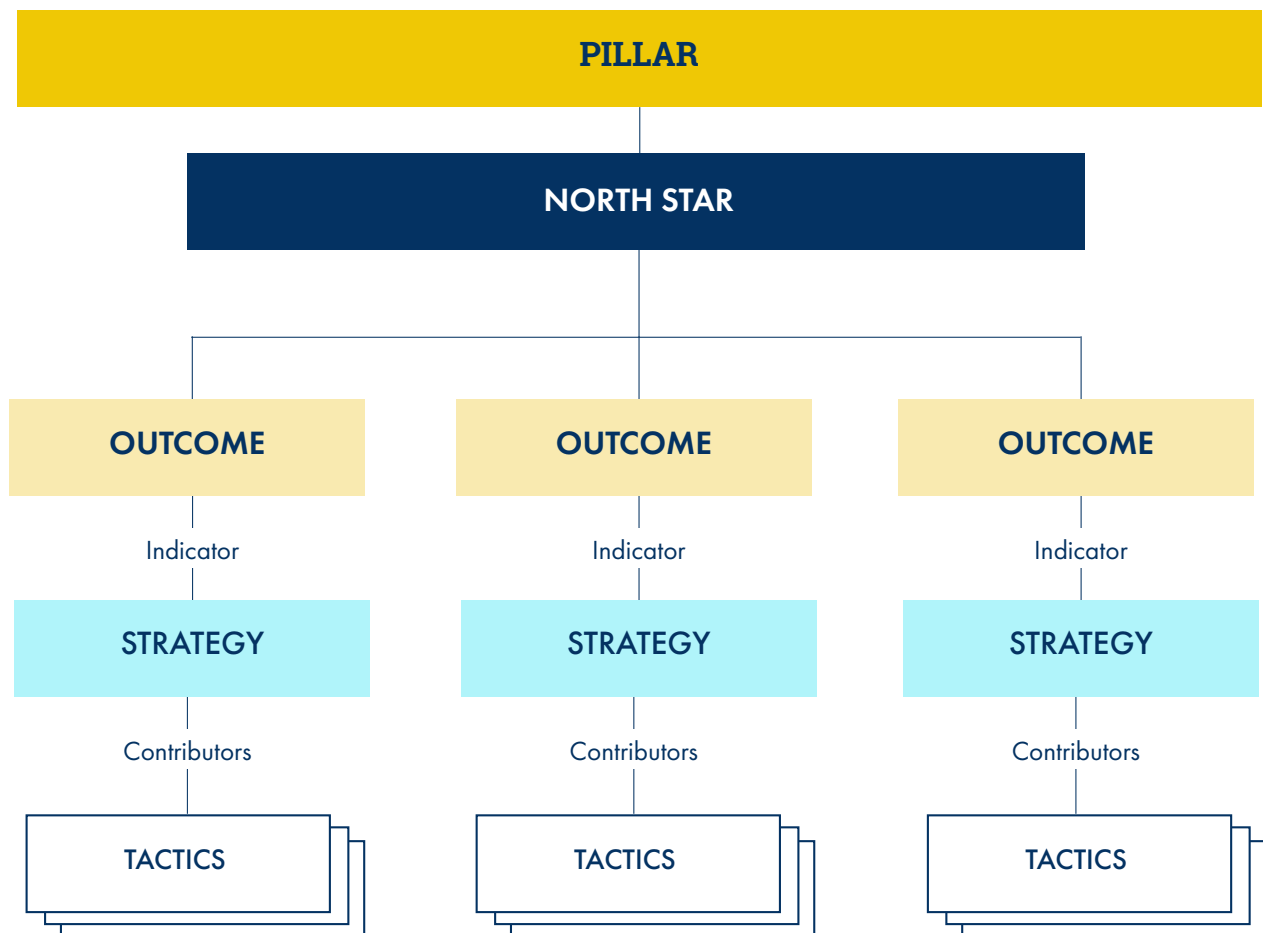


#### Hartford Park (Hartford)

Hartford Park is a Providence Housing Authority development that provides on-site youth and teen programs as well as adult education programs. Hartford Park is the Jobs Hub program site where PHA residents can access adult education, workforce development, resume writing assistance, and job placement assistance.

