

# HEALTHY AND SUSTAINABLE LOCAL ECONOMY



**L**owell will strive to create a healthy, self-sufficient local economy that will be sustainable in the face of looming macroeconomic changes. To accomplish this goal, the city will seek to improve education and increase the competitiveness of its workforce, help the city's existing institutions and businesses to thrive, encourage creative and environmentally-friendly development and redevelopment, and spur job growth by both targeting growing industry sectors and cultivating a new generation of local entrepreneurs.

# ECONOMÍA LOCAL SALUDABLE Y SOSTENIBLE

Lowell buscará crear una economía local saludable y auto-suficiente que será sostenible de cara a los cambios macroeconómicos inminentes. Para lograr dicha meta, la ciudad buscará mejorar la educación y aumentará la competitividad de la fuerza laboral, ayudará a las instituciones y negocios existentes para que prosperen, animará el desarrollo y la reurbanización creativo y ecológico, y estimulará el crecimiento en puestos de trabajo enfocándose en sectores industriales crecientes y la cultivación de una nueva generación empresarial.

# សេដ្ឋកិច្ចប្រចាំតំបន់មានផលប្រយោជន៍ និងអាចទ្រទ្រង់បាន

ឡូវែល នឹងខ្វះខាតបង្កើតសេដ្ឋកិច្ចដែលមានចំណូលច្រើន, ម្ចាស់ការលើខ្លួនឯងនៅក្នុងតំបន់ ដែលនឹងអាចទ្រទ្រង់បាន ថ្វីបើការផ្លាស់ប្តូរម៉ាក្រូសេដ្ឋកិច្ចបានផុសឡើង។ ដើម្បីសំរេចគោលដៅនេះ, សាលាក្រុងនឹងស្វែងរកធ្វើការសិក្សាអប់រំកាន់តែប្រសើរឡើង ហើយបង្កើនភាពប្រកួតប្រជែងផ្នែកថាមពលពលកម្ម, ជួយស្ថាប័ន និងពាណិជ្ជកម្មដែលមានអ្នកមកហើយ ឲ្យចំរើនលូតលាស់, ជួយជំរុញឲ្យមានការអភិវឌ្ឍន៍ដោយប្រឌិតគ្នាពាណិជ្ជកម្មនិងប្រតិបត្តិការដល់បរិស្ថាន និងការអភិវឌ្ឍន៍ឡើងវិញ, ហើយជំរុញឲ្យបង្កើនការងារ ដោយទាំងផ្ដោតទៅលើការរីកចំរើនផ្នែក ឧស្សាហកម្ម និងបណ្តុះបណ្តាលឲ្យអ្នកជំនាន់ក្រោយជាសហគ្រិនប្រចាំតំបន់។

# ECONOMIA LOCAL SAUDÁVEL E SUSTENTÁVEL

Lowell procurará criar uma economia local saudável, auto-suficiente que será sustentável em face das iminentes mudanças macro-econômicas. Para atingir este objetivo, a cidade procurará melhorar a qualidade do sector educativo e intensificar a competitividade da sua força de trabalho, ajudar existentes instituições e empresas a prosperar, estimular construção e desenvolvimento criativo e sustentável, e fomentar o crescimento do emprego não só entre sectores industriais correntemente em expansão mas também através da cultivação de uma nova geração de empreendedores locais.

# OBJECTIVES

- 1** Prioritize programs and initiatives with strong promise of creating employment opportunities for Lowell residents, and strive to continue increasing employment rates in the City.
- 2** Increase competitiveness of the local workforce, expand career education and job training to match workforce needs, and provide placement opportunities for the City's residents.
- 3** Improve foundational education to better prepare the City's youth for future employment and participation in the local economy.
- 4** Create opportunities for existing businesses to thrive, reinvest in the local economy, and become more competitive in the regional, national, and international marketplace.
- 5** Increase support for small and minority-owned businesses.
- 6** Attract new businesses to the city by targeting growing industry sectors that align well with the Greater Lowell region's resources, workforce, and competitive advantage.
- 7** Create a culture of innovation and entrepreneurship.
- 8** Increase the capacity of our local institutions to become economic engines for the community as a whole.
- 9** Target, assess, and remediate brownfields for redevelopment to improve the quantity and variety of available commercial, office and retail space.
- 10** Support the health services industry to maintain high-quality, accessible health care to Lowell residents.
- 11** Continue to prioritize support for the implementation of the Hamilton Canal District Master Plan and larger JAM Urban Revitalization and Development Plan to create new opportunities for economic development in Downtown and surrounding neighborhoods.
- 12** Explore opportunities for commercial urban agricultural production and distribution as an economic activity as well as a local food source.
- 13** Strengthen and enhance existing industrial and commercial areas and develop new sites for business opportunities.
- 14** Complete and begin implementation of the Ayer's City Industrial Park Plan as an urban renewal project designed to create additional industrial, commercial, and retail expansion sites, provide additional employment opportunities for Lowell residents, and grow the City's tax base.
- 15** Continue to expand the City's cluster strengths, including its environmental and environmentally-sustainable businesses, institutions, and industry.
- 16** Repurpose vacant or under-utilized spaces for new, creative uses to eliminate blight that may discourage investment in surrounding properties.



Youth summer jobs

Photo: Career Center of Lowell



Photo: Career Center of Lowell



Youth summer jobs registration

Photo: Career Center of Lowell

# 1 PRIORITIZE PROGRAMS AND INITIATIVES WITH STRONG PROMISE OF CREATING EMPLOYMENT OPPORTUNITIES FOR LOWELL RESIDENTS, AND STRIVE TO CONTINUE INCREASING EMPLOYMENT RATES IN THE CITY.

- Evaluate investments, events, and initiatives based on documented or documentable potential to result in positive economic growth.
- Support initiatives that assist populations who often have difficulty securing work opportunities - such as teenagers, single-parents, and non-English speakers - with local job opportunities.
- Encourage major employers in the City, including institutions, non-profits, and commercial businesses, to prioritize hiring of qualified Lowell residents to the extent permissible by law, and seek commitments to hiring Lowell residents from businesses assisted with direct loans or grants, tax benefits, or other programs and initiatives.
- Identify and prioritize participation in inter-municipal partnerships based on the potential for Lowell residents to obtain employment opportunities with businesses in Lowell or partner communities.
- Support initiatives that foster the growth and development of new entrepreneurial efforts that will ultimately result in job creation.

