

Steering Committee Meeting #4



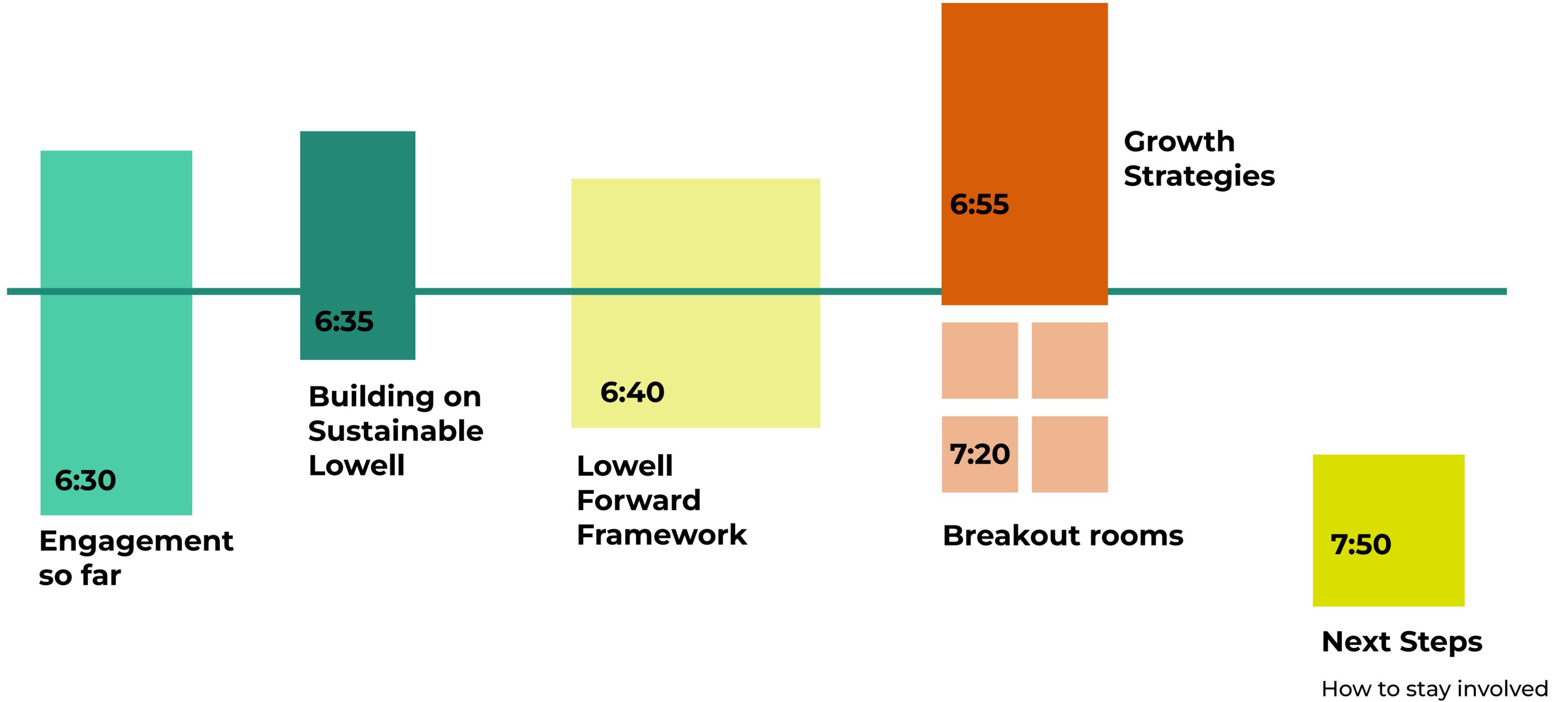
FORWARD

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AVANZA

AVANÇA

Agenda



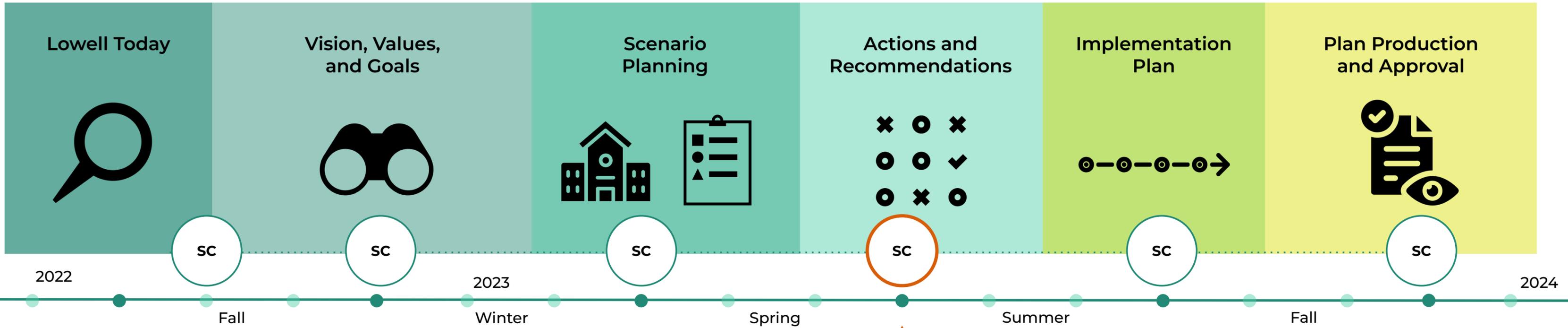
Where we left off

- **Clarify framework for Lowell Forward: our vision and foundational principles, top/priority goals organized by topic element, and actions we need to take to help us achieve the vision.**
 - Reminder: Vision stays high-level, we get more specific with goals, actions and strategies
 - Innovation and creativity is a foundational principle/theme for Lowell Forward
 - Arts and Culture is a separate topic element with attached priority goals
 - Added Energy, Climate, and Environment as a separate topic element with specific goals
- **Clarify role and purpose of Lowell Forward from Sustainable Lowell, other previous and ongoing planning efforts:**
 - Lowell Forwards connects past and ongoing plans, and informs future plans.
 - Takes stock of past goals and builds off where still relevant, and explores new strategies where appropriate
 - Key focus on using land use and development planning to sustainably integrate various planning areas
 - Key focus on in creating a clear implementation framework and roadmap outlining priority goals and outcomes, and actions and means to get there

Community Engagement so far

Plan Steps/Phases

Learning and visioning → Testing future visions → Developing the plan →



We are here!

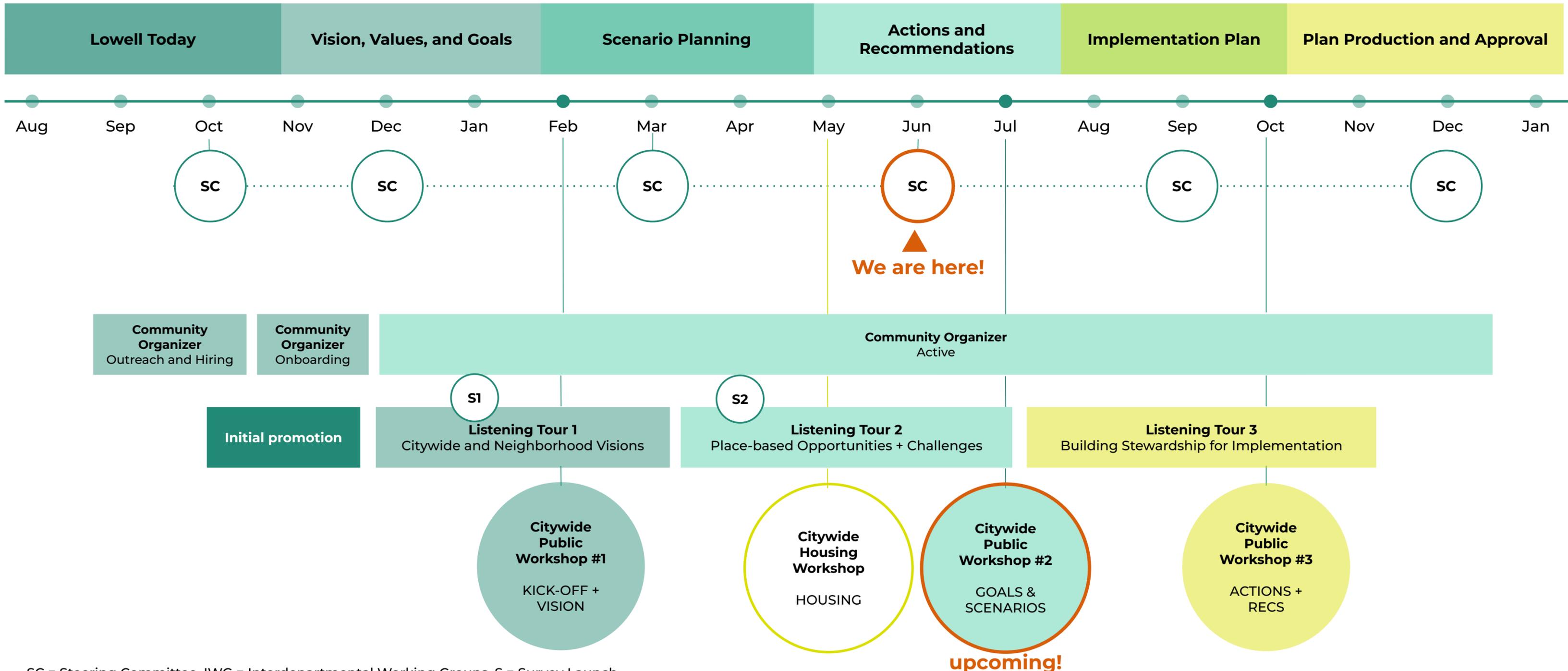
Where are we today?

Where do we want to go?

How do we get there?

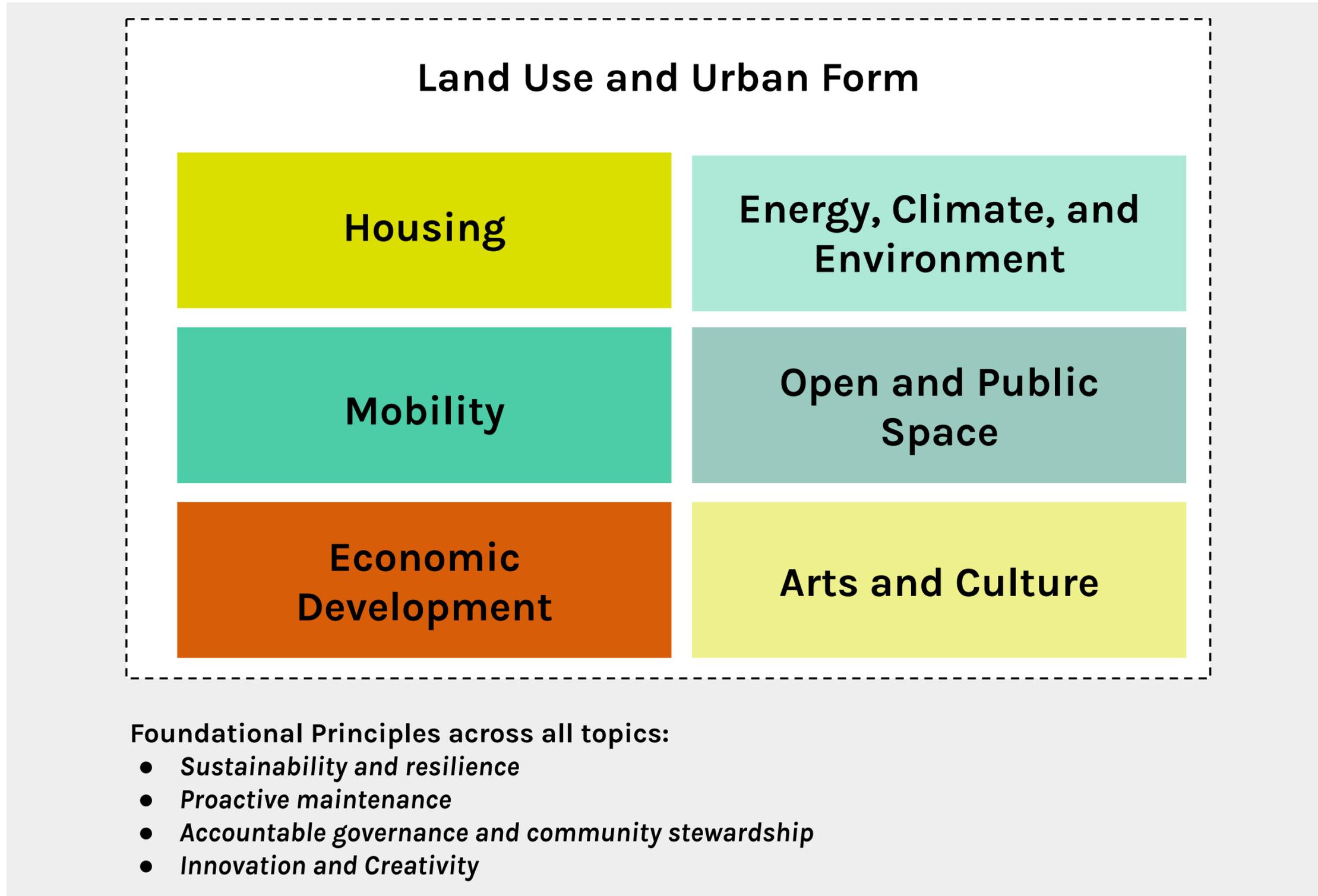
Timeline

Learning and Visioning → Testing Future Visions → Developing a plan



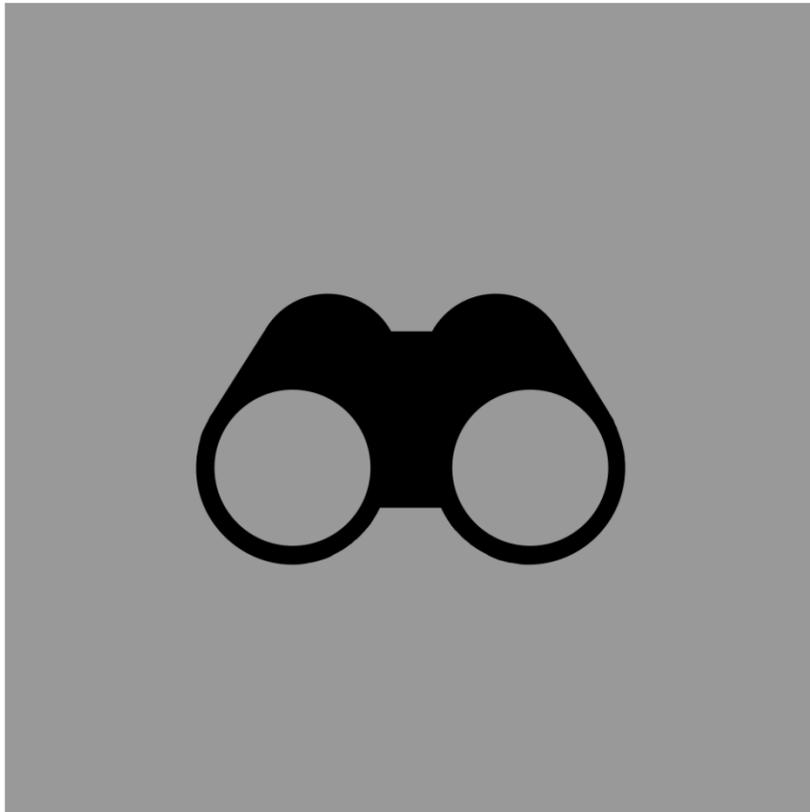
SC = Steering Committee, IWG = Interdepartmental Working Groups, S = Survey Launch