Each Outcome aligns with a Strategy — a broad, multifaceted effort that should bring forth the Outcome we want to see. Each Outcome also aligns with an Indicator, which is a measurable signal that a Strategy is working successfully. Indicators are not meant to substitute for Outcomes, but rather to be a directional signal that things are moving in the right direction. Indicators will be captured at baseline in 2023, then tracked once every year in order to understand progress.

Finally, each North Star is supported by a collection of Tactics. Tactics are programs, services or other initiatives that support one or more of the Strategies, towards the end goal of the North Star. **The lists of Tactics are neither exhaustive nor permanent. We anticipate these lists to grow and change with time, and we plan to revisit the Tactics every 12 months to affirm mutual commitment to the goals at hand.**



## How to read this document:

Central Providence Roadmap — CPO-HEZ

**NORTH STAR**

Everyone has a safe and affordable place to live.

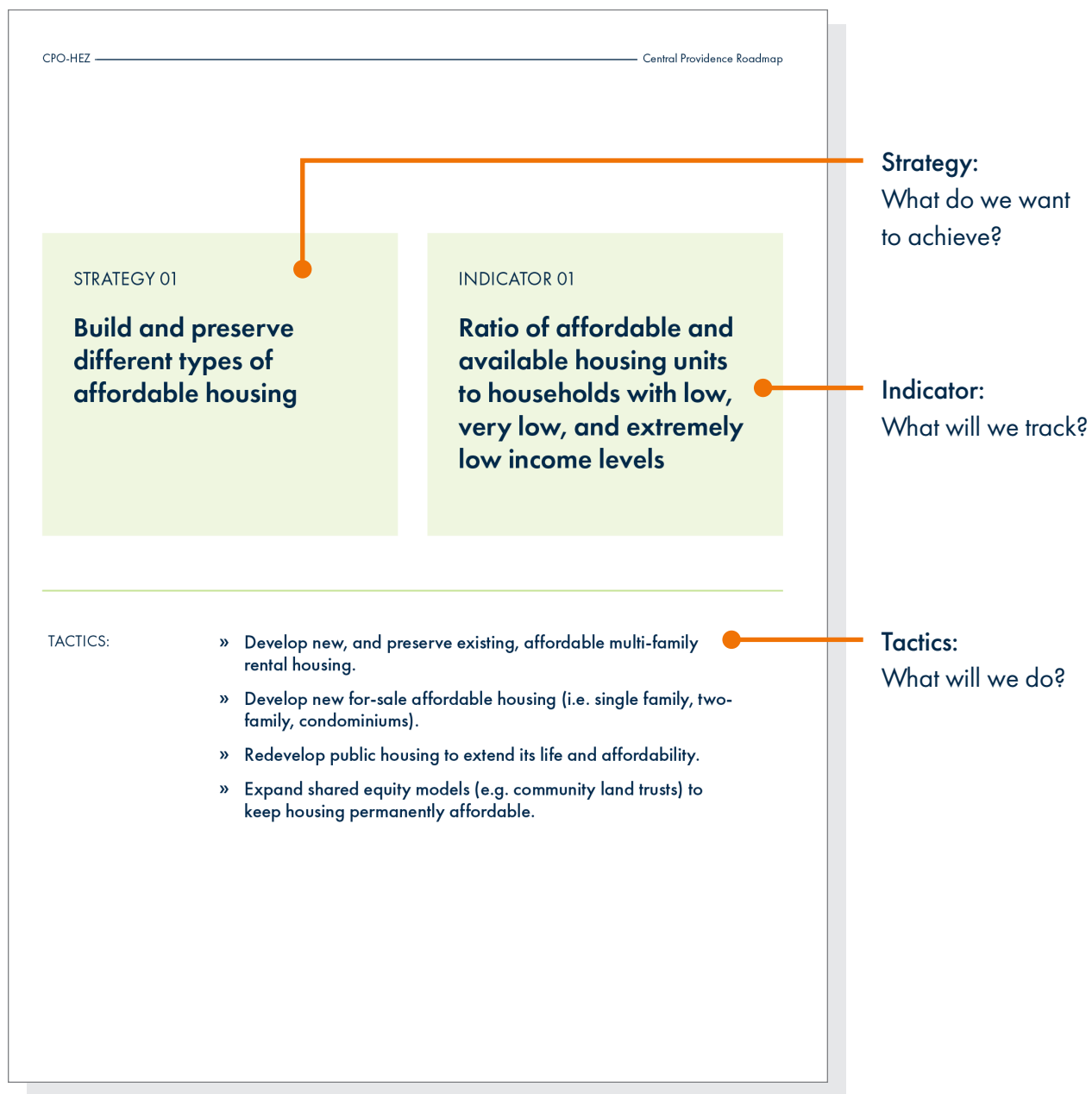
**OUTCOME 01**

**Increased availability  
of and access to quality,  
affordable homes reflective  
of actual need**



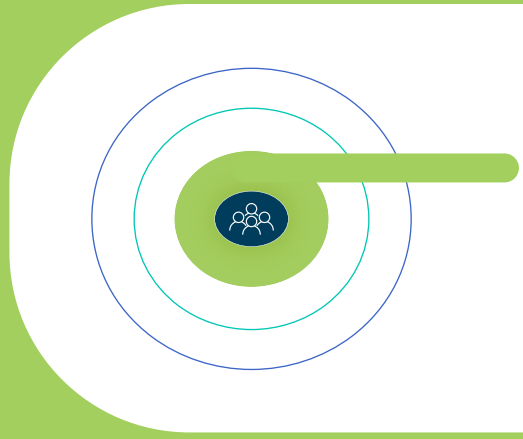
**North Star:**  
What is our ambitious  
but realizable goal?

**Outcome:**  
What does success  
look like?









# MEETING FOUNDATIONAL NEEDS

The first pillar of our framework focuses on meeting foundational needs such as housing, health and wellness. Foundational needs are connected to core physiological survival.

“

**There are roadblocks for the folks who live here to be able to apply to affordable housing. Even if there is more housing, it isn't even accessible.”**

— RAC Member



# Everyone has a safe and affordable place to live.

Approximately 40% of homeowners and renters in Central Providence are housing cost-burdened, defined as paying more than 1/3 of gross income on housing. To respond to such trends, our proposed interventions include improvements in quantity and quality of available housing to support access, safety, and stability

## WORKING GROUP MEMBERS:

- › Community Action Partnership of Providence
- › Green & Healthy Homes Initiative
- › Housing Works RI
- › ONE Neighborhood Builders
- › Providence Community Health Center
- › Providence Housing Authority
- › Refugee Dream Center