## 2 INCREASE COMPETITIVENESS OF THE LOCAL WORKFORCE, EXPAND CAREER EDUCATION AND JOB TRAINING TO MATCH WORKFORCE NEEDS, AND PROVIDE PLACEMENT OPPORTUNITIES FOR THE CITY'S RESIDENTS.

- ☐ Actively work to identify short and long-term labor market needs and align education and training to match.
- ☐ Encourage Lowell's secondary and higher educational institutions to develop a coordinated online clearinghouse to connect students, residents, employers and other community stakeholders with a public platform for communication about internship and work opportunities.
- ☐ Continue to work with the Career Center of Lowell and Workforce Investment Board to provide workforce training fund "on-the-job" training grants for existing and new employers.
- ☐ Increase corporate education and strengthen collaboration between local private employers and local educational institutions.
- ☐ Increase the availability of English-as-a-second-language (ESL) classes and programs, striving to offer them at a variety of times and locations, so as to accommodate as many interested residents as possible.
- ☐ Support and promote the availability of technical assistance, certification programs, and "soft-skilled" classes for recent unemployed residents through the Workforce Investment Board and Career Center of Lowell, including but not limited to: assistance with resume writing, job interviewing, job placement, job readiness, work appearance, customer service, on-the-job etiquette, financial literacy, entrepreneurship training, and legal counseling.
- ☐ Encourage employers and educational institutions to make internships and job opportunities available to existing students and recent graduates of local secondary and higher education institutions to help local youth build their careers and retain their talents in the community.
- ☐ Encourage recent college graduates to remain in the City by providing this population with a variety of attractive job opportunities, as well as attractive housing options and cultural amenities.



Career Center training program Photo: Robert McIntosh

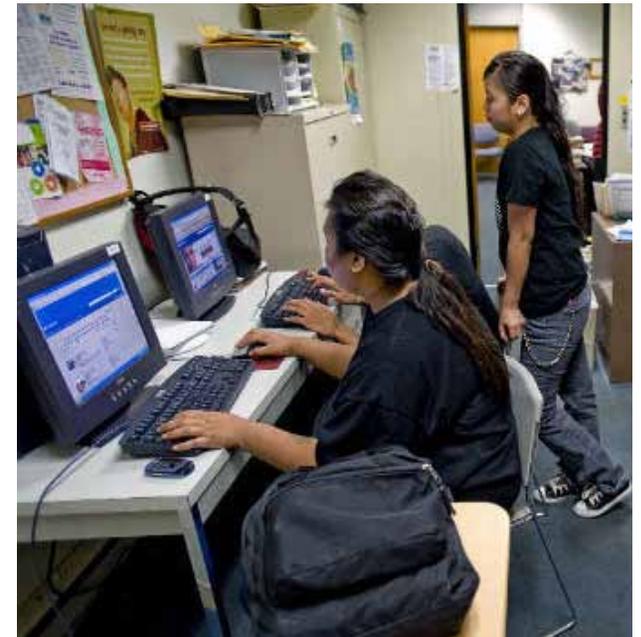


Photo: Ann Hermes



Photo: UMass Lowell



Photo: CBA



Photo: Robert Anderson

### 3 IMPROVE FOUNDATIONAL EDUCATION TO BETTER PREPARE THE CITY'S YOUTH FOR FUTURE EMPLOYMENT AND PARTICIPATION IN THE LOCAL ECONOMY.

- ❑ Continue efforts to make Lowell's public education system one of the best school systems in Massachusetts.
- ❑ Ensure all children have equal access to quality education, and all Lowell families have opportunities for choices among quality, public, private, and charter schools.
- ❑ Support efforts to retain federal and state funding for early childhood education, and support local organizations and institutions invested in this work in their efforts to maintain or expand available programs.
- ❑ Promote science, technology, engineering, math and arts programs in the local education system and invest in infrastructure improvements, as needed, to prepare students with both the skills and creativity to fuel their future careers.
- ❑ Continue to support institutions and organizations that provide holistic education and opportunities for youth outside of formal classroom settings.
- ❑ Strengthen partnerships between our schools and institutions of higher education to establish shared educational, mentoring, summer and recreational programs.
- ❑ Increase graduation and higher education enrollment rates among Lowell's high school graduates by reducing barriers to "at risk" teens and families, including support for efforts to link these students with scholarship and financial aid opportunities.

## 4 CREATE OPPORTUNITIES FOR EXISTING BUSINESSES TO THRIVE, REINVEST IN THE LOCAL ECONOMY, AND BECOME MORE COMPETITIVE IN THE REGIONAL, NATIONAL, AND INTERNATIONAL MARKETPLACE.

- Continue to provide a variety of technical and financial assistance programs to existing businesses, while documenting and monitoring their effectiveness in order to best target limited resources.
- Through thoughtful rate setting and utilization of available tax increment abatement programs, implement local commercial real estate and personal property taxes in a manner that ensures costs remain affordable and competitive with other surrounding communities.
- Work with property owners, brokers, and the city's Division of Development Services to limit non-commercial uses from encroaching into prominent commercial and industrial areas.
- Assist existing businesses to save on energy costs by becoming more "green" (i.e. energy audits and other financial assistance programs to purchase energy-efficient equipment; recycling and composting).
- Respond to businesses' labor force needs by promoting partnerships with local institutions of higher education and the Career Center of Lowell/Workforce Investment Board.
- Utilize the City's marketing campaign and networking events to help existing businesses reach their target audiences.
- Work to reduce the disparity between the commercial and residential tax rates by actively encouraging additional real estate development and growing the overall tax base without raising residential taxes or cutting needed revenue.
- Encourage utility and communications companies to improve and maintain their infrastructure at the highest standards possible to ensure that commercial and industrial sites in Lowell have access to the best available technology and utility services.



Bricks & Clicks is a business model that enables a company to integrate both offline (bricks) and online (clicks) presences. Photo: Dossierartikelen



Photo: Boston Chowder



## 5 INCREASE SUPPORT FOR SMALL AND MINORITY-OWNED BUSINESSES.

- ☐ Identify barriers to collaboration and communication with minority-owned businesses.
- ☐ Support local partner agencies in evaluating and identifying market opportunities through community assessment and market analysis.
- ☐ Support the establishment of a shipping, printing, and business services retail outlet within Lowell as a resource for small businesses and entrepreneurs.
- ☐ Evaluate how public information, application requirements and fees impact access of diverse populations to community resources and business opportunities, and making adjustments accordingly.
- ☐ Increase outreach regarding existing economic development initiatives to minority entrepreneurs and businesses in culturally competent ways.
- ☐ Identify specific resource needs among minority businesses and entrepreneurs, and develop programming efforts consistent with addressing those needs.
- ☐ Provide training and outreach materials in multiple languages.
- ☐ Partner with trusted and respected local cultural organizations and institutions when reaching out to businesses so as to facilitate connections with specific minority groups.