Plan Framework emerging from Phase 1 Engagement



Vision emerging from Phase 1 Engagement

We envision Lowell as a city that



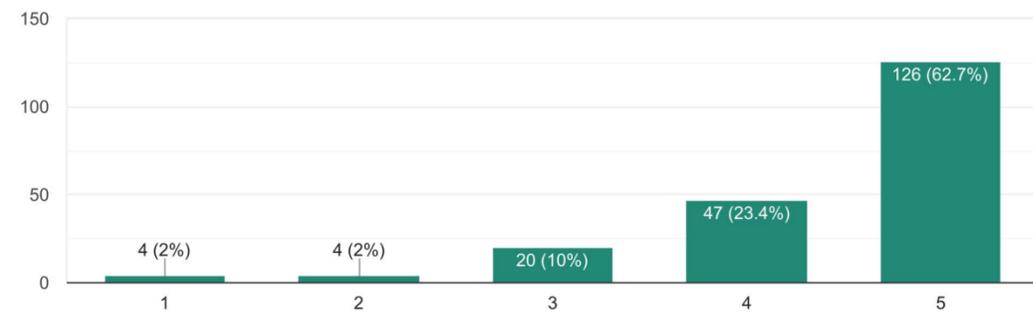
- *Connects our communities to the housing and resources needed to live a fulfilling life;*
- *Conveniently transports us to where we need to go (whether by car, transit, walking or biking);*
- *Cultivates educational and economic opportunity for everyone;*
- *Embraces and celebrates our diversity and unique heritage;*
- *Takes care of our public spaces, natural resources, and each other; and*
- *Prepares for and responds to climate change.*

Visioning Survey 2 results

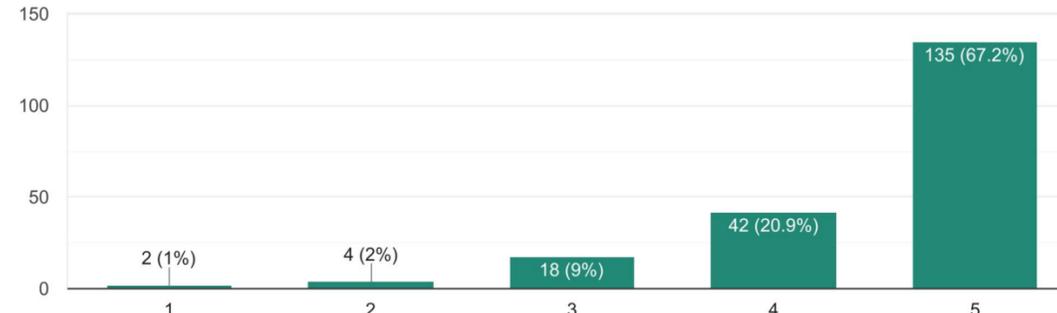
The second survey asks if we got it right
200+ responses (as of 6/5/23)

We envision Lowell as a city that

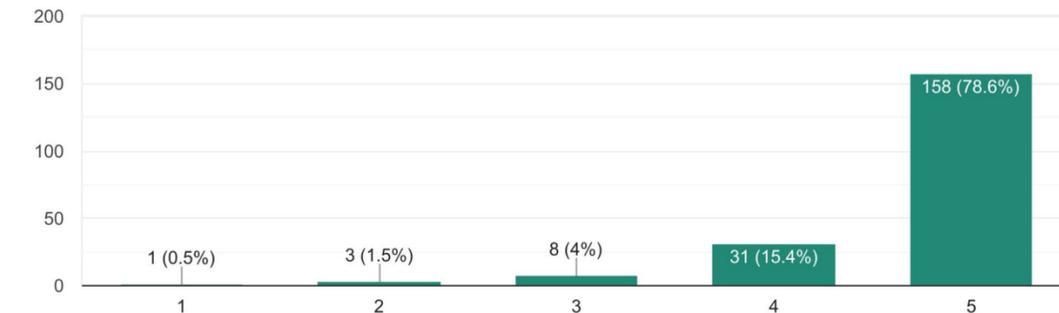
Connects our communities to the housing and resources needed to live a fulfilling life;



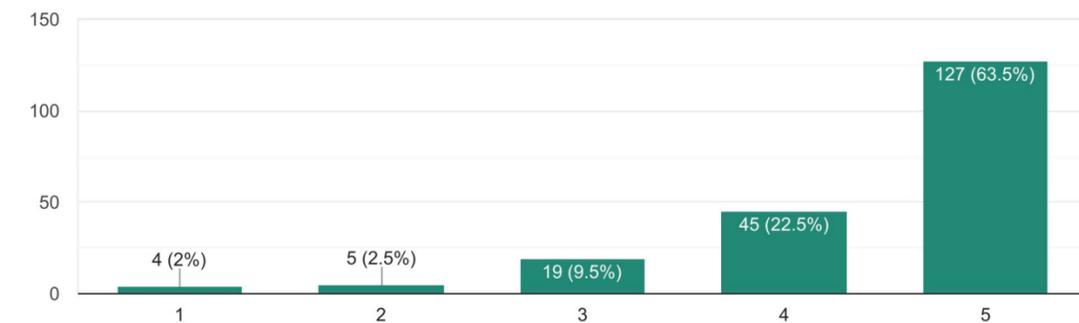
Cultivates educational and economic opportunity for everyone;



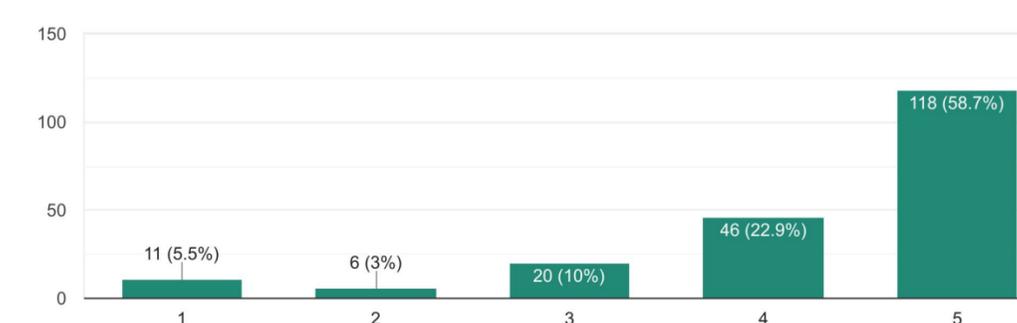
Takes care of our public spaces, natural resources, and each other; and



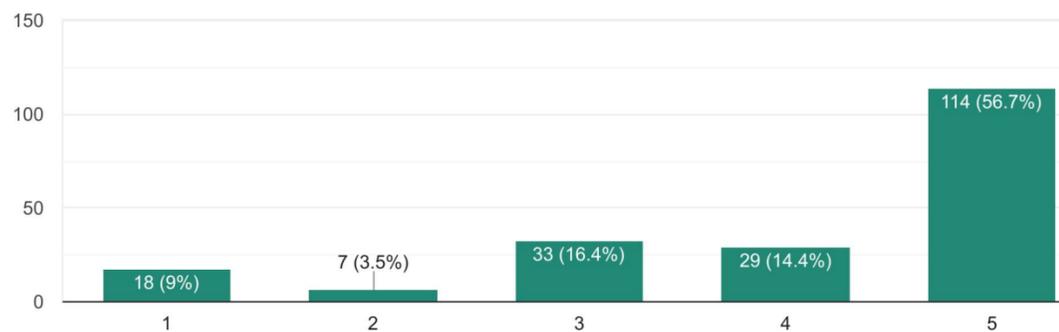
Conveniently transports us to where we need to go (whether by car, transit, walking or biking);



Embraces and celebrates our diversity and unique heritage;



Prepares for and responds to climate change.



City-led Focus Groups will engage:

Open Space/Sustainability

- Friends of Tyler Park
- Clemente Park Committee
- DCR
- Mill City Grows
- Lowell Parks and Conservation Trust
- Lowell Parks Department
- 350 Mass
- Lowell Sustainability Council

National Park Service (LNHP)

Economic Development Organization

- E for All
- Chamber of Commerce
- CTI E-Center
- TDI Fellow
- MassHire

Misc. Non-Profits

- Clarendon
- Merrimack Valley Food Bank
- Merrimack Valley Housing Partnership
- UTEC
- Habitat for Humanity

Local Banks

- Enterprise
- JDCU
- Lowell 5
- Align
- Washington Savings

Major Employers

- UKG
- Markley
- Fred C. Church
- Pridestar/Trinity
- Ma/Com
- Plenus
- Verizon
- IBM
- Hannaford
- Market Basket
- TRC
- Comscope

Lowell Police Department

Homelessness/Unhoused Services

- House of Hope
- Lowell Transitional Living Center
- Eliot Church
- Life Connection Center

For-Profit Developers

- Winn Development
- Lupoli
- Princeton
- Crosspoint
- John Power
- Dean Jenkins
- Leo Monteiro
- Brian McGowan
- Justin McFarlane, Trinity

Health Organizations

- Lowell Community Health Center
- Lowell Health Department
- Lowell Health Alliance
- Lowell General Hospital
- Lowell Association for the Blind

Infrastructure

- Lowell DPW
- Lowell Engineering Division
- Lowell Regional Wastewater Utility

Higher Education

- UMass Lowell
- MCC

Primary/Secondary Schools

- Lowell Public School
- Greater Lowell Voke
- Charter Schools (2)

Human Service

- Alternative House
- Megan's House
- Lowell House
- Senior Center
- Council on Aging

Arts/Culture Organizations

- DIY Lowell
- CASE
- Mosaic Lowell
- Whistler House
- Merrimack Reperatory Theater
- Mill No. 5

Community Teamwork Inc

Lowell Housing Authority

Greater Lowell Community Foundation

Statewide Housing Orgs

Lowell Regional Transit Authority

Cultural/Ethnic Organizations

- African Community Center

Lowell Plan

Engaged to date

City-led Neighborhood Meetings will engage:

Centralville

CNAG (Centralville Neighborhood Action Group)
Centralville Community Coalition

Back Central

Back Central Neighborhood Association

Acre

ACTION (Acre Coalition to Improve Our Neighborhood)
Coalition for a Better Acre - CBA

Pawtucketville

Pawtucketville Citizen's Council
West Pawtucketville Citizen's Council

Downtown

LDNA (Lowell Downtown Neighborhood Association)

Highlands

Highlands Neighborhood Association
Lower Highlands Neighborhood Group
Highlands Circle Neighborhood Group

South Lowell

South Lowell Neighborhood Group

Belvidere

Belvidere Neighborhood Association

 Engaged to date

Key Takeaways from City-led focus groups

- Increase **housing density**, more **diverse** options
- **Affordable** housing, supporting **vulnerable populations**
- **Simplify regulation** and restriction processes

- Step up on **sustainability and clean energy**
- **Multimodal access** to parks and openspaces, complete **bike network**
- Improve **trash, recycling, and municipal composting**

- **Public space amenities** are not **equitably designed or accessible** for diverse community groups in Lowell
- Improve City **government communication**, including **language translation**
- City government system **hard to navigate and access**

- Safe and reliable **public transportation** for all
- Improving and maintaining **public infrastructure**
- **Walkable** activity nodes

- Downtown improvements, **perception of safety** and attractiveness
- Downtown as **destination**
- Marketing/communicating available **small business resources**
- Lowell as an attractive and affordable place to **retain graduates and young workforce**
- Collaboratively approach opportunities for the City with **UML, MCC**

Mercy has been very busy talking to many people!



Focus group at the Senior Center



Focus group with Brazilian community

Key Takeaways from Citywide Housing Workshop

35+ people engaged

Six word stories

- Know this place. Love this place.
- More housing needed at all levels.
- Live with family, want future ownership.
- I wanted to stay in Lowell.

Common themes, questions, and takeaways

- Home ownership, especially homes that could house multigenerational families
- Housing, jobs, and amenities must be tackled holistically
- We need more homes for everyone to ease the crisis of homelessness
- We need a diversity of units: ADUs, “missing middle,” and large-scale multifamily
- Infrastructure, especially sewer, is a critical component to building more homes



Building on Sustainable Lowell

Refresher: How Lowell Forward builds on and differs from Sustainable Lowell Plan



Lowell Forward

Preparing for the next decade

A lot has changed in our environment and community since Sustainable Lowell! Lowell Forward process is an opportunity to **reassess the community's goals** and priorities as we plan and prepare ahead for the next decade.

Taking stock of past priorities

Many of the goals and priorities identified in Sustainable Lowell 2025 have **already been implemented**, others have been rendered obsolete or are **no longer priorities**, and others are **still relevant and being built upon** through the Lowell Forward Process

Identifying new priorities

Identify **new goals and priorities** that address the current challenges and opportunities within the community

Linking efforts and guiding next steps

Opportunity to coalesce prior and current planning initiatives to **help guide prioritization and decision-making** on a day-to-day basis.