- › Sojourner House
- › Washington Trust Company

Listed partners have committed to this Working Group at the time of publication; however, we anticipate that this list will grow as more contributing partners join the group. For clarity purposes, partners who have committed to more than one Working Group are only listed in one, though they may be participating in many.



## NORTH STAR

Everyone has a safe and affordable place to live.

## OUTCOME 01

# Increased availability of and access to quality, affordable homes reflective of actual need





## STRATEGY 01

**Build and preserve  
different types of  
affordable housing**

## INDICATOR 01

**Ratio of affordable and  
available housing units  
to households with low,  
very low, and extremely  
low income levels**

## TACTICS:

- » Develop new and preserve existing affordable multi-family rental housing.
- » Develop new for-sale affordable housing (i.e. single family, two-family, condominiums).
- » Redevelop public housing to extend its life and affordability.
- » Expand shared equity models (e.g. community land trusts) to keep housing permanently affordable.

NORTH STAR

Everyone has a safe and affordable place to live.

OUTCOME 02

# More maintained and stable properties for the community



## STRATEGY 02

**Provide comprehensive resources to support neighborhood infrastructure**

## INDICATOR 02

**Number of open code violations**

## TACTICS:

- » Use public art and creative design to develop welcoming, accessible public spaces.
- » Expand new and maintain existing bike paths.
- » Maintain and protect the Woonasquatucket River watershed.
- » Host curated programming at parks for residents of all ages.
- » Invest in initiatives to revitalize commercial corridors.

## NORTH STAR

Everyone has a safe and affordable place to live.

## OUTCOME 03

# Increased owner-occupied homeownership at an income mix reflective of actual need



## STRATEGY 03

**Support sustainable homeownership**

## INDICATOR 03

**Number of PHA or ONE|NB renters who purchase homes**

## TACTICS:

- » Provide homebuyer education and counseling.
- » Support property maintenance through free and low-cost access to tools and home repair loans.
- » Connect homebuyers with Down Payment Assistance.
- » Provide foreclosure prevention counseling and connect homeowners with foreclosure prevention resources.