Photo: Merrimack Valley Small Business Assistance Center



Photo: CBA

# 6

## ATTRACT NEW BUSINESSES TO THE CITY BY TARGETING GROWING INDUSTRY SECTORS THAT ALIGN WELL WITH THE GREATER LOWELL REGION'S RESOURCES, WORKFORCE, AND COMPETITIVE ADVANTAGE.

- Target businesses compatible with local and regional industry clusters/trends (advanced manufacturing; defense contracting; software & information technology; biotechnology; green technologies; creative economy; and healthcare & educational sectors).
- Leverage Lowell's geographic placement by continuing to participate in the "Middlesex 3" branding campaign and other regional marketing efforts.
- Encourage existing companies in Lowell to become ambassadors for the City and help recruit new businesses.
- Continue to offer a variety of technical and financial assistance programs to companies wishing to relocate in Lowell, while documenting and monitoring their effectiveness in order to better target limited resources.
- Continue to improve and market the city as "business friendly" by streamlining permitting and licensing processes with an emphasis on transparency, fairness, and efficiency.
- Encourage the development of LEED (Leadership in Energy and Environmental Design) certified buildings for major commercial rehabilitation projects and new construction.



Photo: UMass Lowell



Photo: Xenith



PlumChoice Ribbon-Cutting

Photo: Jennifer Myers



Maker Spaces – such as the *Artisan’s Asylum* in Somerville, Massachusetts – are community-operated places that encourage the exchange of equipment and expertise. Photo: DPD

## 7 CREATE A CULTURE OF INNOVATION AND ENTREPRENEURSHIP.

- ❑ Promote the creative economy in Lowell.
- ❑ Support local entrepreneurial efforts and the institutions that spearhead them, including pitch contests, and community and campus catalyst programs, among others.
- ❑ Create co-working and incubator spaces with a specific priority on locations where the facilities can help leverage redevelopment of buildings and where nearby properties afford opportunities for the incubators to grow in place.
- ❑ Partner with local financial institutions and other economic development partners to provide venture capital, technical support, and “creative” financial assistance programs to local entrepreneurs and start-ups.
- ❑ Explore the feasibility of expanding state of the art telecommunications infrastructure to increase broadband access and free Wi-Fi hot spots in Downtown and throughout the city.
- ❑ Support the establishment of a kitchen incubator to encourage growth of home-based, food-related businesses.
- ❑ Revise zoning as needed to support and regulate the development of small-scale manufacturing operations as a distinct land-use with different impacts than larger-scale traditional manufacturing.
- ❑ Build trust and open communication between the City and its businesses.
- ❑ Encourage the local business community to re-invest in the local economy by procuring goods and services from local vendors whenever possible and continuing a strong track record of support for local philanthropic initiatives.
- ❑ Explore tax and financing policies and programs that can allow for phasing in of costs in conjunction with the growth of new businesses as a way to support entrepreneurial efforts.



Photo: Merrimack Valley Sandbox



Photo: Merrimack Valley Sandbox

# 8

## **INCREASE THE CAPACITY OF OUR LOCAL INSTITUTIONS TO BECOME ECONOMIC ENGINES FOR THE COMMUNITY AS A WHOLE.**

- Encourage leading institutions to continue to improve and expand their physical campus environments in accordance with the City’s Sustainability Plan, and eliminate obstacles that may discourage continued physical growth of these institutions within the city.
- Encourage leading institutions to better share resources, including but not limited to physical space, equipment, and energy.
- Implement fair PILOT (Payment in Lieu of Taxes) Agreements between the City, major institutions, and non-profit organizations to reflect their use of City services and ensure that other commercial and residential tax payers are not required to subsidize them.
- Encourage the state, the UMass system and the community college system to grant greater fiscal autonomy and decision-making authority to the local institutions.
- Promote partnerships between Middlesex Community College, UMass Lowell, and other economic development partners to increase visibility and marketing of the City’s institutional assets and venues.
- Continue to attract and retain companies in the health-care industry, including biotech firms that create innovative medical devices for use by health care providers.
- Continue to support the Massachusetts Medical Device Development Center (M2D2) at UMass Lowell as a vehicle for economic development and emerging medical technologies.

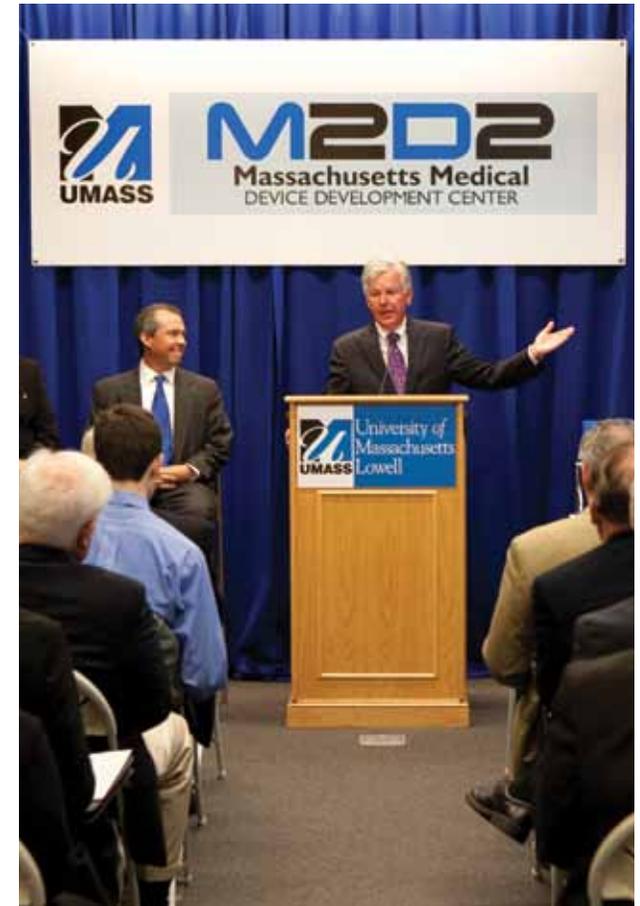


Photo: UMass Lowell



Emerging Technologies and Innovation Center

Photo: UMass Lowell



## 9

### **TARGET, ASSESS, AND REMEDIATE BROWNFIELDS FOR REDEVELOPMENT TO IMPROVE THE QUANTITY AND VARIETY OF AVAILABLE COMMERCIAL, OFFICE AND RETAIL SPACE.**