Refresher: How Lowell Forward builds on and differs from Sustainable Lowell Plan



- Land use and development planning strategies, spatial framework for growth
- Implementation priorities, accountability, steps and mechanisms

Lowell Forward Framework



Lowell Forward - framework

Vision and Foundational Principles



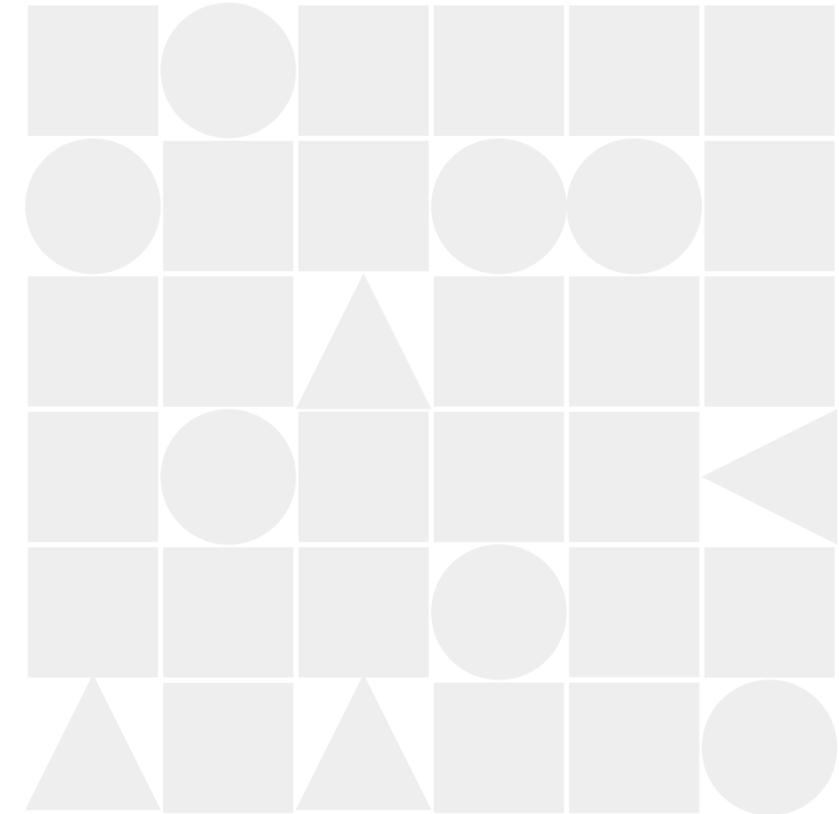
A shared vision for the city and its neighborhoods

Top Goals supporting each topic area



Coordinated goals that support the vision

Actions to achieve each top goal

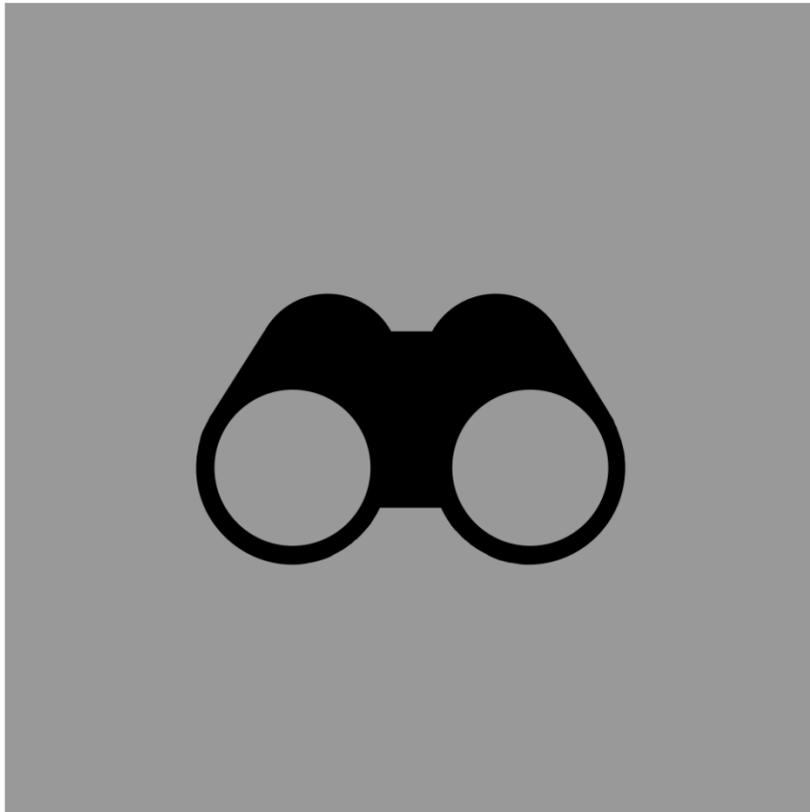


A guide for policymaking and investments in the near future

Consider:

- Who is responsible?
- Which grants and/or funds are needed?
- Do they connect to existing initiatives?

Vision



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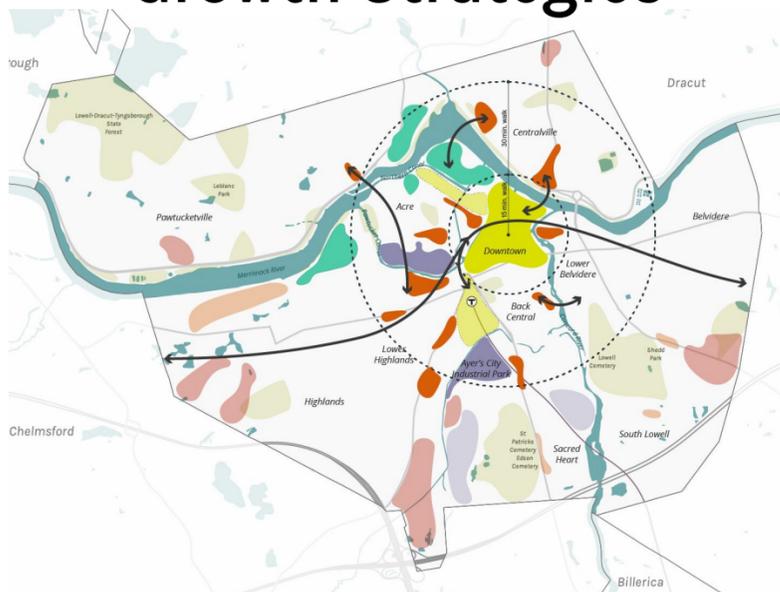
Top goals supporting each topic element

Land Use and Urban Form

1. Downtown growth
2. Growth in neighborhood activity centers and/or education anchors such as UML
3. Redevelop underutilized industrial areas or heavy commercial areas
4. Improve riverfront access and programming



Growth Strategies



Housing

1. Housing affordability
2. Housing diversity
3. Housing quality
4. Provide housing options for Lowell's most vulnerable populations
5. Ensure fair housing policies and practices

Mobility

1. Safe, equitable and connected mobility network that accommodates walkers, riders, drivers and bikers
2. High-quality, reliable and frequent transit

Economic Development

1. Downtown revitalization
2. Activate neighborhood commercial centers
3. Promote, support, and grow Lowell's local businesses
4. Expand commercial and industrial opportunities

Energy, Climate, and Environment

1. Reduce carbon emissions from buildings citywide
2. Protect existing assets such as EV, bike, and solar energy infrastructure
3. Decarbonization of older housing stock

Open and Public Space

1. Open space improvements: equitable programming and better access
2. Public space improvements: more activity and better maintenance

Arts and Culture

1. Leverage the arts and support creative placemaking in Lowell
2. Support Lowell's economic vitality through arts, culture and creativity.

Actions to achieve each top goal

Top Goals

**Land Use and
Urban Form**

Housing

Mobility

**Economic
Development**

**Energy, Climate,
and Environment**

**Open and Public
Space**

Arts and Culture

Actions to achieve each top goal

Top Goals

Land Use and Urban Form

Housing

Mobility

Economic Development

Energy, Climate, and Environment

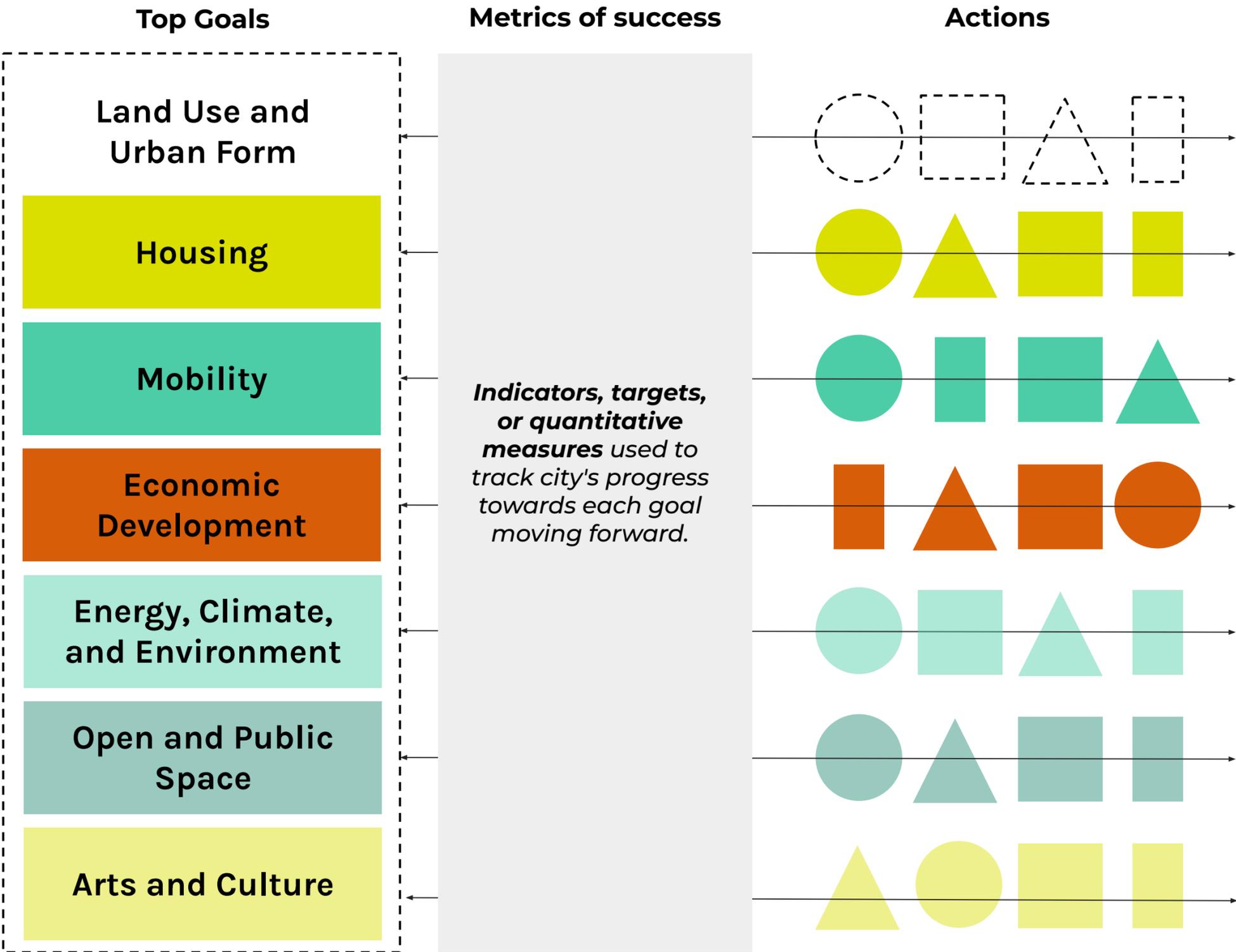
Open and Public Space

Arts and Culture

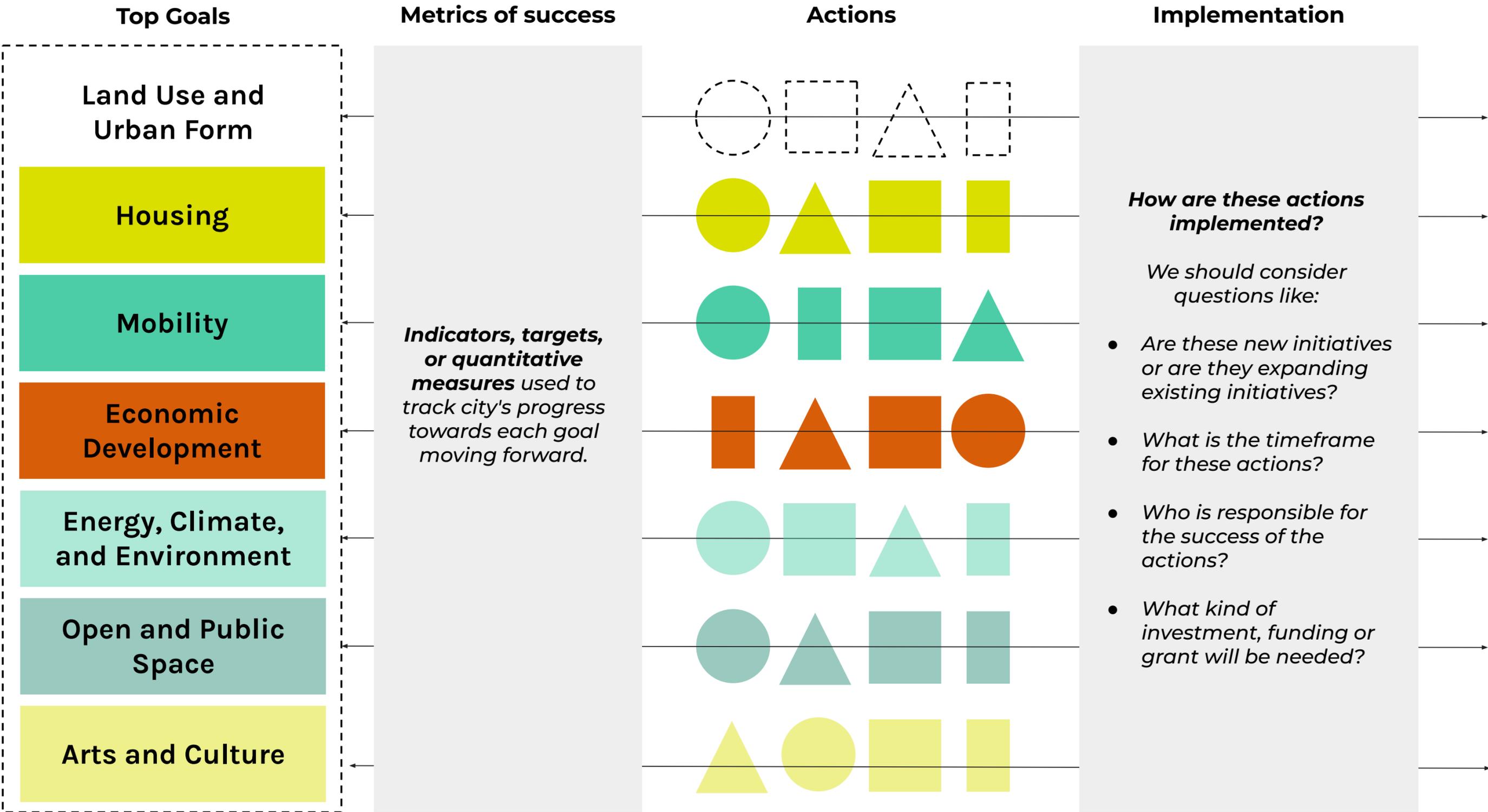
Metrics of success

Indicators, targets, or quantitative measures used to track city's progress towards each goal moving forward.