NORTH STAR

Everyone has a safe and affordable place to live.

OUTCOME 04

# Increased housing stability for renters





## STRATEGY 04

**Provide services that help residents avoid eviction**

## INDICATOR 04

**Annual number of eviction judgments**

## TACTICS:

- » Offer individualized financial counseling to renters.
- » Provide free legal representation for renters in housing court.
- » Connect residents with emergency homeless diversion assistance.



# Everyone has access to the resources they need to be healthy and well.

Central Providence residents have inadequate access to critical resources, including 22% of residents experiencing food insecurity and 17% reporting lack of health insurance. To respond to such trends, our proposed interventions connect residents to culturally appropriate and accessible public benefits, health programs, and social services.

## WORKING GROUP MEMBERS:

- › Alzheimer's Association
- › Coalition Center for Environmental Sustainability
- › Clinica Esperanza
- › Farm Fresh RI
- › Integra Community Care Network
- › New England Medical Innovation Center
- › Project Weber/RENEW
- › Rhode Island Foundation
- › St. Peter's and St. Andrew's Episcopal Church

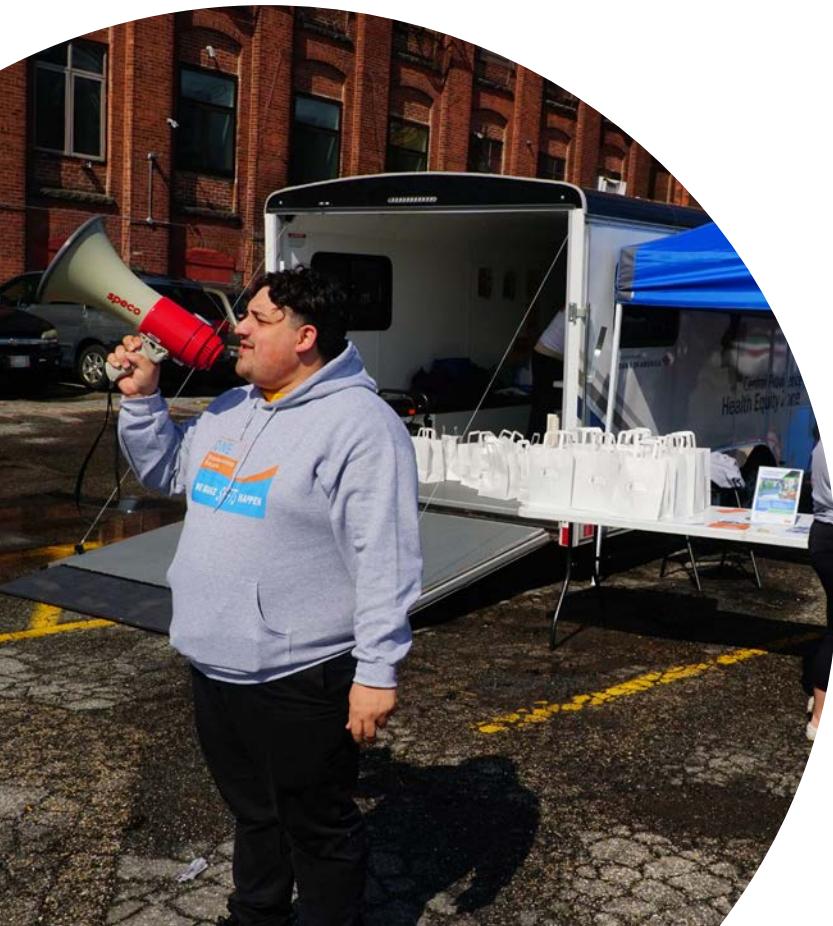
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## NORTH STAR

Everyone has access to the resources they need to be healthy and well.

## OUTCOME 05

**Every eligible person is aware of and can access the public benefits they need**



## STRATEGY 05

**Inform residents of high-quality and linguistically appropriate public benefits providers**

## INDICATOR 05

**Ratio of CCAP\* enrollment to CCAP eligibility per 10,000 people**

*\*Child Care Assistance Program*

## TACTICS:

- » Assist residents in navigating public benefits systems and accessing social service resources.
- » Encourage state agencies to participate in the UniteUs platform to accept service referrals based on social determinants of health screenings.
- » Integrate benefits by consolidating applications.



