



**S**uccessful implementation of any long-range plan requires investment by both public and private entities within a community, including city departments, elected officials, businesses, schools, neighborhood organizations, and many others. While the City intends to take the lead in implementing the ambitious vision laid out herein, and facilitate the partnerships necessary to ensure that its goals are achieved, it hopes that the work of building a sustainable future for Lowell will be largely collaborative in nature. The following pages present a plan for how various entities throughout the City may best contribute to the implementation process.

# PLAN IMPLEMENTATION

Photo: Adrien Bisson

# IMPLEMENTACIÓN

# ការអនុវត្ត

# IMPLEMENTAÇÃO

Una implementación exitosa de cualquier plan de largo plazo requiere una inversión de entidades públicas y privadas dentro de una comunidad, incluyendo los departamentos de la ciudad, oficiales electos(as), negocios, escuelas, asociaciones de vecinos(as), y muchas más. Mientras la Ciudad pretende asumir el liderazgo para emprender e implementar la visión acá escrita, y facilitar las asociaciones necesarias para asegurar que las metas se logren, se espera que el trabajo de construir un futuro sostenible para Lowell será de una naturaleza colaborativa. Las siguientes páginas presentan un plan de cómo varias entidades en toda la ciudad pueden mejor contribuir a la implementación del proceso.

ការអនុវត្តជំនុំជម្រើសនៃគម្រោងការទៅអនាគតវែងឆ្ងាយណាមួយ ដែលតម្រូវការការវិនិយោគ ដោយមានទាំងអង្គការសាធារណៈ និងឯកជននៅក្នុងសហគមន៍, រួមទាំងផ្នែកផ្សេងៗរបស់សាលាក្រុង, មន្ត្រីរដ្ឋបាល ពាណិជ្ជកម្ម, សាលាជូន, អង្គការប្រចាំសង្កាត់រស់នៅ, និង អ្នកផ្សេងៗ ទៀត។ ខណៈពេលដែលសាលាក្រុងមានបំណងដឹកនាំក្នុងការអនុវត្ត ចក្ខុវិស័យដែលប្រាថ្នាដើម្បីសម្រេច ដែលមានគ្រោងការណ៍នៅទីនេះ, ហើយជួយសំរួលភាពជាដៃគូដែលចាំបាច់ ដើម្បីធានាថា ត្រូវសំរេច គោលដៅ, សង្ឃឹមថាភារកិច្ចការនៃការស្ថាបនាអនាគតដែលអាចទ្រទ្រង់បាន សំរាប់ទ្វីប ទាំងត្រូវមានលក្ខណៈសហការយ៉ាងច្រើន។ ទំព័រខាង ក្រោមនេះបង្ហាញពីគម្រោងការ ថាអង្គការផ្សេងៗគ្នាសំរេចធ្វើក្រុង ឧបត្ថម្ភដំណើរការអនុវត្តដោយវិធីណា។

O sucesso da implementação de qualquer plano a longo-prazo exige investimento por ambas entidades públicas e privadas na comunidade, incluindo departamentos públicos da cidade, autarcas, funcionários públicos, empresas, escolas, organizações de bairro e inúmeras instituições públicas e privadas. Enquanto a cidade pretende assumir a liderança na implementação da visão ambiciosa estabelecida neste documento e facilitar a colaboração necessária para garantir que os objetivos deste documento sejam alcançados, espera que este projecto de construir um futuro sustentável para Lowell será amplamente colaborativo por natureza. As páginas seguintes apresentam um plano de como várias entidades em toda a cidade podem contribuir melhor para o processo de implementação.

## **ELECTED OFFICIALS**

Provide leadership and policy direction to support the shared vision of Lowell as a sustainable city by listening actively to stakeholder concerns, taking a lead in civic education, increasing presence at community meetings and events, supporting efforts to ensure municipal fiscal responsibility and accountability, advocating for the allocation of state and federal resources to address identified community priorities, and striving to diversify participation in public decision-making.



Photo: Jennifer Myers

## **CITY MANAGER'S OFFICE**

Guided by the City Council, implement and disseminate information regarding city policies and fiscal practices, proactively address community concerns, and manage and retain an effective, efficient, and professional administration with qualified and dedicated staff. In partnership with the Department of Planning and Development and other appropriate bodies, identify metrics that can be used to motivate implementation of the plan, track progress, document successes, identify areas for further or corrective action, and communicate this information to internal and external audiences as the plan is implemented.