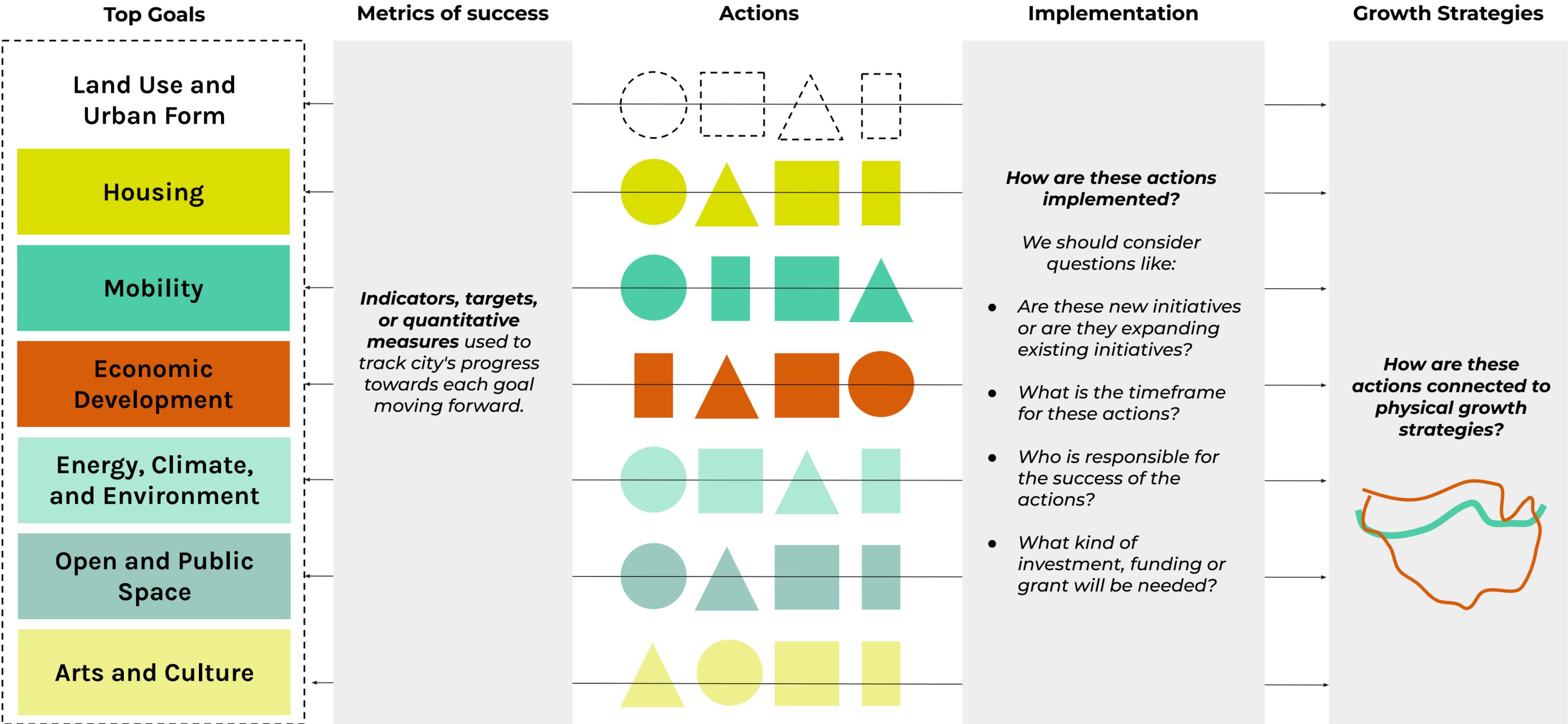
Actions to achieve each top goal



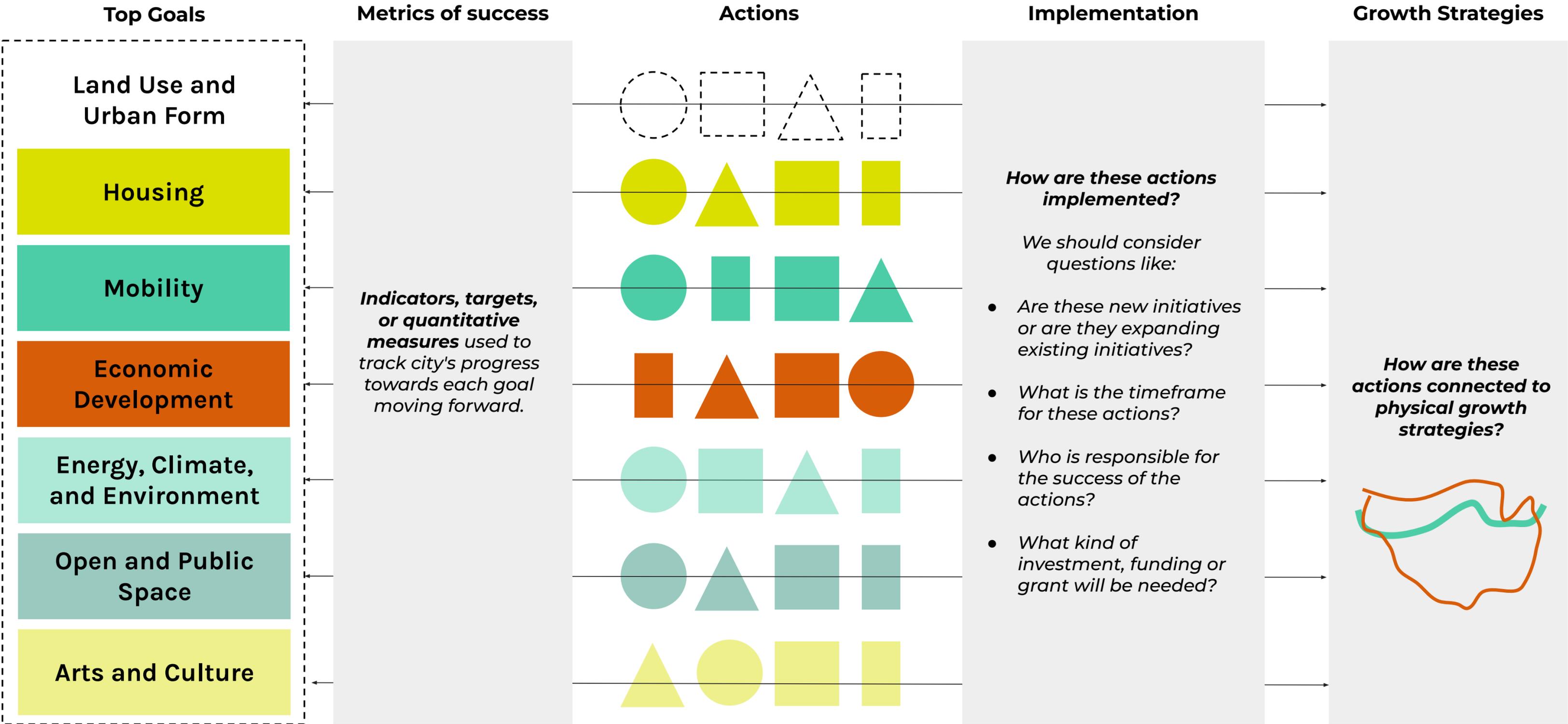
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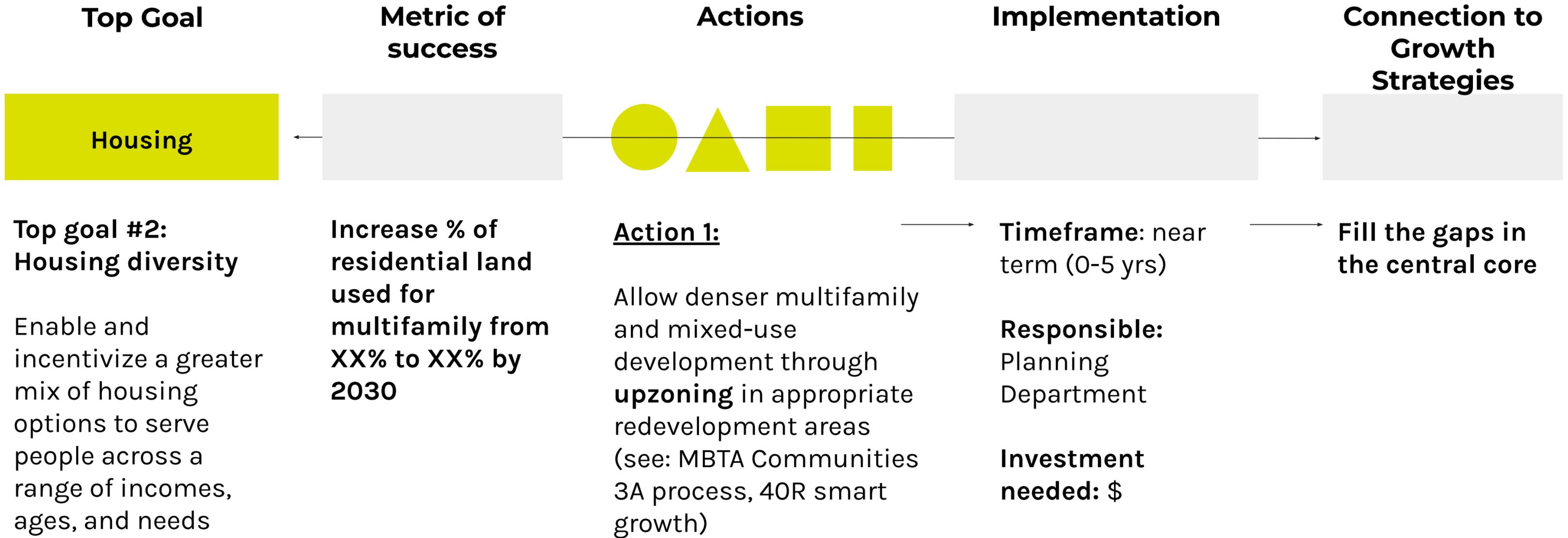
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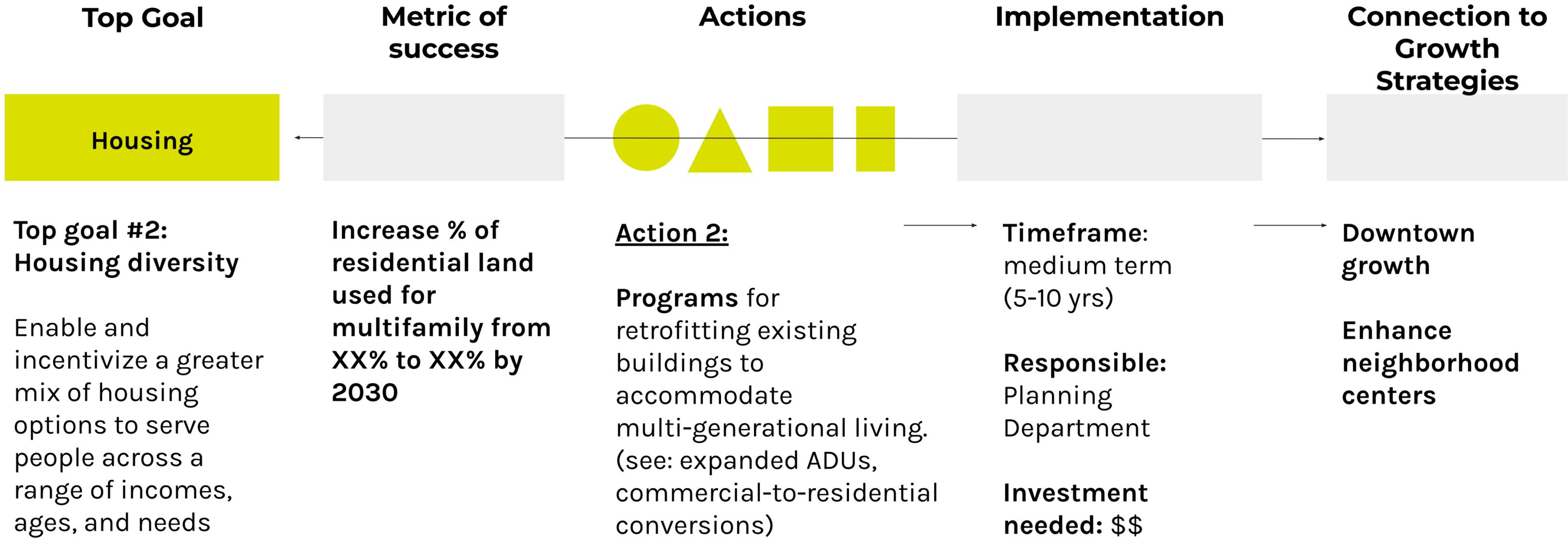
Actions to achieve each top goal



Example



Example

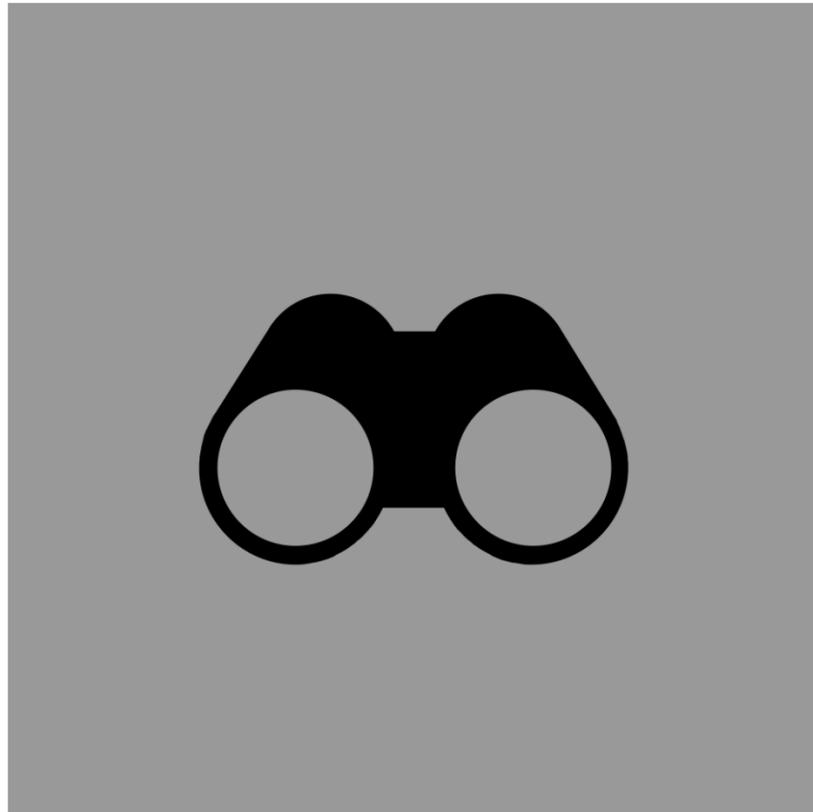


Growth Strategies

Land use and zoning are the most important tools and mechanisms the City has for managing change and growth.

Strategic decisions around land use and development can help us achieve many parts of our vision for Lowell, including expand housing availability and choice, diversifying business and job opportunities and improving mobility networks and public places.