## NORTH STAR

Everyone has access to the resources they need to be healthy and well.

## OUTCOME 06

# Positive and equitable utilization of healthcare, social and behavioral health services





## STRATEGY 06

**Invest in social service and public benefit organizations to have responsive and culturally-competent staff and programs**

## INDICATOR 06

**Percentage of Unite Us respondents who say they go without healthcare because of lack of interpretation services**

## TACTICS:

- » Convene public and community-based partners statewide via the SNAP Working Group to share outreach strategies and SNAP education opportunities.
- » Participate in Central Providence Community Health Worker Collective to share resources, provide training, and facilitate peer-to-peer support.
- » Provide free healthcare for undocumented and uninsured residents.
- » Increase patients' health literacy.
- » Provide access to legal services through medical-legal partnerships.

## NORTH STAR

Everyone has access to the resources they need to be healthy and well.

## OUTCOME 07

# Increased access to healthy, affordable, and culturally appropriate food



## STRATEGY 07

**Support and expand local food systems' capacity to provide healthy, affordable, culturally appropriate food**

## INDICATOR 07

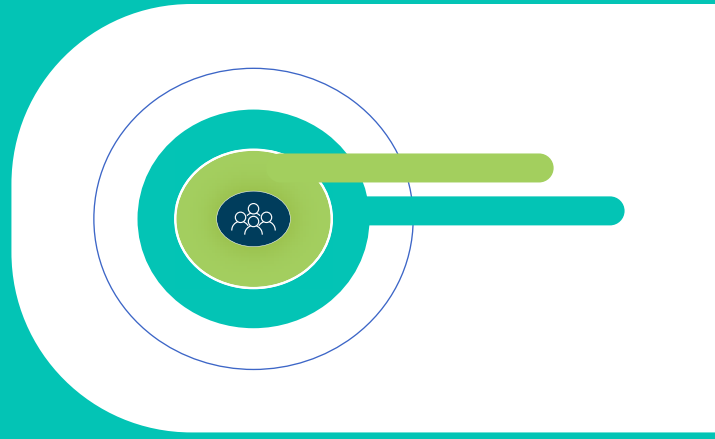
**Amount of Bonus Bucks spent**

## TACTICS:

- » Provide emergency food support through local pantries.
- » Support and expand access to community gardens.
- » Encourage the expansion of SNAP incentive programs at grocery stores.
- » Provide technical assistance to encourage the opening of food-based businesses.

**LINE STARTS  
HERE  
LINEA EMPIEZA  
AQUI**





# SUPPORTING MOBILITY DRIVERS

The second pillar of our framework focuses on supporting mobility drivers such as child and family development, quality jobs, and business development. Mobility drivers are connected to both economic and social mobility.

“

**Imagine if all entrepreneurs starting a business knew about budgeting. That alone...you're going to have a competitive advantage. You can scale now, because you understand what scaling is. How can you improve your product? How can you improve your customer service? How can you reach more people? That's an escalation of knowledge. We would all level up as a community.”**

— RAC Member







# Every young person is ready to learn, and our systems are ready to receive them.

In Central Providence and the surrounding areas, local schools experience upwards of 25% chronic absenteeism rates, (meaning students who miss 10-20% of school days). Since these statistics are indicative of a broader issue related to whole family needs, our proposed interventions consider both child and family readiness and support, as well as improved access to educational opportunities.

## WORKING GROUP MEMBERS:

- › The Autism Project
- › Federal Hill House
- › Manton Avenue Project
- › Parents Leading for Educational Equity
- › WaterFire Arts Center

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## NORTH STAR

Every young person is ready to learn, and our systems are ready to receive them.

## OUTCOME 08

# Increased enrollment in childcare, Pre-K and out-of- school time options



## STRATEGY 08

**Increase availability and affordability of quality childcare, pre-K, and out-of-school-time options**

## INDICATOR 08

**Number of seats at child care centers with Bright Star ratings of 3 or higher**

## TACTICS:

- » Open new childcare centers and expand enrollment capacity of existing centers.
- » Provide technical assistance to help childcare providers increase their Bright Stars rating.
- » Operate before- and after-school programs at and near local schools.
- » Provide high-quality arts education and opportunities for creative expression.