- ❑ Develop a plan for guiding and expanding the City's brownfields programs.
- ❑ Identify funding sources and provide technical assistance to assist private property owners with investigation and remediation costs.
- ❑ Identify tax title and urban renewal acquisition properties with documented or perceived environmental contamination, develop plans for the reuse of these properties, and obtain funding to assess and address the contamination to facilitate the implementation of these plans.
- ❑ Promote and market the City's track record of successful brownfields redevelopment to help call positive attention to these opportunities and create broader recognition of the viability of brownfield sites for a wide range of potential developments.
- ❑ Utilize federal and state funding resources available for brownfields to test, remediate, and convert eligible properties to new uses.

Photo: Bob Philpot



Brownfields environmental cleanup  
Photo: Watermark Environmental, Inc.

## 10 SUPPORT THE HEALTH SERVICES INDUSTRY TO MAINTAIN HIGH-QUALITY, ACCESSIBLE HEALTH CARE TO LOWELL RESIDENTS.

- ❑ Support the fiscal stability of the city's leading medical institutions.
- ❑ Continue to support the physical and capital expansion of Lowell General Hospital and its acquisition of the former Saints Memorial Medical Center, working to ensure that both campuses remain viable and available to Lowell residents for healthcare services.
- ❑ Continue to support the Lowell Community Health Center (LCHC) and its growth as a primary medical resource for substantial numbers of Lowell residents.
- ❑ Continue to fund the Lowell Senior Center and maintain the quality of services provided to our aging population.
- ❑ Promote partnerships between the City's Health and Recreation Departments, our School Department, and our local health care providers that target health prevention programs for our youth and at-risk populations.
- ❑ Promote physical activity and public health by providing well-maintained recreational facilities and programs throughout the city, prioritizing infrastructure for multi-modal transportation, and encouraging land use patterns that promote healthier lifestyles.
- ❑ Partner with local educational institutions and the Workforce Investment Board to prepare our future workforce for the growing medical field.



Lowell General Hospital has undergone construction on a new state of the art building. Launched in 2010, the Legacy Project has expanded the emergency and trauma centers to nearly three times their previous size, including 100 new beds and three operating rooms.

Photo: Lowell General Hospital

The new Lowell Community Health Center is located in 100,000 square feet of former mill space and has created over 300 jobs and an improved public health facility for Lowell residents. Image: LCHC





## **11 CONTINUE TO PRIORITIZE SUPPORT FOR THE IMPLEMENTATION OF THE HAMILTON CANAL DISTRICT MASTER PLAN AND LARGER JAM URBAN REVITALIZATION AND DEVELOPMENT PLAN TO CREATE NEW OPPORTUNITIES FOR ECONOMIC DEVELOPMENT IN DOWNTOWN AND SURROUNDING NEIGHBORHOODS.**

- ❑ Work with developers and potential tenants to facilitate the construction of the residential and commercial buildings outlined in the Hamilton Canal District Master Plan.
- ❑ Actively seek subsidy to bridge financing gaps between the costs of construction and economic returns available in the current market, while simultaneously working to strengthen the market to diminish the gaps for future projects.
- ❑ Aggressively market the real estate opportunities available to potential commercial tenants and residents in the Hamilton Canal District.
- ❑ Work closely with the master developer, state and federal agencies and elected officials to identify and secure additional funding for the on-site and off-site infrastructure needed to support the full build-out of the Hamilton Canal District, including the extension of Jackson Street, reconstruction of the Lord Overpass, construction of the Signature Bridge, construction of the Phase II of the on-site infrastructure, construction of a parking structure, and extension of the trolley system, among other projects identified in the Master Plan and MEPA filings.
- ❑ Continue to advocate for the passage of Congressional legislation that will allow the Lowell National Historical Park lots to be incorporated into the Hamilton Canal District development site and subsequently work with the LNHP to facilitate this redevelopment.

Hamilton Canal District Illustrative Plan  
Image: Trinity Financial

- ❑ Work with State Legislative and Administrative partners to secure funding for and construct the Lowell Trial Court.
- ❑ Encourage private redevelopment of other sites throughout the JAM Plan area whose market potential is enhanced as a result of the construction of the Early Garage and Hamilton Canal District.
- ❑ Work in collaboration with the Lowell Downtown Neighborhood Association, Jackson, Appleton, Middlesex, Business and Resident Association and other community stakeholders to welcome new residents to area through the promotion of events that build a sense of community and highlight Lowell's variety of positive attributes.