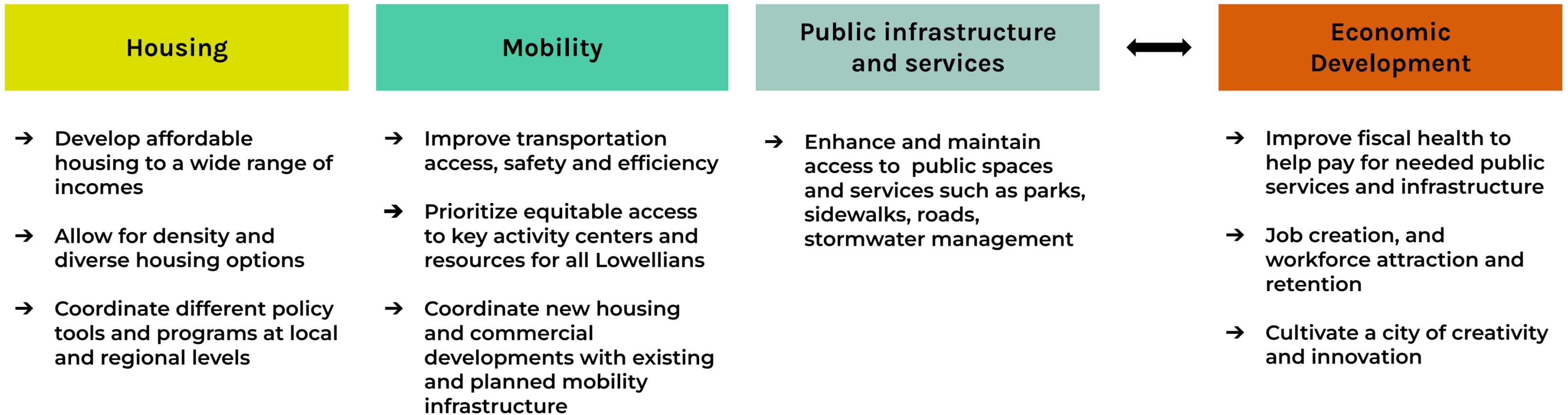
Our Vision for Lowell



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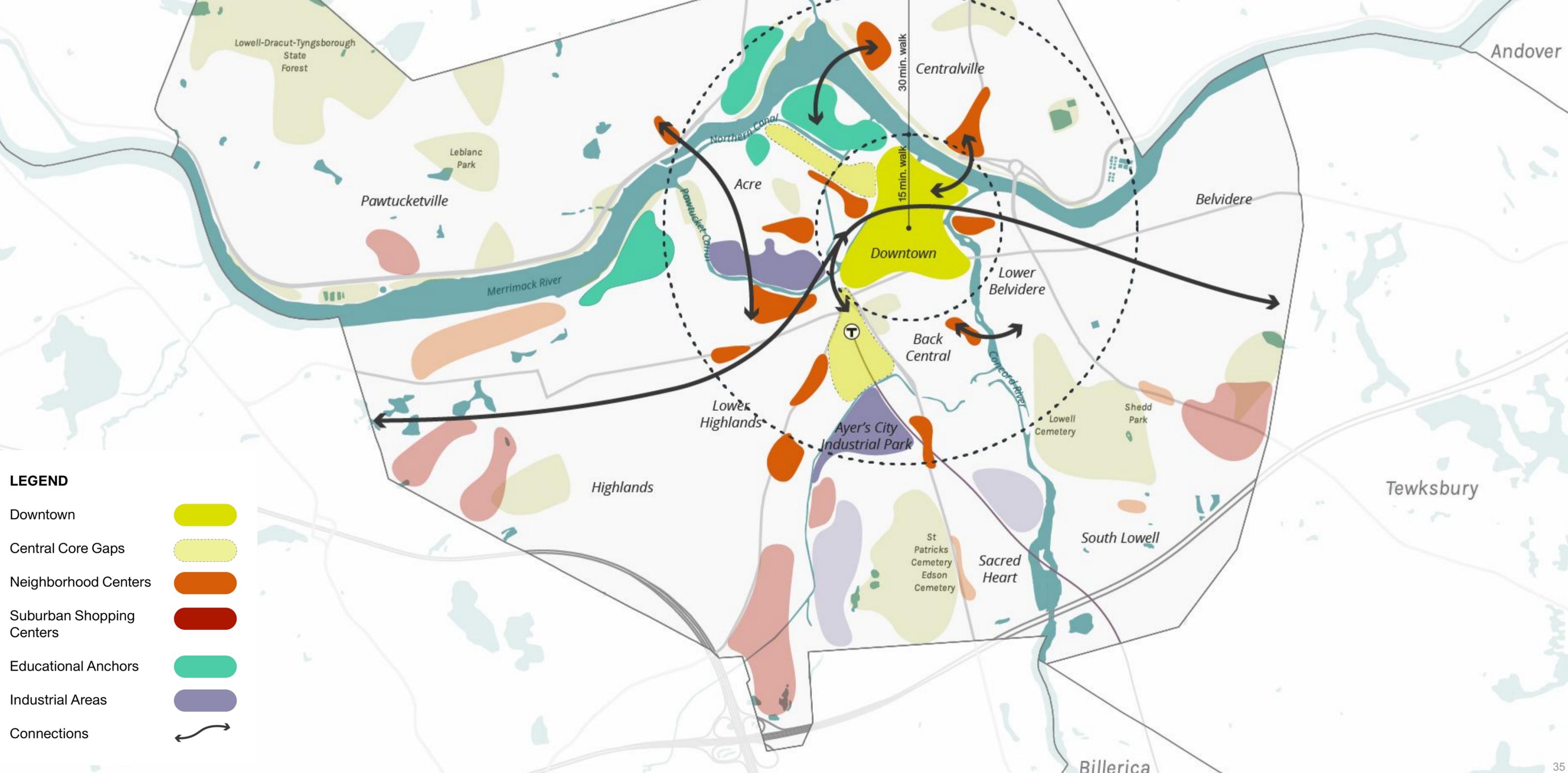
Why do we need growth? How is growth going to help us achieve our vision?



Let's take a breather!

Any questions or clarifications before we
dive into strategies for growth?

Growth Strategies



LEGEND

- Downtown
- Central Core Gaps
- Neighborhood Centers
- Suburban Shopping Centers
- Educational Anchors
- Industrial Areas
- Connections

Growth Strategies



Strategy 1

1.1 Densify, Activate and Connect Downtown

1.2 Activate the Riverfront and Canals

1.3 Fill the Gaps in the Central Core



Strategy 2

2.1 Enhance Neighborhood Centers

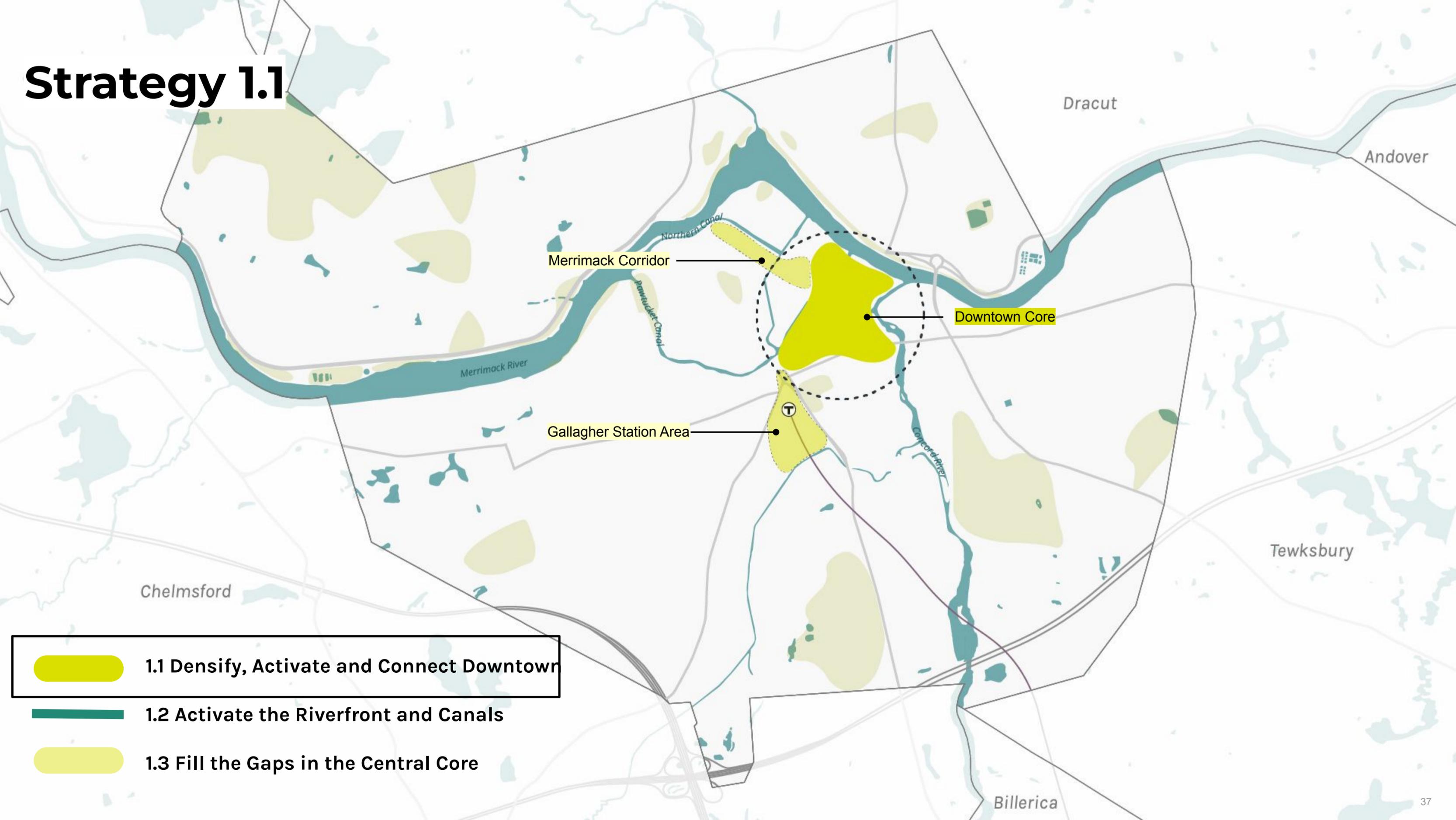
2.2 Leverage Educational Anchors



Strategy 3

3.1 Redevelop Underutilized Industrial Areas

Strategy 1.1



Merrimack Corridor

Downtown Core

Gallagher Station Area

1.1 Densify, Activate and Connect Downtown

1.2 Activate the Riverfront and Canals

1.3 Fill the Gaps in the Central Core

Strategy 1.1: Densify, Activate and Connect Downtown

Existing Conditions

Currently, Downtown Lowell has relatively low residential density compared to the rest of the city and high commercial vacancy. If these challenges are not addressed, they will continue to choke Lowell's economic growth potential.



Housing Density

- More than half of renter households and more than a third of owner households are **housing-cost burdened** in Lowell.
- Lowell's Downtown and the surrounding areas are home to **underutilized land** with the potential to accommodate residential development.
- Additional residential product could address **citywide affordability challenges**, while greater residential density could **drive foot traffic** Downtown.



Commercial Vacancy

- 79% of Downtown businesses reported **fewer on-site customers** in 2021 than 2020.
- 60% of Downtown businesses were operating at **reduced hours or capacity** in April 2021.
- Commercial vacancy has increased substantially, jumping from 5% to 9% from 2020 to 2021. **Office vacancy** continues to be around 8% as of 2023.

Source: Lowell Today, Costar

Strategy 1.1: Density, Activate and Connect Downtown

Increase Residential Density in and around Downtown

Denser development can be facilitated through key zoning and development mechanisms focused in and around Downtown. Lowell can employ strategies to address Downtown vacancy by diversifying commercial uses.



Upzoning

- More than 66% of the city’s residential land is zoned for single-family housing, including a significant portion of Potential Infill Areas
- Downtown has twice as many units per acre than other areas identified Potential Infill Areas



Transit Oriented Development

- Develop zoning regulations, financial incentives, and partnerships with transportation agencies to encourage transit-oriented development around the Lowell MBTA Station
- Plan Potential Infill Areas for compact, mixed-use, and walkable neighborhoods

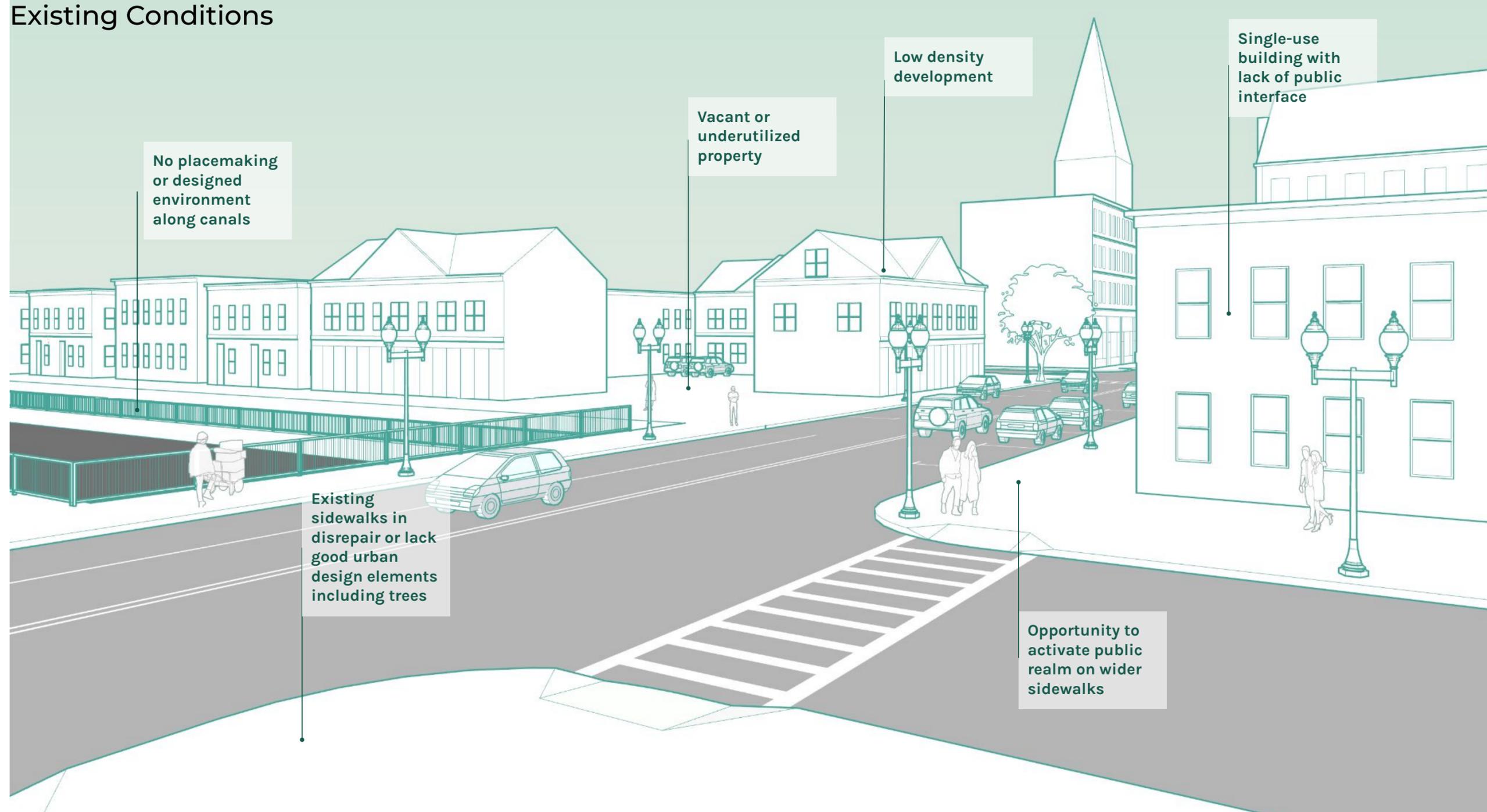


Reconsider Development Standards

- Revisit restrictive development regulations, such as development in historic districts to support more efficient as of right development, while preserving the unique character of Lowell’s built environment
- New and updated regulations with increased flexibility can allow developers to build more denser and modern housing forms

Strategy 1.1: Densify, Activate and Connect Downtown surrounding area

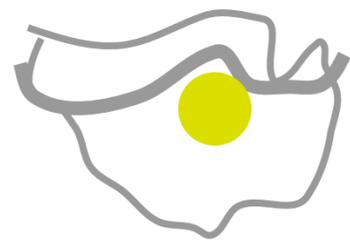
Existing Conditions



Strategy 1.1 Goals

Increase residential density and increase occupancy of commercial uses in Downtown Lowell in order to:

- Drive **foot traffic** Downtown to support a vibrant, 24/7, mixed-use district that appeals to a broad range of users
- Support **Downtown retail** that serves residents, workers, students, and others
- Elevate Lowell's city "brand" and make it more **attractive to employers and residents**
- Make living in Lowell more accessible to more people by **increasing housing supply** and impacting housing affordability



Strategy 1.1: Densify, Activate and Connect Downtown surrounding area

Incremental improvements

Strategic and context-sensitive infill development with diverse and affordable housing options



Ground floor activation including encouraging certain uses, storefront improvements, public space

Strategy 1.1: Densify, Activate and Connect Downtown surrounding area

Incremental improvements



Increasing residential density in an around Downtown would drive foot traffic and increase the housing supply, potentially alleviating the cost of housing.