## NORTH STAR

Every young person is ready to learn, and our systems are ready to receive them.

## OUTCOME 09

# Increased attendance at local schools facing high rates of chronic absenteeism



## STRATEGY 09

**Increase availability of whole-family programming, especially for families with children under age 8**

## INDICATOR 09

**Rate of chronic absenteeism at Harry Kizirian Elementary**

## TACTICS:

- » Coordinate adult learning opportunities with Individualized Education Programs (IEPs)
- » Refer families to Family Visiting Programs for prenatal support and services for infants and toddlers.
- » Provide whole family supports to encourage parent-child interactions and kindergarten readiness.
- » Provide preschool with family support services.

## NORTH STAR

Every young person is ready to learn, and our systems are ready to receive them.

## OUTCOME 10

# Improved academic performance for all learners





## STRATEGY 10

**Increase availability of culturally and linguistically sustaining learning approaches for children with learning differences**

## INDICATOR 10

**Average 3rd grade English Language Arts achievement at Kizirian and D'Abate Elementary Schools**

## TACTICS:

- » Facilitate parent engagement for students with IEPs and learning differences.
- » Provide on-the-spot interpretation and written translation services for multilingual learners.
- » Provide behavioral health services at school-based health centers.
- » Convene parents to share support, build power, and advocate for their children's needs.



# Everyone who wants to start or grow their own business has the opportunity to do so.

Thriving local economies are important to community wellbeing as they lead to increased local revenue, higher-quality jobs, and improved public infrastructure. However, many local businesses are disproportionately affected by barriers to entry. To respond to this, our proposed interventions focus on alternate funding, business planning, and networking to help entrepreneurs start, maintain, and grow their businesses.

## WORKING GROUP MEMBERS:

- › Center for Southeast Asians
- › Center for Women & Enterprise
- › Foundation for the New England Medical Innovation Center
- › Hope & Main
- › Innovation Studio
- › Multicultural Innovation Center
- › Rhode Island Black Business Association
- › Rhode Island Hispanic Chamber of Commerce
- › SEIU Education and Support Fund
- › Small Business Development Corporation
- › Social Enterprise Greenhouse

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## NORTH STAR

Everyone who wants to start or grow their own business has the opportunity to do so.

## OUTCOME 11

# Increase in new business starts in Central Providence



## STRATEGY 11

**Support entrepreneurs with start-up capital and customized business plan development and implementation support**

## INDICATOR 11

**Annual number of new businesses registered with the Rhode Island Secretary of State**

## TACTICS:

- » Provide start-up grants and loans for new businesses.
- » Provide entrepreneurship navigation for residents interested in starting a new business.
- » Convene sector-specific cohorts for entrepreneurs in sectors such as art, hospitality, etc.
- » Provide focused business support for new Minority, Women, Disadvantaged Business Enterprises.

## NORTH STAR

Everyone who wants to start or grow their own business has the opportunity to do so.

## OUTCOME 12

# Increase in local businesses' stability and capacity





## STRATEGY 12

**Support existing business owners in navigating loans, licensing, and technical assistance**

## INDICATOR 12

**Number of existing firms and new business establishments**

## TACTICS:

- » Provide loans for existing businesses to support expansion.
- » Make coworking space affordable and accessible.
- » Connect businesses with opportunities to procure state contracts.
- » Provide one-to-one business advising and mentorship opportunities.

## NORTH STAR

Everyone who wants to start or grow their own business has the opportunity to do so.

## OUTCOME 13

# Increase in local business owners who use their business as a sustaining income source for their families



## STRATEGY 13

**Facilitate relationships between businesses and Business Support Organizations to create an ecosystem of peer learning and mutual support**

## INDICATOR 13

**Percentage of Community Loan Fund business owners who use their business as their sole or primary source of income**

## TACTICS:

- » Support enrollment in cultural-based business membership programs.
- » Provide residents who are interested in cooperative business models with training and technical assistance.
- » Convene sector specific peer-to-peer learning cohorts for business owners.