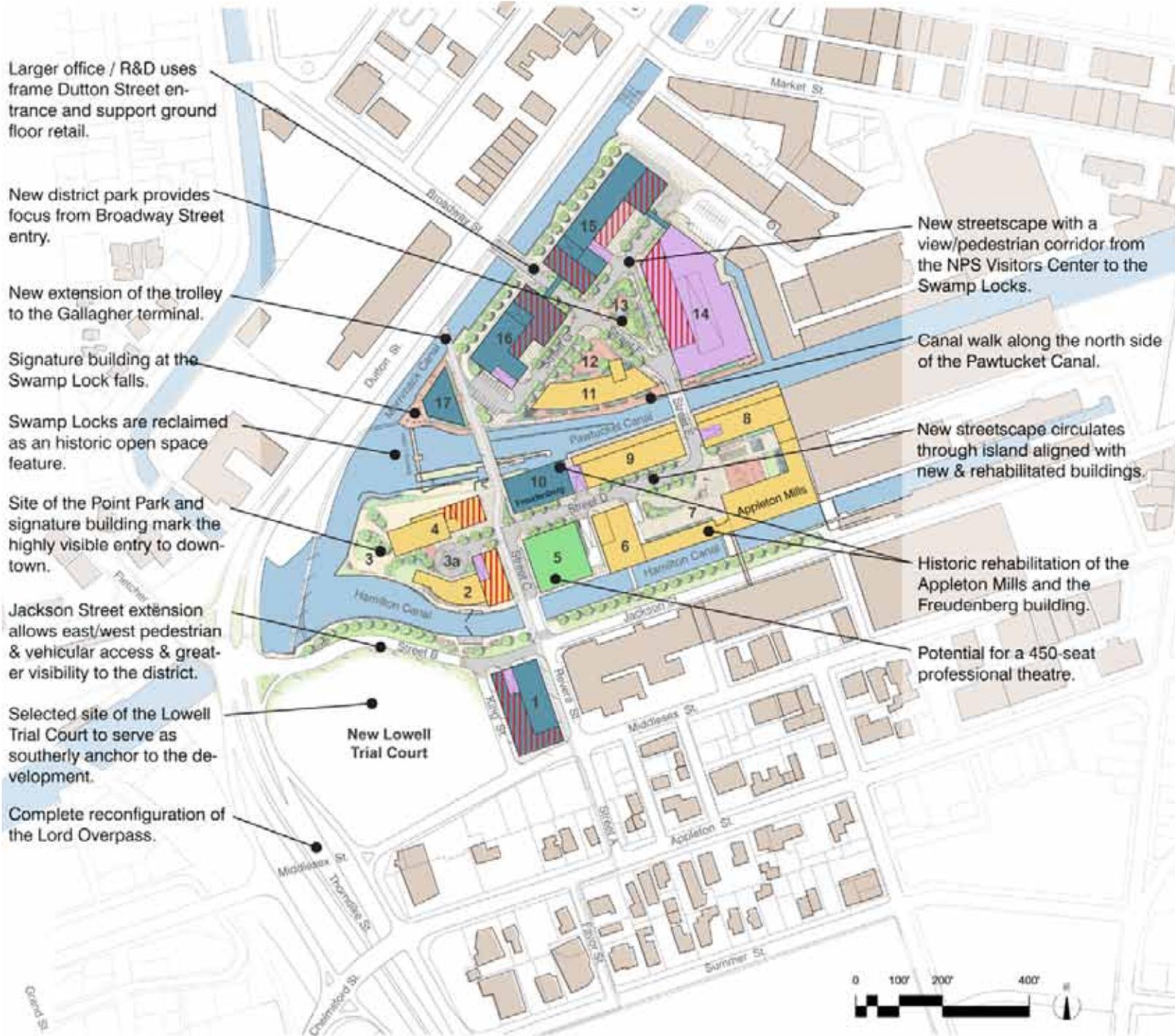
Image: Trinity Financial

- ❑ Continue to support the Hamilton Crossing Project, including the expansion efforts of the Lowell Community Health Center, the development of the Counting House Lofts, and subsequent residential and commercial tenancies in the former Hamilton Mills.



The Justice Center aims to be carbon neutral.  
Image: Neoscape





Larger office / R&D uses frame Dutton Street entrance and support ground floor retail.

New district park provides focus from Broadway Street entry.

New extension of the trolley to the Gallagher terminal.

Signature building at the Swamp Lock falls.

Swamp Locks are reclaimed as an historic open space feature.

Site of the Point Park and signature building mark the highly visible entry to downtown.

Jackson Street extension allows east/west pedestrian & vehicular access & greater visibility to the district.

Selected site of the Lowell Trial Court to serve as southerly anchor to the development.

Complete reconfiguration of the Lord Overpass.

New streetscape with a view/pedestrian corridor from the NPS Visitors Center to the Swamp Locks.

Canal walk along the north side of the Pawtucket Canal.

New streetscape circulates through island aligned with new & rehabilitated buildings.

Historic rehabilitation of the Appleton Mills and the Freudenberg building.

Potential for a 450-seat professional theatre.



# HAMILTON CANAL DISTRICT

Lowell, MA

- Residential
- Commercial
- Ground Floor Retail
- Parking
- Potential Theater
- New/Reconfigured Streets

## Master Plan



## 12 EXPLORE OPPORTUNITIES FOR COMMERCIAL URBAN AGRICULTURAL PRODUCTION AND DISTRIBUTION AS AN ECONOMIC ACTIVITY AS WELL AS A LOCAL FOOD SOURCE.

- Identify appropriate locations for large scale urban agricultural development.
- Support the creation and adoption of zoning and other policy that will encourage urban agricultural activities.
- Support agricultural initiatives that may be viable in an urban setting, including fish farming, vertical gardening, and other commercial-scale local food production initiatives.



Fish farming involves raising fish commercially in tanks as a means by which to supplement a species' natural numbers and meet the growing demand for fish internationally.  
Photo: Charlie Vinz