Increasing housing density by 50% in Downtown Lowell and by 25% in Potential Infill Areas would generate:

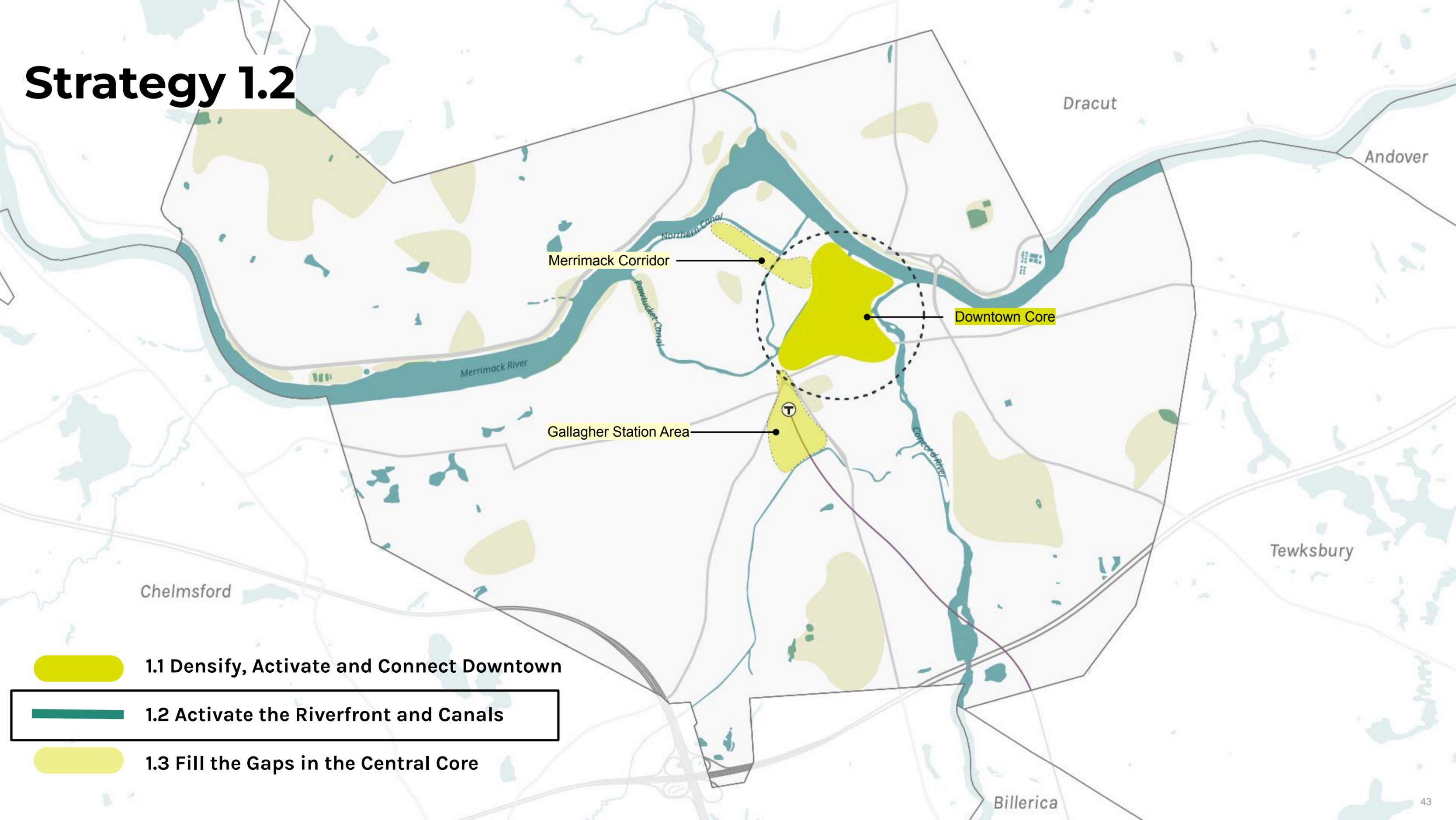
Existing

- **3,000** units
- **12** units per acre
- **2.1** average household size

Potential Generation:

- **+ 1,000** units
- **4000** total units
- **15** units per acre

Strategy 1.2



Merrimack Corridor

Downtown Core

Gallagher Station Area

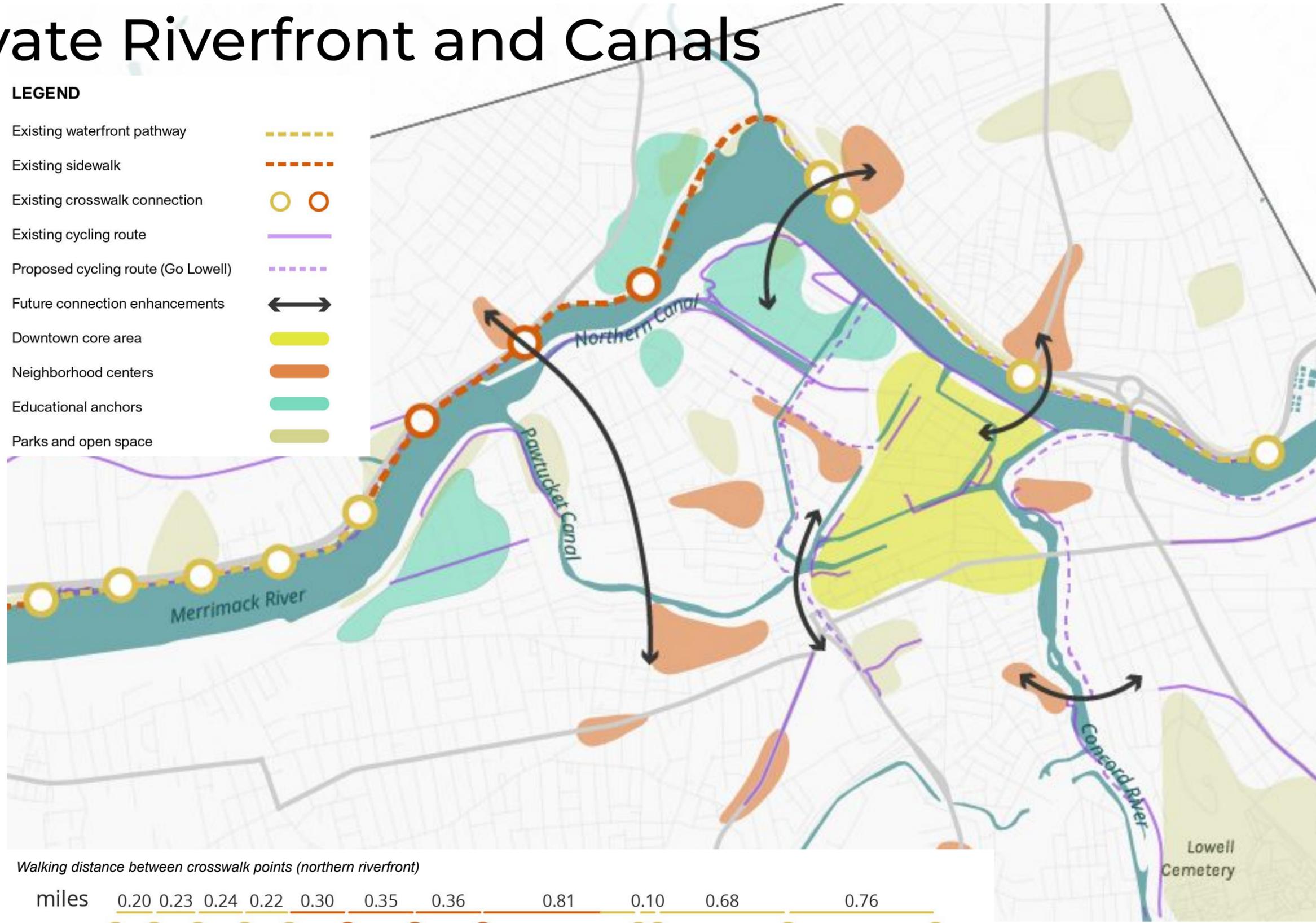
-  1.1 Density, Activate and Connect Downtown
-  1.2 Activate the Riverfront and Canals
-  1.3 Fill the Gaps in the Central Core

Strategy 1.2: Activate Riverfront and Canals

- Enhance connections between activity centers across River
- Improve pedestrian experience at key intersections
- Maximize the potential of the canals and waterways to become a connector, an experience, and an identifier of the City of Lowell.
- Identify gaps in network of pedestrian and bike access along canals
- Consider short- and medium-term activation projects to activate canals
- Explore how the canals can assist the city with resiliency.

LEGEND

- Existing waterfront pathway (dashed yellow line)
- Existing sidewalk (dashed orange line)
- Existing crosswalk connection (yellow and orange circles)
- Existing cycling route (solid purple line)
- Proposed cycling route (Go Lowell) (dashed purple line)
- Future connection enhancements (black double-headed arrow)
- Downtown core area (yellow shaded region)
- Neighborhood centers (orange shaded regions)
- Educational anchors (teal shaded regions)
- Parks and open space (light green shaded regions)



Strategy 1.2: Activate Riverfront and Canals - *low cost / short term*

Develop a series of events such as neighborhood parties, fairs/markets, concerts series, etc. that could happen at locations along the canals to draw new visitors to new canal locations. Develop a Comprehensive Canal Wayfinding Strategy and Activation Campaign.



Using tactical urbanism to improve sidewalks and crossings in [Durham, NC](#)



Signs with arrows pointing the way to popular destinations, along with average walking times, popped up in Raleigh. [Walk Raleigh](#)

Strategy 1.2: Activate Riverfront and Canals - *low cost / short term*

Include artists and residents to help tell the story of the canals, the industry that occurred and still occurs along them, as well as installations to interact with.

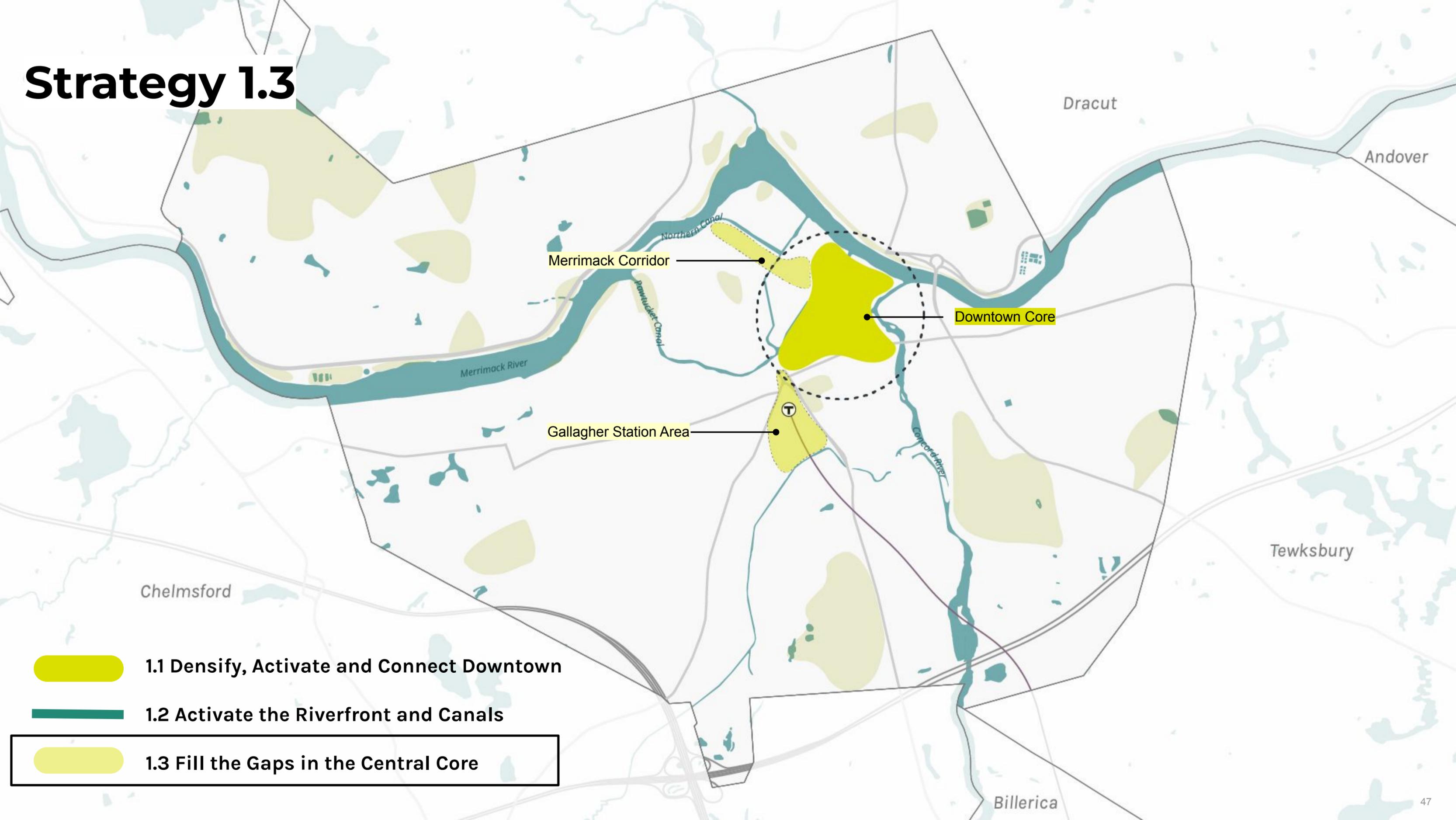


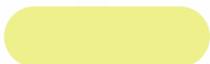
Observer, Observed in the High Line



Binoculars artist installation to see the past of a place

Strategy 1.3



-  1.1 Densify, Activate and Connect Downtown
-  1.2 Activate the Riverfront and Canals
-  1.3 Fill the Gaps in the Central Core

Strategy 1.3: Fill the Gaps in the Central Core - TOD area

- TOD = Transit Oriented Development
- Area around the MBTA station have potential for densification and improved connectivity
- MBTA Communities Act

LEGEND

- Existing 5 min. Walkshed
- Existing 10 min. Walkshed
- Future 5 min. Walkshed
- Future 10 min. Walkshed
- Shared Use Path
- Sidealk Reconstruction / Improvement
- Intersection Upgrade
- Signal Timing Update
- New Crosswalk
- TOD Study Site

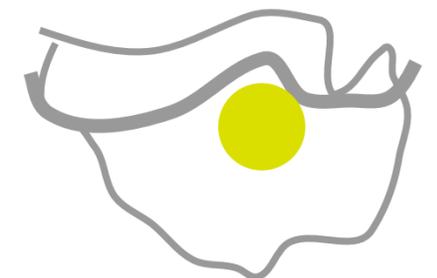


MBTA Communities Overlay (Section 3A) for Lowell

The three zones intend to step down from high-density high-rise construction at the MBTA station to midrise on the primary corridors approaching the station, and finally to neighborhood infill around the station at historically-appropriate scale and density.