Photo: Donna McIntosh

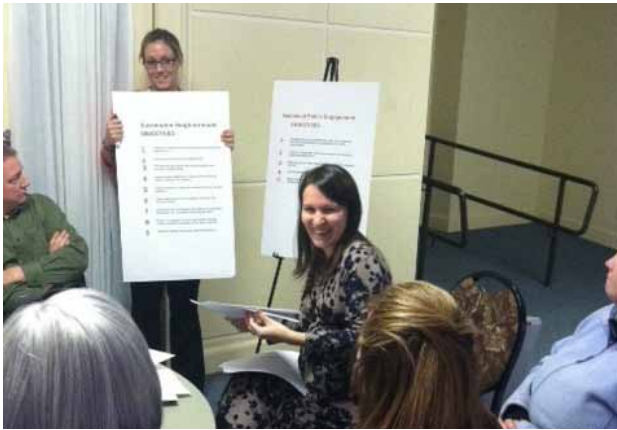


Photo: DPD

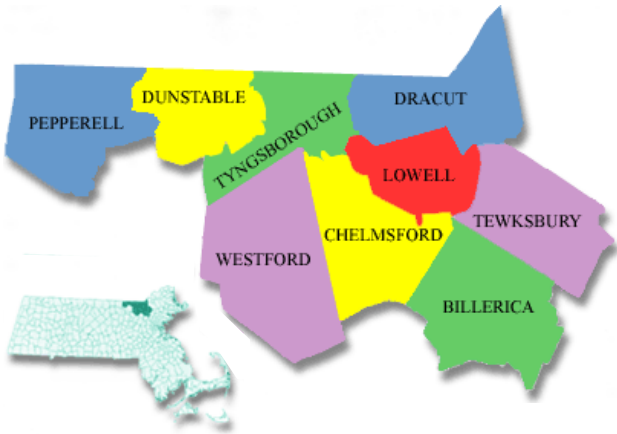


Image: NMCOG



Photo: Lowell Telecommunications Corporation

## PLANNING & DEVELOPMENT

Oversee Plan implementation efforts, including data collection and the monitoring of progress, the securing of project funding, and the management of sustainable economic development, housing, and transportation initiatives, among others.

## REGIONAL MUNICIPALITIES & AGENCIES

Seek funding and other resources for regional priority projects, while taking the lead to identify opportunities for coordinated planning and resource sharing amongst regional municipalities.

## CITY BOARDS & COMMISSIONS

Employ the guidance and recommendations in this plan as a filter in evaluating and making decisions about proposed projects, initiatives, and policies under the purview of the City's Boards and Commissions.

## **PUBLIC HEALTH**

Maintain high-quality, affordable health care access for Lowell residents, supporting the development of policies and programs that will protect their physical well-being and promote healthy, active lifestyles.



Photo: LPD

## **PUBLIC SAFETY**

Continue to prioritize and expand upon collaborative, data-driven approaches to ensuring the well-being of the community at large, seeking to promote Lowell as a safe and welcoming community.



Photo: LPD

## **PUBLIC WORKS**

Maintain the highest quality public services, operations, and infrastructure possible, while striving to make existing operations more efficient, cost-effective, and environmentally sustainable.



Photo: DPD



Photo: Sean Thibodeau

## **INFORMATION SYSTEMS**

Maintain highly efficient, user-friendly, state of the art communications infrastructure, while implementing strategies that improve access to information and new technological tools for the City administration and community at large.



Photo: Sean Thibodeau

## **POLLARD MEMORIAL LIBRARY**

Ensure that library resources and programs are accessible to and reflective of the community as a whole.



Photo: Robert Scoble

## **LOCAL MEDIA**

Provide Lowell and the Merrimack Valley Region with accurate and timely reporting, complementing efforts initiated by the City administration, elected officials, and other entities to highlight local accomplishments as well as opportunities for improvement.

## **PRIMARY & SECONDARY SCHOOLS**

Cultivate schools as diverse, pedestrian-accessible learning laboratories that highlight environmentally sustainable practices, foster community connections and education, create a culture of high expectations, and build a shared sense of ownership over student achievement.



Photo: Lowell Parks & Conservation Trust

## **INSTITUTIONS OF HIGHER EDUCATION**

Build upon Lowell's emerging identity as a college town through continued physical expansion efforts that align with City goals and priorities, increased investment in a vibrant local economy, and preparation of the student body for 21st century challenges and opportunities, as well as increased efforts to engage faculty and staff with the City.



Photo: UMass Lowell



Photo: Merrimack Valley Sandbox

## **BANKS, CREDIT UNIONS, & OTHER FOR-PROFIT INSTITUTIONS**

Support local economic development efforts by continuing to partner on municipal initiatives, prioritizing allocation of loans and other funding for Lowell-based organizations, businesses, and institutions, and striving to support a local culture of innovation and entrepreneurship.



Photo: Merrimack Valley Sandbox

## **ARTISTS, ENTREPRENEURS & SMALL BUSINESSES**

Support and partake in the local culture of entrepreneurship and innovation, striving to meet identified community needs through direct service delivery and to fill market niches wherever possible.



Photo: COOL

## **CULTURAL & HISTORIC INSTITUTIONS**

Capitalizing on the City's rich historic and cultural resources, continue to invest in community-driven creative place-making efforts that build upon the City's identity as a unique arts and cultural hub.



## NEIGHBORHOOD & CIVIC ORGANIZATIONS

Strive to increase the public sense of civic duty through outreach and education, identification and communication of community challenges and opportunities, active collaboration with public and private entities to improve quality of life and protect neighborhood character, and encouragement of neighborhood level resource-sharing that results in greater public trust and community pride.



Photo: Narin Sinuon

## ENVIRONMENTAL ADVOCACY ORGANIZATIONS

Educate community members, public officials, and elected leaders as to the importance and benefits of environmentally sustainable practices through outreach efforts, advocacy, and public engagement. Provide leadership through active implementation of demonstration projects, initiatives, and model programs.



Photo: Lowell Parks & Conservation Trust

## SOCIAL SERVICE AGENCIES

Continue to provide social services that meet the needs of Lowell's diverse community, while identifying ways of better sharing resources and information so as to increase efficiency, eliminate redundancies in service delivery, and establish revenue-generating initiatives that ensure greater fiscal autonomy.



Photo: DPD