New Crop urban farm in Chicago

Photo: New Crop Chicago

Community Greenhouse  
Photo: Adrien Bisson

## 13 STRENGTHEN AND ENHANCE EXISTING INDUSTRIAL AND COMMERCIAL AREAS AND DEVELOP NEW SITES FOR BUSINESS OPPORTUNITIES.

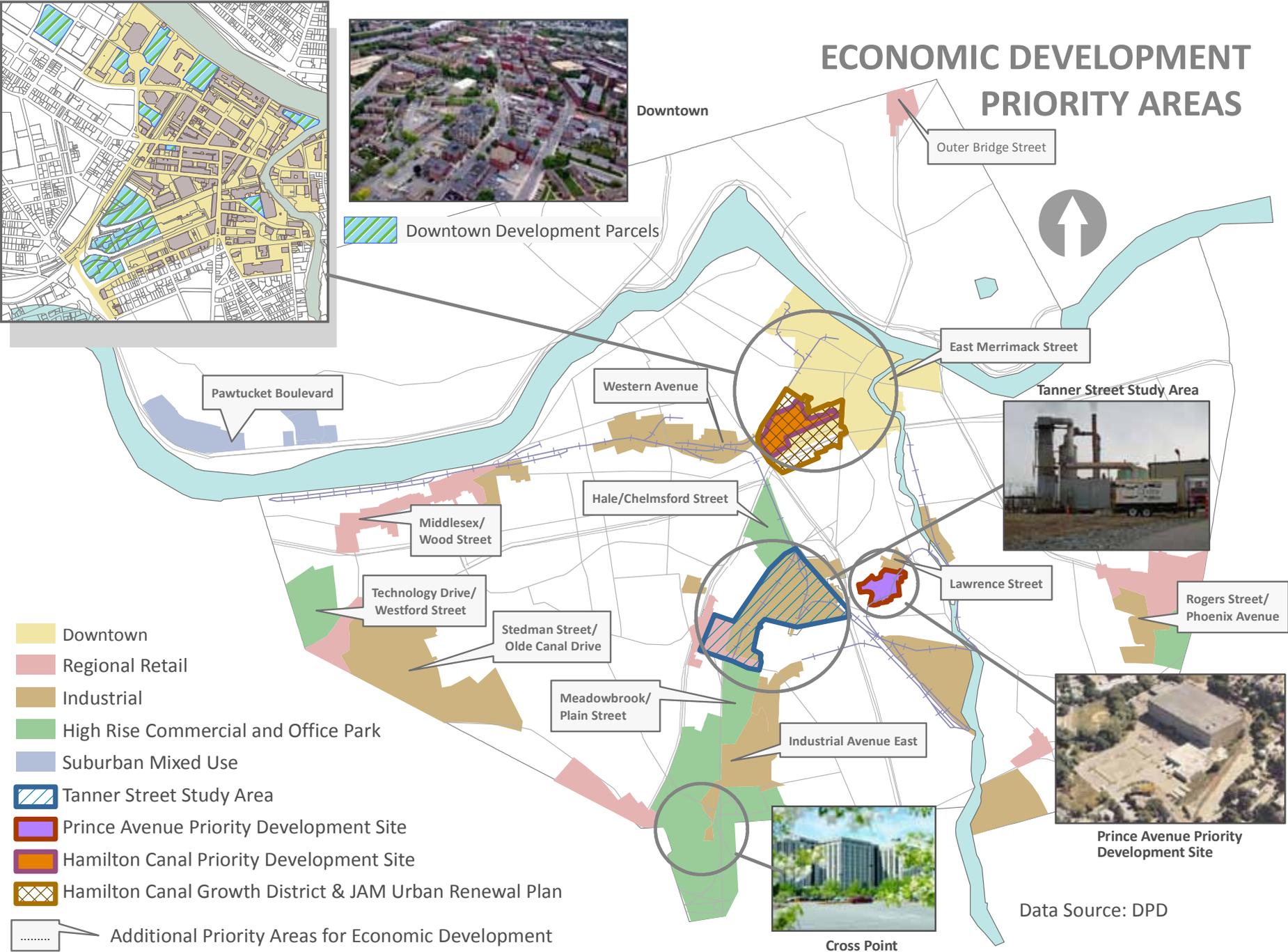


Eco-Industrial Parks utilize waste from each plant for the supply cycle of adjacent operations. While the central concept is most likely not relevant to Lowell's situation, many of the goals could be quite useful for industrial parks and clusters such as district heating, recycling, and shipping and receiving. The Fort Devens Project, shown here, incorporates these features into their plans.

Photo: David Ryan

- ❑ Discourage and, where possible, prohibit encroachment of residential and institutional uses into viable industrial areas.
- ❑ Maintain and improve transportation access to industrial and commercial areas.
- ❑ Encourage property owners to adequately maintain their buildings and land to reinforce a positive image of the city's industrial areas.
- ❑ Work to match prospective businesses with available vacant spaces in industrial areas.
- ❑ Eliminate unnecessary permitting requirements and streamline processes for industrial areas, designating additional areas as Priority Development Sites under Massachusetts General Law Chapter 43D, where appropriate.
- ❑ Promote additional infill commercial development in office park, regional retail, and high-rise commercial districts, and in the area near the Gallagher Terminal in a manner which increases the accessibility and attractiveness of these areas for pedestrians, cyclists, transit riders, as well as motorists.
- ❑ Encourage owners of historic commercial buildings in the Downtown and neighborhood business districts to rehabilitate and improve existing but under-utilized upper-story space as higher quality and more marketable office space.
- ❑ Identify new areas that are eligible for light industrial development and amend the zoning map accordingly.

# ECONOMIC DEVELOPMENT PRIORITY AREAS



Data Source: DPD



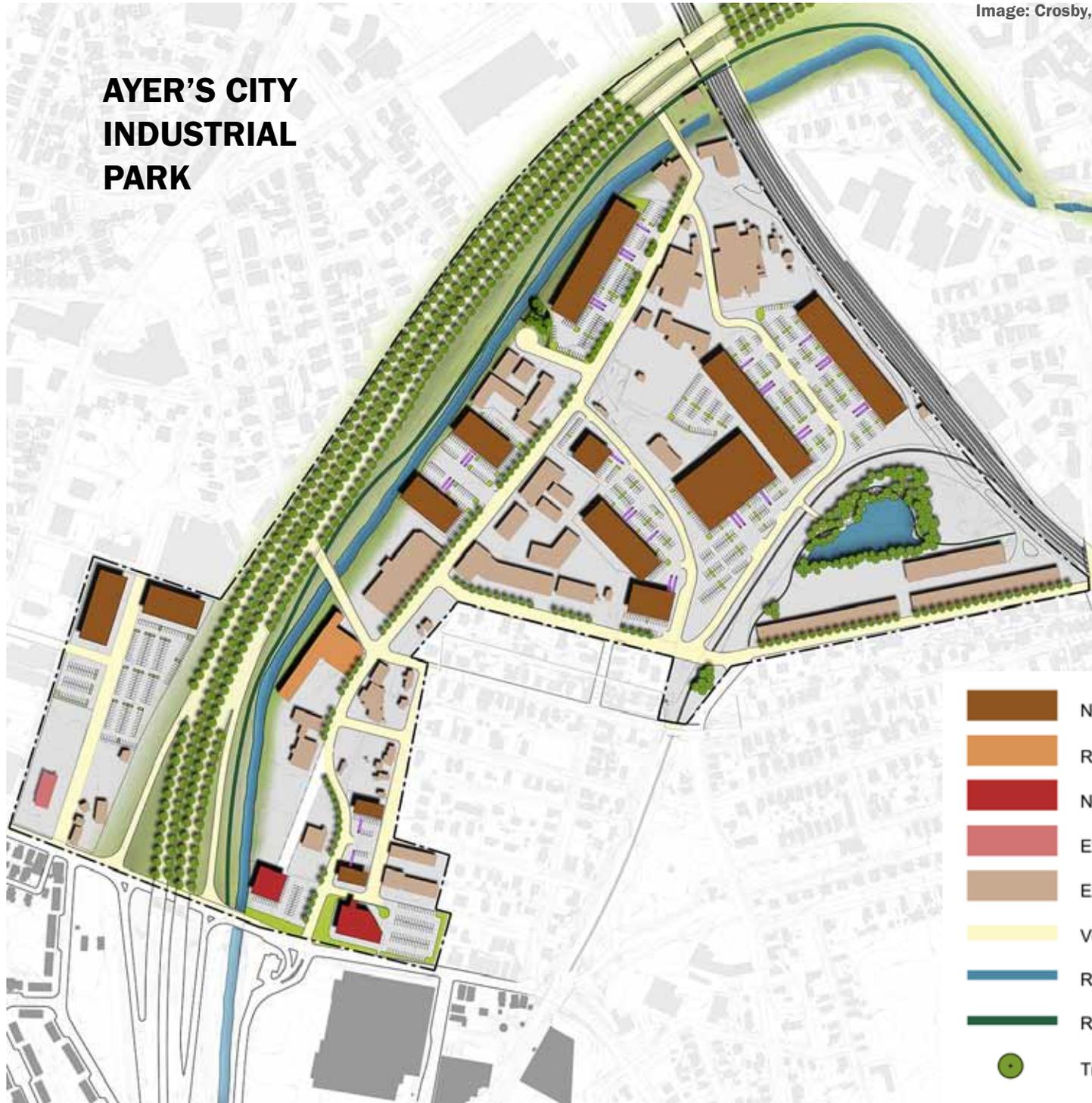
Lowell received a \$175,000 planning grant from the EPA to re-envision the Tanner Street area and identify creative development and redevelopment opportunities.