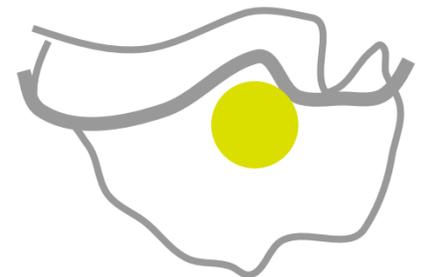
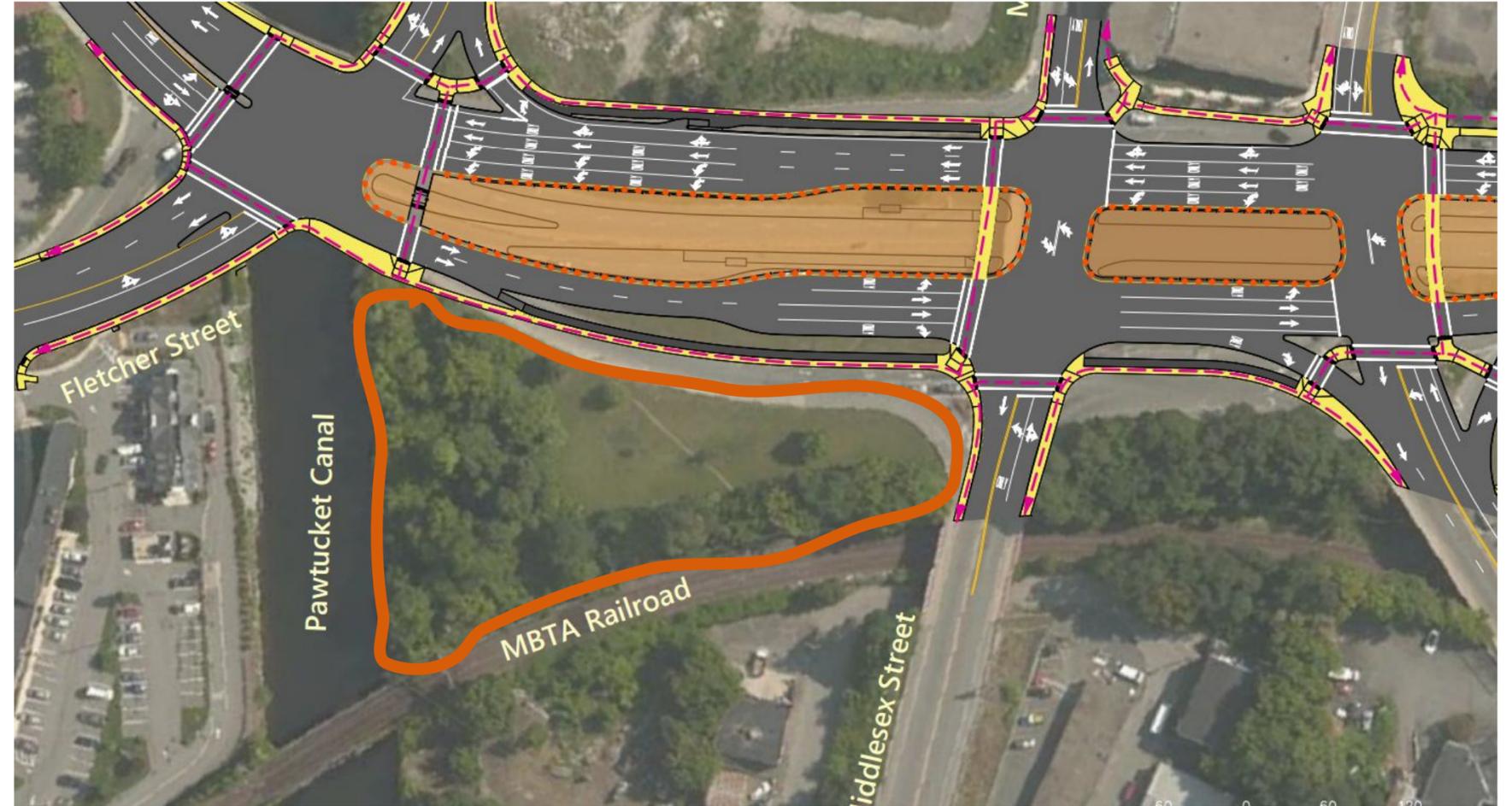
*City staff are looking over before submitting for compliance

Data source: Stantec



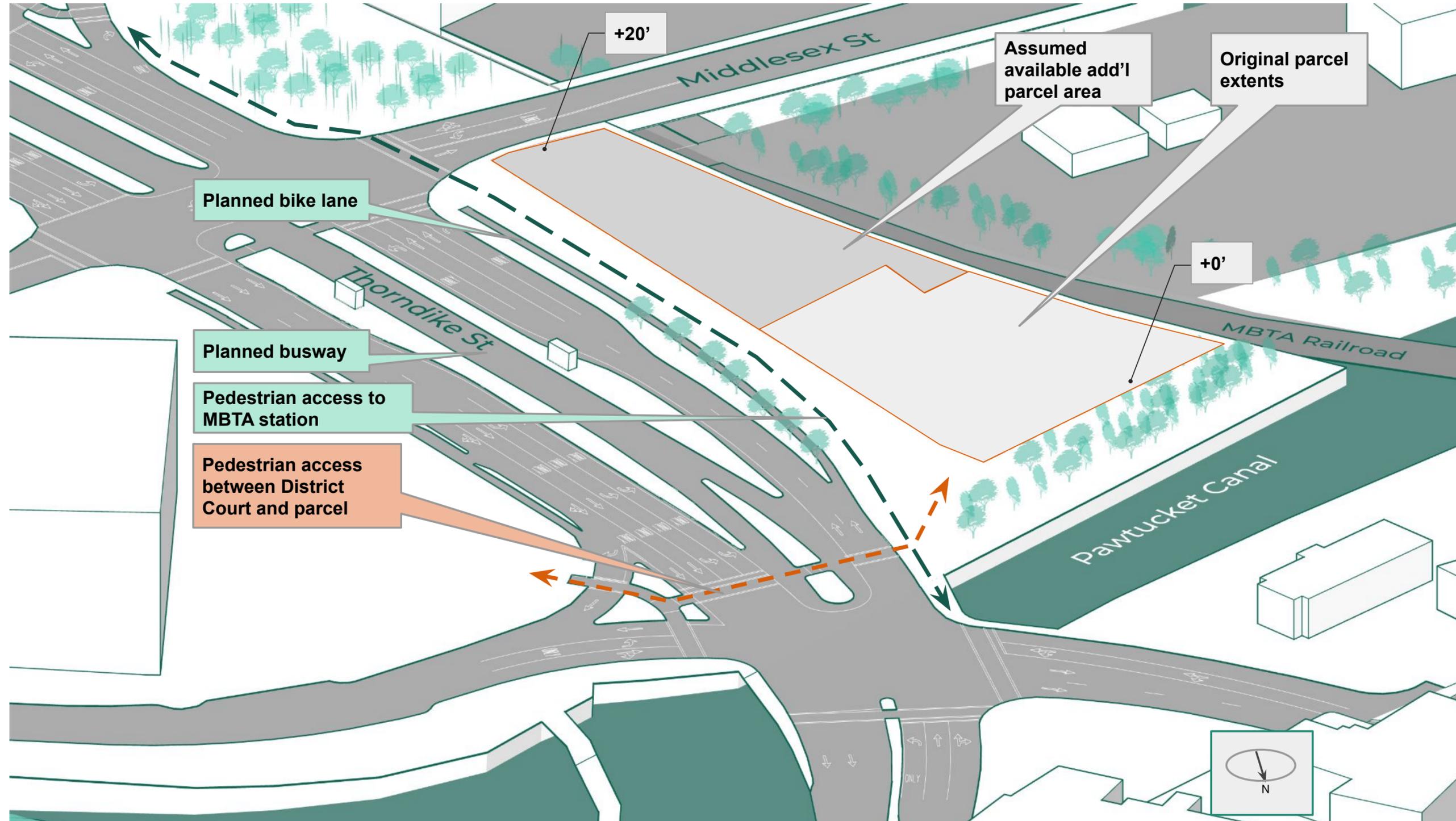
Strategy 1.3: Fill the Gaps in the Central Core - TOD site

Test-fit Parcel: Lord Overpass / Middlesex St



Strategy 1.3: Fill the Gaps in the Central Core - TOD site

Site Conditions



Scenario parameters

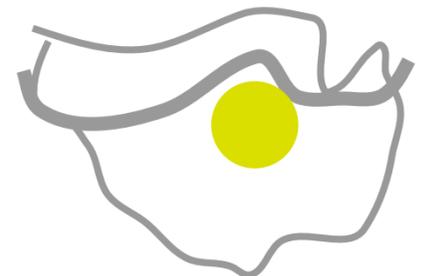
Original parcel area:
~24,000 SF

Assumed add'l avail. area:
~18,000 SF

Total area:
~42,000 SF

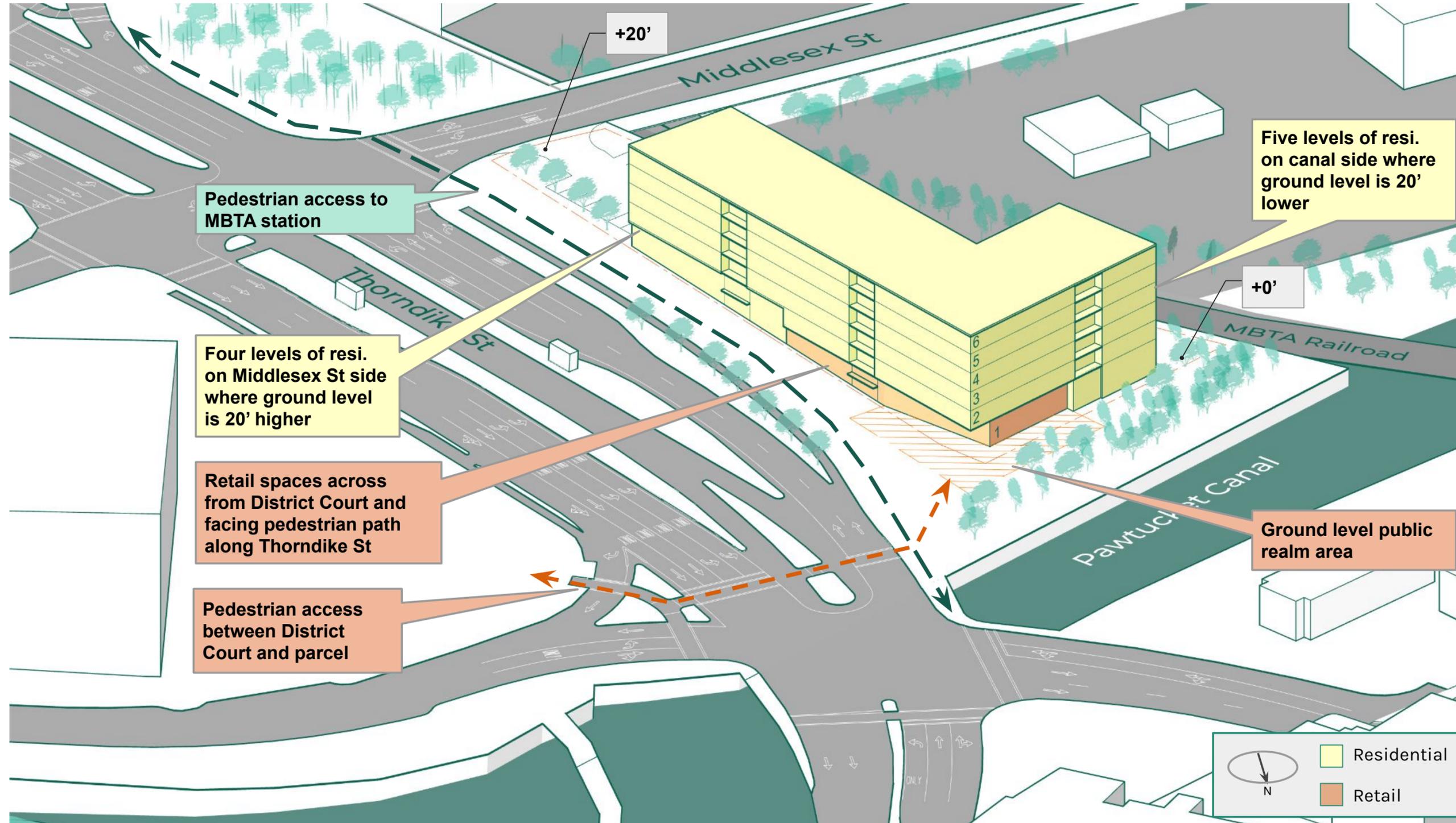
Min. LA/DU per zoning: N/A

Parking spaces/DU: 0.5



Strategy 1.3: Fill the Gaps in the Central Core - TOD site

Test-fit Scenario: 4.5 Levels of Resi., Ground-level Retail



Test-fit yield

Gross area: **100,000 GSF**

Building height: **60' - 69'**

Levels 2-6: Residential

Total resi. area: **95,000 SF**

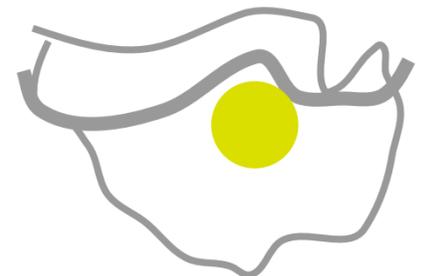
(90) Total Units

(@ 900 SF/unit average)