# Everyone has access to dignified, sufficient, and sustaining employment.

Too few Central Providence residents have access to jobs that offer sufficient and sustaining wages. In fact, more than 35% of residents live below the poverty line, which is nearly twice as high as the rest of Rhode Island. Our proposed interventions focus on job training, placement, and increased credentials throughout the education and employment journey.

## WORKING GROUP MEMBERS:

- › Building Futures
- › Genesis Center
- › Jane Addams Resource Corporation
- › Providence Public Library
- › The Steel Yard

Listed partners have committed to this Working Group at the time of publication; however, we anticipate that this list will grow as more contributing partners join the group. For clarity purposes, partners who have committed to more than one Working Group are only listed in one, though they may be participating in many.



## NORTH STAR

Everyone has access to dignified, sufficient, and sustaining employment.

## OUTCOME 14

# Increased employment in quality jobs



## STRATEGY 14

**Provide job training that is sector-specific and aligned with in-demand skills**

## INDICATOR 14

**Ratio of pay on an average job to the cost of living**

## TACTICS:

- » Connect residents with accreditation programs that do not require a college degree but will lead to higher wages.
- » Provide paid internships and job training programs to youth to introduce them to potential career pathways.
- » Expand registered apprenticeships and pre-apprenticeship programs.

## NORTH STAR

Everyone has access to dignified, sufficient, and sustaining employment.

## OUTCOME 15

# Increased median income for unemployed/underemployed residents



## STRATEGY 15

**Engage residents with job placement services and supports that meet their needs**

## INDICATOR 15

**Wages being offered by employers (excluding State of RI)**

## TACTICS:

- » Provide wraparound employment case management services to help residents identify a career pathway and ensure they have the resources to be ready for employment.
- » Work with recently incarcerated residents to connect them with job training programs and apprenticeship programs.
- » Increase readiness for employment and accreditation programs by connecting residents with ESOL and digital literacy classes.

## NORTH STAR

Everyone has access to dignified, sufficient, and sustaining employment.

## OUTCOME 16

# Demonstrated Measurable Skill Gains and/or increased attainment of credentials that promote career pathways





## STRATEGY 16

**Connect residents with educational programs throughout a life trajectory**

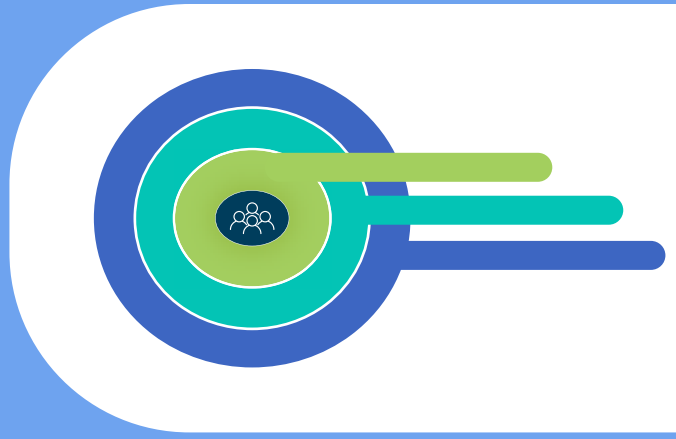
## INDICATOR 16

**Number of people enrolled in registered apprenticeship programs**

## TACTICS:

- » Provide Adult Basic Education courses at accessible times and locations.
- » Promote continuous professional development and mentorship opportunities.
- » Launch or scale career training programs.





# BUILDING POWER AND CAPACITY

The third pillar of our framework focuses on building power and capacity, such as through local civic participation and other democratic structures. Power and capacity are connected to the resources and influence required to meet collective goals, while also supporting resident empowerment and organizing.

“

**I think as a community we are so detached from each other. There's got to be something that can connect this community. There's about 12 apartments in my building, and I may know one person's name... it just feels funny to me.”**

— Resident Advisory Council Member





# Everyone is equipped and empowered to take action affecting change in their community.

In complex systems, it is difficult to affect change as strained resources, competing interests, and structural inequity. To address this, our proposed interventions strengthen community voice; align actions, resources and influence; and increase capacity to achieve collective goals.