Photo: DPD

## **14 COMPLETE AND BEGIN IMPLEMENTATION OF THE AYER'S CITY INDUSTRIAL PARK PLAN AS AN URBAN RENEWAL PROJECT DESIGNED TO CREATE ADDITIONAL INDUSTRIAL, COMMERCIAL, AND RETAIL EXPANSION SITES, PROVIDE ADDITIONAL EMPLOYMENT OPPORTUNITIES FOR LOWELL RESIDENTS, AND GROW THE CITY'S TAX BASE.**

- ❑ Complete the development of an Urban Renewal Plan under the EPA's Area-wide Planning Grant program and obtain local and state approvals for the plan.
- ❑ Improve pedestrian and vehicular access to the district from the Lowell Connector, as recommended in the plan.
- ❑ Enhance the streetscape along Tanner Street consistent with the profile of a contemporary industrial collector street by improving "curb appeal" and functionality for current and prospective commercial and industrial tenants.
- ❑ Work to ensure that new developments in this area are more compatible with neighboring residential areas than historic uses have been.
- ❑ Work with private developers, businesses, and landowners to use the tools available to the City to facilitate the identification, assemblage, clean-up, and redevelopment of sites identified in the plan, prioritizing sites where private parties are prepared to follow promptly with actual developments over more speculative ventures, given the limited resources for city implementation. Support efforts to incorporate safe bicycle and pedestrian routes through the district that can provide greater connectivity between surrounding neighborhoods and key destinations including the Gallagher Terminal, Cross Point, Bruce Freeman Rail Trail, while ensuring these routes are not in conflict with planned industrial uses.
- ❑ Support connections to natural resources and the development of open spaces in the area, where feasible.

# AYER'S CITY INDUSTRIAL PARK



-  New Buildings
-  Rehabilitated Buildings
-  New Commercial Buildings
-  Existing Commercial Buildings
-  Existing Buildings
-  Vehicular Circulation
-  River Meadow Brook
-  River Meadow Brook Path
-  Tree Planting



LEED Certified Nobis Engineering Offices Photo: DPD

## 15 CONTINUE TO EXPAND THE CITY'S CLUSTER STRENGTHS, INCLUDING ITS ENVIRONMENTAL AND ENVIRONMENTALLY-SUSTAINABLE BUSINESSES, INSTITUTIONS, AND INDUSTRY.

- Explore opportunities for district heating and cooling and electricity sharing as ways to reduce costs for new businesses looking to locate in Lowell.
- Retain existing green businesses in Lowell and recruit new businesses to locate within the city, particularly in the environmental engineering, renewable energy, recycling, energy efficiency, and green materials industries.
- Expand workforce training for green industries, working in collaboration with UMass Lowell, Middlesex Community College, and other institutional stakeholders.

Below Left: A BetterBuildings energy audit.

Below Right: New boilers are installed at Mass Mills.

Photos: DPD



Upon completion of the BetterBuildings program, Lowell will have retrofitted more than 1.5 million square feet of commercial and multi-family residential space in historic Downtown buildings. In December, 2012, Lowell's Better Buildings program became the first of its kind to meet its square-footage milestone.

- Encourage the development of credibly greener commercial buildings and operations through established programs like LEED (Leadership in Energy and Environmental Design) certification and Energy Star.
- Support the incorporation of green site design features into industrial and commercial districts and office park areas of the City, and work to market these features as part of an effort to attract more green business tenants to them.
- Encourage the development of partnerships and systems that enable businesses and institutions to share machinery, equipment, and other resources.

- Coordinate institutional research with local and regional policy and community needs.
- Connect “green” businesses and industries to local environmental organizations so as to encourage their mutually beneficial investment in the community.



Green job training

Photo: MassDOT



Team Massachusetts, comprised of members from UMass Lowell and Mass College of Art, earned 9th Place in the U.S. Department of Energy’s 2011 Solar Decathlon for the design of their affordable, highly energy-efficient home.

Photo: U.S. Department of Energy



Recycling of old slate in UTEC’s award-winning retrofit, the oldest LEED Platinum building in the country. Photo: UTEC



Photo: DPD

## 16 REPURPOSE VACANT OR UNDER-UTILIZED SPACES FOR NEW, CREATIVE USES TO ELIMINATE BLIGHT THAT MAY DISCOURAGE INVESTMENT IN SURROUNDING PROPERTIES.

- Work with property owners to program parking lots with outdoor markets, special events, and other community activities on nights and weekends, when there is a decreased demand for their use.
- Transform vacant storefronts into vibrant urban spaces through expansion of the pop-up gallery program, which provides affordable gallery display and performance space to local artists and other entrepreneurs.
- Utilize schools and other under-utilized municipal buildings and spaces for community education and recreational purposes on nights and weekends.
- Improve and repurpose alleyways as vibrant, environmentally-friendly, and active spaces, wherever feasible.
- Continue to redevelop under-utilized and vacant properties in the Acre Urban Revitalization and Development Plan area to create new housing units and commercial space.



Seasonal pop-up stores and galleries can help lower vacancy rates and make streetscapes more lively.

Photo: Atelier Teee

	HISTORIC CHARACTER & PRESERVATION	HOUSING QUALITY & VARIETY	PUBLIC HEALTH & SAFETY	CIVIC ENGAGEMENT & SAFETY	SOCIAL EQUITY	RECREATIONAL OPPORTUNITY	MULTIMODAL TRANSPORTATION	RESOURCE & INFORMATION SHARING	COLLABORATIVE PARTNERSHIPS	EDUCATION & TRAINING	LOCAL ECONOMIC DEVELOPMENT AND INNOVATION	TRANSPARENCY & ACCOUNTABILITY	JOB CREATION	ENVIRONMENTAL INVESTMENT	NATURAL RESOURCE PLANNING & POLICY	CARBON EMISSION CONSERVATION	EFFECTIVE & EFFICIENT OPERATIONS	ENERGY COST REDUCTION	ARTS & CULTURAL OPERATIONS	SHOPPING & ENTERTAINMENT	
<b>HEALTHY &amp; SUSTAINABLE LOCAL ECONOMY</b>																					
<b>PRIORITIZE PROGRAMS AND INITIATIVES WITH STRONG PROMISE OF CREATING EMPLOYMENT OPPORTUNITIES FOR LOWELL RESIDENTS, AND STRIVE TO CONTINUE INCREASING EMPLOYMENT RATES IN THE CITY.</b>																					
<b>INCREASE COMPETITIVENESS OF THE LOCAL WORKFORCE, EXPAND CAREER EDUCATION AND JOB TRAINING TO MATCH WORKFORCE NEEDS, AND PROVIDE PLACEMENT OPPORTUNITIES FOR THE CITY'S RESIDENTS.</b>																					
<b>IMPROVE FOUNDATIONAL EDUCATION TO BETTER PREPARE THE CITY'S YOUTH FOR FUTURE EMPLOYMENT AND PARTICIPATION IN THE LOCAL ECONOMY.</b>																					
<b>CREATE OPPORTUNITIES FOR EXISTING BUSINESSES TO THRIVE, REINVEST IN THE LOCAL ECONOMY, AND BECOME MORE COMPETITIVE IN THE REGIONAL, NATIONAL, AND INTERNATIONAL MARKETPLACE.</b>																					
<b>INCREASE SUPPORT FOR SMALL AND MINORITY-OWNED BUSINESSES.</b>																					
<b>ATTRACT NEW BUSINESSES TO THE CITY BY TARGETING GROWING INDUSTRY SECTORS THAT ALIGN WELL WITH THE GREATER LOWELL REGION'S RESOURCES, WORKFORCE, AND COMPETITIVE ADVANTAGE.</b>																					
<b>CREATE A CULTURE OF INNOVATION AND ENTREPRENEURSHIP.</b>																					
<b>INCREASE CAPACITY OF LOCAL INSTITUTIONS TO BECOME ECONOMIC ENGINES FOR THE COMMUNITY AS A WHOLE.</b>																					

	HISTORIC CHARACTER & PRESERVATION	HOUSING QUALITY & VARIETY	PUBLIC HEALTH & SAFETY	CIVIC ENGAGEMENT & SAFETY	SOCIAL EQUITY	RECREATIONAL & COMMUNITY PRIDE	MULTI-MODAL TRANSPORTATION	RESOURCE & INFORMATION SHARING	COLLABORATIVE PARTNERSHIPS	EDUCATION & TRAINING	LOCAL ECONOMIC DEVELOPMENT & INNOVATION	TRANSPARENCY & ACCOUNTABILITY	JOB CREATION	INFRASTRUCTURE INVESTMENT	NATURAL RESOURCE PLANNING & POLICY	CARBON EMISSION CONSERVATION	EFFECTIVE & EFFICIENT OPERATIONS	ENERGY COST REDUCTION	ARTS & CULTURAL OPERATIONS	SHOPPING & ENTERTAINMENT	
<b>HEALTHY &amp; SUSTAINABLE LOCAL ECONOMY</b>																					
TARGET, ASSESS, AND REMEDIATE BROWNFIELDS FOR REDEVELOPMENT.																					
SUPPORT THE HEALTH SERVICES INDUSTRY TO MAINTAIN HIGH-QUALITY, ACCESSIBLE HEALTH CARE FOR LOWELL RESIDENTS.																					
CONTINUE TO PRIORITIZE SUPPORT FOR THE IMPLEMENTATION OF THE HAMILTON CANAL DISTRICT MASTER PLAN AND LARGER JAM URBAN REVITALIZATION AND DEVELOPMENT PLAN TO CREATE NEW OPPORTUNITIES FOR ECONOMIC DEVELOPMENT IN DOWNTOWN AND SURROUNDING NEIGHBORHOODS.																					
EXPLORE OPPORTUNITIES FOR COMMERCIAL URBAN AGRICULTURAL PRODUCTION AND DISTRIBUTION AS AN ECONOMIC ACTIVITY AS WELL AS A LOCAL FOOD SOURCE.																					
STRENGTHEN AND ENHANCE EXISTING INDUSTRIAL AND COMMERCIAL AREAS AND DEVELOP NEW SITES FOR BUSINESS OPPORTUNITIES.																					
COMPLETE AND BEGIN IMPLEMENTATION OF THE AYER'S CITY INDUSTRIAL PARK PLAN AS AN URBAN RENEWAL PROJECT DESIGNED TO CREATE ADDITIONAL INDUSTRIAL, COMMERCIAL, AND RETAIL EXPANSION SITES, PROVIDE ADDITIONAL EMPLOYMENT OPPORTUNITIES FOR LOWELL RESIDENTS, AND GROW THE CITY'S TAX BASE.																					
CONTINUE TO EXPAND THE CITY'S CLUSTER STRENGTHS, INCLUDING ITS ENVIRONMENTAL AND ENVIRONMENTALLY SUSTAINABLE BUSINESSES, INSTITUTIONS, AND INDUSTRY.																					
REPURPOSE VACANT OR UNDER-UTILIZED SPACES FOR NEW, CREATIVE USES TO ELIMINATE BLIGHT THAT MAY DISCOURAGE INVESTMENT IN SURROUNDING PROPERTIES.																					