## WORKING GROUP MEMBERS:

- › Planning Department at City of Providence
- › Dirt Palace
- › Indigenous Empowerment Corporation
- › Olneyville Neighborhood Association
- › Woonasquatucket River Watershed Council

Listed partners have committed to this Working Group at the time of publication; however, we anticipate that this list will grow as more contributing partners join the group. For clarity purposes, partners who have committed to more than one Working Group are only listed in one, though they may be participating in many.



## NORTH STAR

Everyone is equipped and empowered to take action affecting change in their community.

## OUTCOME 17

# Stronger and more collaborative network of Community-Based Organizations who are organizing residents to build collective power



## STRATEGY 17

**Provide capacity-building resources to grassroots community-based organizations**

## INDICATOR 17

**Turnout at CPO-HEZ quarterly meetings**

## TACTICS:

- » Offer technical assistance and financial support to new and growing nonprofits.
- » Establish resource libraries and peer learning communities for small grassroots organizations with a focus on participatory, non-hierarchical governance.
- » Provide no-/low-cost accessible meeting and event spaces.

## NORTH STAR

Everyone is equipped and empowered to take action affecting change in their community.

## OUTCOME 18

**Local organizations and institutions have made transformative shifts from hierarchical decision-making practices toward participatory approaches**



## STRATEGY 18

**Support participatory structures that center community voice and priorities**

## INDICATOR 18

**Number of CPO-HEZ contributors who have used any participatory approaches (such as having residents on the board, having a resident advisory group, or using participatory budgeting)**

## TACTICS:

- » Support the growth and connectivity of neighborhood associations.
- » Utilize Participatory Budgeting processes to democratize spending decisions.
- » Offer training and resources for young people interested in organizing and community action.

## NORTH STAR

Everyone is equipped and empowered to take action affecting change in their community.

## OUTCOME 19

# Increased resident engagement in civic activities





## STRATEGY 19

**Reduce barriers for residents to advocate for policies that would advance progress towards the North Stars**

## INDICATOR 19

**Percentage of residents who consider themselves “civically engaged” (taking action to create change in their community)**

## TACTICS:

- » Support resident involvement in Collaborative partner organizations.
- » Host/offer scholarships for resident leadership trainings.
- » Create opportunities for residents to connect with decision-makers at the city and state levels.

## NORTH STAR

Everyone is equipped and empowered to take action affecting change in their community.

## OUTCOME 20

# Increased policy influence at community, city, state and federal levels



## STRATEGY 20

**Organize community-based networks and associations and create pathways for more residents to be involved in them**

## INDICATOR 20

**Number of CPO-HEZ contributors who have organized community members to advocate for a policy or other issue**

## TACTICS:

- » Convene the CPO-HEZ Collaborative to share best practices around resident engagement.
- » Host community events to bring together residents and community-based organizations.

# What's next?

## 1. Convening the North Star Working Groups

Beginning in April of 2023, the North Star Working Groups will begin to meet on a quarterly basis, using this Roadmap as a guiding document for their collaboration.

## 2. Formalizing the Steering Committee

During the Spring of 2023, the Steering Committee will begin to meet and refine its leadership role within CPO-HEZ.

## 3. Expanding the Resident Advisory Council

Over the course of 2023, ONE Neighborhood Builders will continue to grow its Resident Advisory Council to ensure strong, ongoing community engagement across this collective work.

## 4. Adding tactics and refining indicators

As the North Star Working Groups meet and add new members, the list of “tactics” that drive our progress will be expanded to be more inclusive of all the work that is happening on-the-ground, and the “indicators” refined to more accurately demonstrate progress towards our shared goals.

## 5. Seeking funding to support CPO-HEZ

As the backbone of CPO-HEZ, ONE Neighborhood Builders will work with North Star Working Groups to develop fundraising goals and support partners in securing resources to advance their CPO-HEZ aligned work.

## 6. Updating and reporting on Roadmap

The CPO-HEZ Steering Committee will regularly report on Roadmap progress and update this document to ensure it is inclusive of all contributing voices.

“

**I think this framework is reflective of the work that needs to be done to better serve the residents of Central Providence. Being able to address and support the foundational needs of residents is an important bridge to the other two pillars of this framework. If the resident has their foundational needs met, that will support mobility drivers and empower individuals to expand their networks and get involved in changing their own communities.”**

**— Contributing Partner**