Ground level

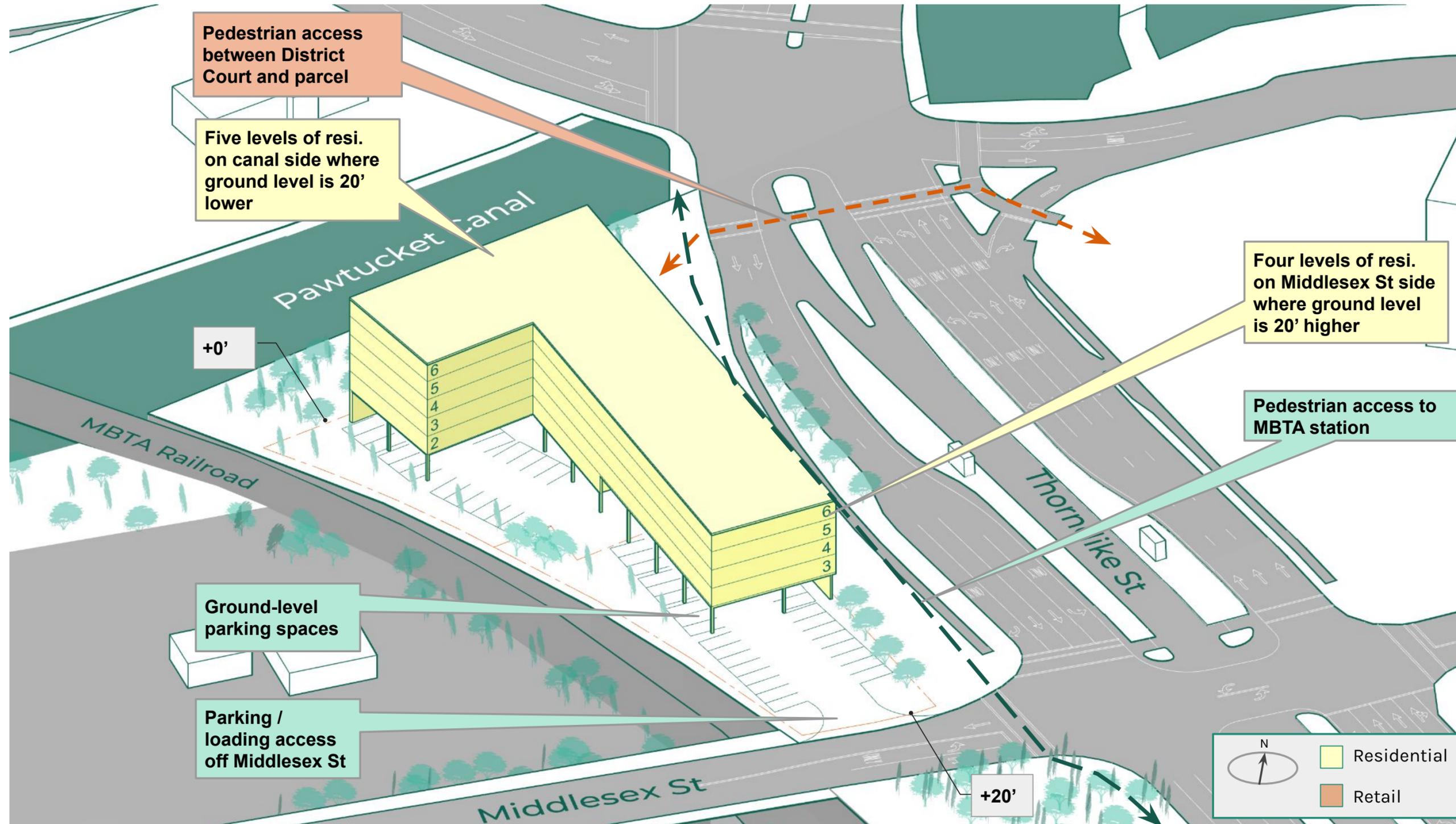
Retail: **5,000 SF**

Parking: **(50) Total Spaces**



Strategy 1.3: Fill the Gaps in the Central Core - TOD site

Test-fit Scenario: 4.5 Levels of Resi., Ground-level Retail



Test-fit Yield

Gross area: 100,000 GSF

Building height: 60' - 69'

Levels 2-6: Residential

Total resi. area: 95,000 SF

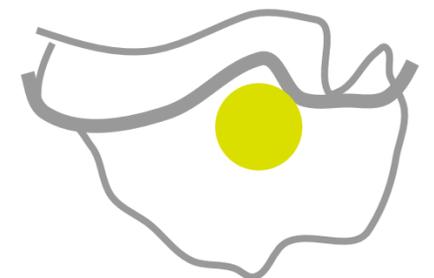
(90) Total Units

(@ 900 SF/unit average)

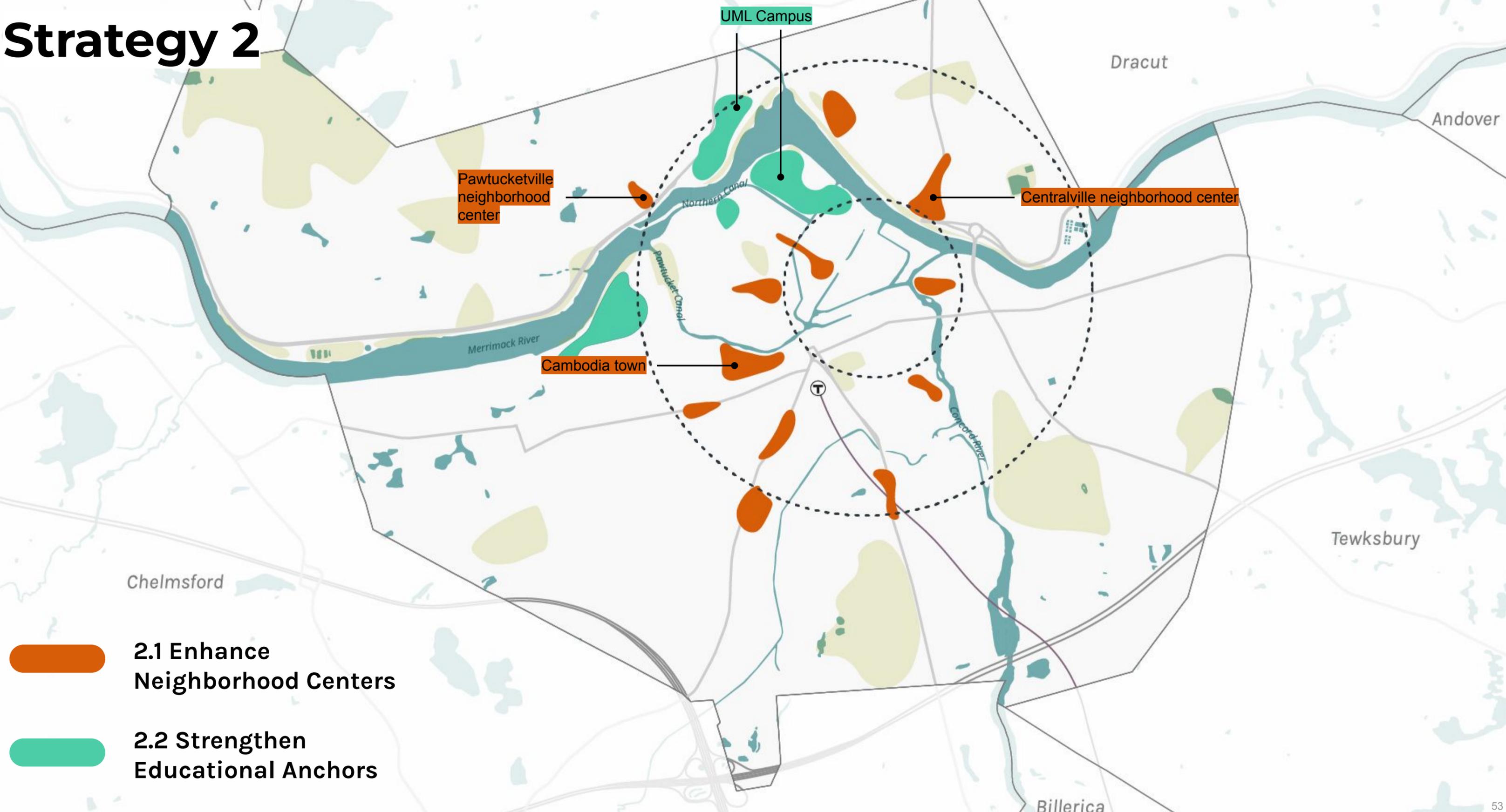
Ground Level

Retail: **5,000 SF**

Parking: **(50) Total Spaces**



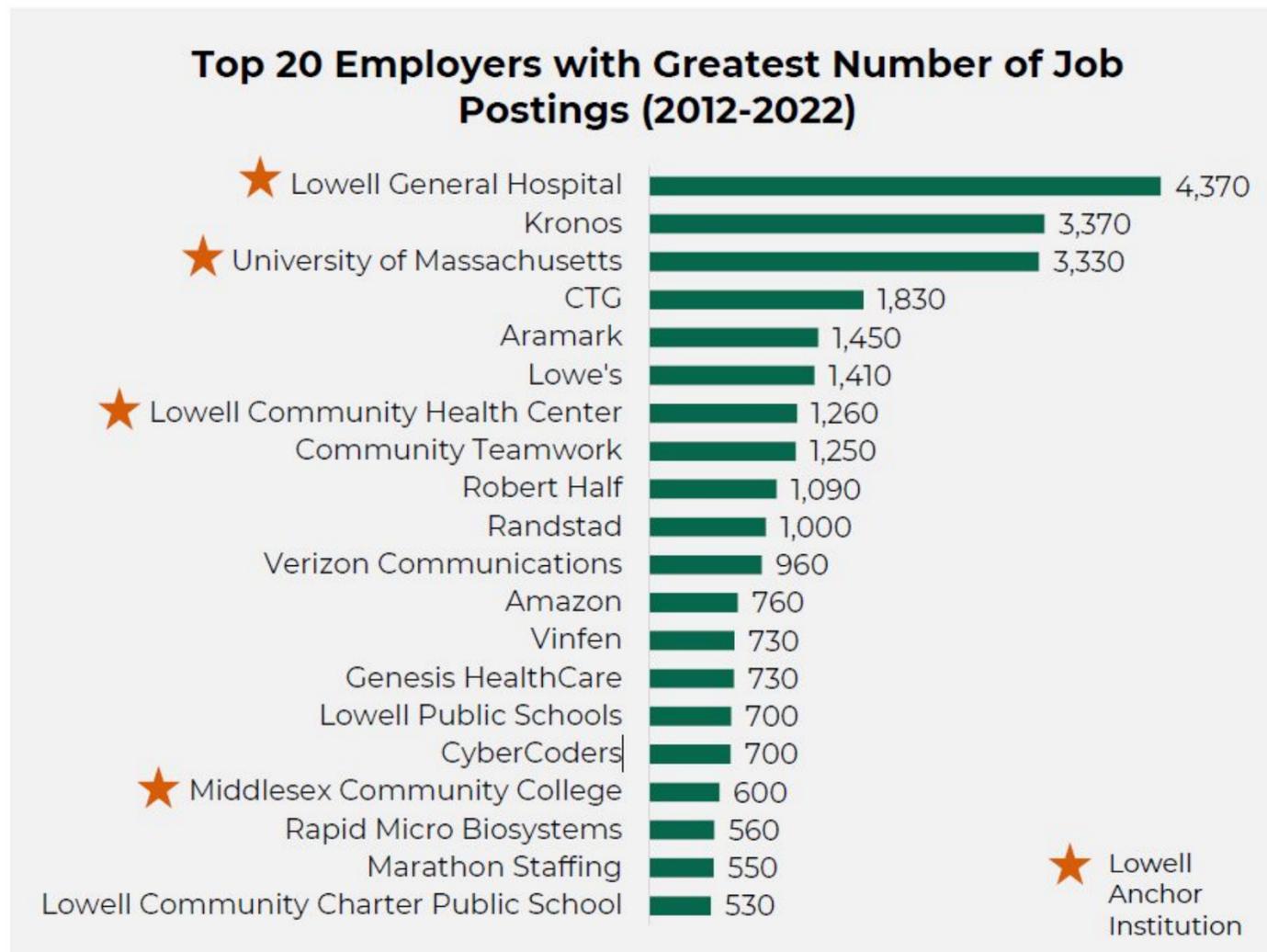
Strategy 2



-  2.1 Enhance Neighborhood Centers
-  2.2 Strengthen Educational Anchors

Strategy 2: Enhance Neighborhood Centers, Leverage Educational Anchors

Lowell’s Anchor Institutions and minority-owned businesses provide a strong basis to empower jobs and overall economic growth.



Source: Lightcast, ESRI

In addition, Lowell has:

250+
Small Businesses

comprising

~10%
of all businesses in Lowell

with

1,200+
Total Employees

Source: Lowell Today, Costar

Strategy 2.1 : Enhance Neighborhood Centers

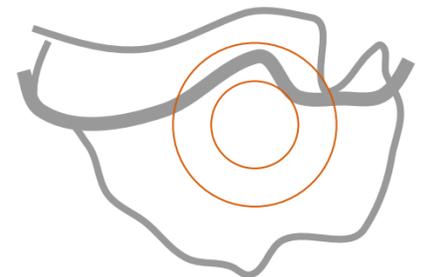
Lowell's small businesses are pillars of the city's economy, however, they face ongoing challenges. According to Lowell small businesses owners and business organizations, major challenges faced are:

- **Lack of experience and knowledge** to run a business
- **Low foot traffic** with limited and irregular business hours
- **Lack of required space improvements** in the places leased for business
- **Language barriers** as many small business owners don't have English as first language
- **Safety and security** concerns that affects both owners and customer base

Source: Lowell Today, Costar

Strategy 2.1: Enhance Neighborhood Centers

Typical Conditions



Strategy 2.1: Enhance Neighborhood Centers

Future Enhancements



- **Strategic and context-sensitive infill development**
- Improved street design to accommodate multiple users
- Public realm improvements including enhanced sidewalks
- Placemaking like public art, parklets, and outdoor dining areas
- Storefront improvements and convenient parking and access
- Increase tree canopy and green infrastructure

Strategy 2.2: Leverage Educational Anchors

Lowell’s anchor institutions have a powerful impact on the city’s economic growth. They can play a pivotal role in supporting small business growth.



City Philadelphia

Entity University of Pennsylvania

Program Buy West Philadelphia

- University requires its large national vendors to partner with local firms and partners with local community orgs. to identify qualified vendors and contractors
- Conducted surveys to understand retail needs of residents and students

Outcomes Annual local spending increased from just over \$1 million in 1986 to \$57 million in 2000.



City Baltimore

Entity Johns Hopkins University

Program East Baltimore Redevelopment, Inc. (EBRI)

- Hopkins deeded 100+ properties it owned to EBRI
- EBRI launched a \$1.8 billion plan in 2003 to redevelop 88 acres, construction of 2,200 mixed-income housing units, 1.1 million SF of life sciences and biotech labs and offices, and retail space

Outcomes The development serves as a magnet to attract new biotech companies to the area, such as Annagen BioTech LLC, Chesapeake Limulabs LLC, and WindMIL Therapeutics.

Source: Leveraging Colleges and Universities for Urban Economic Revitalization: Anchor Institutions and Urban Economic Development: From Community Benefit to Shared Value (2011)

Strategy 2.2: Leverage Educational Anchors

Partnering with anchor institutions to support small businesses will boost the city's economy while creating new jobs and adding a rich character to Lowell businesses.



City	Durham (+ statewide presence)
Entity	North Carolina Community College System
Program	<p>Training for Local Businesses</p> <ul style="list-style-type: none"> • NCCC conducts business-focused training programs that service 600-700 local businesses every year • Services, such as training courses and use of university infrastructure, are free of charge and tailored to the needs of companies
Outcomes	Till date, NCCC has started 669 businesses with creation/retention of 6,827 jobs.

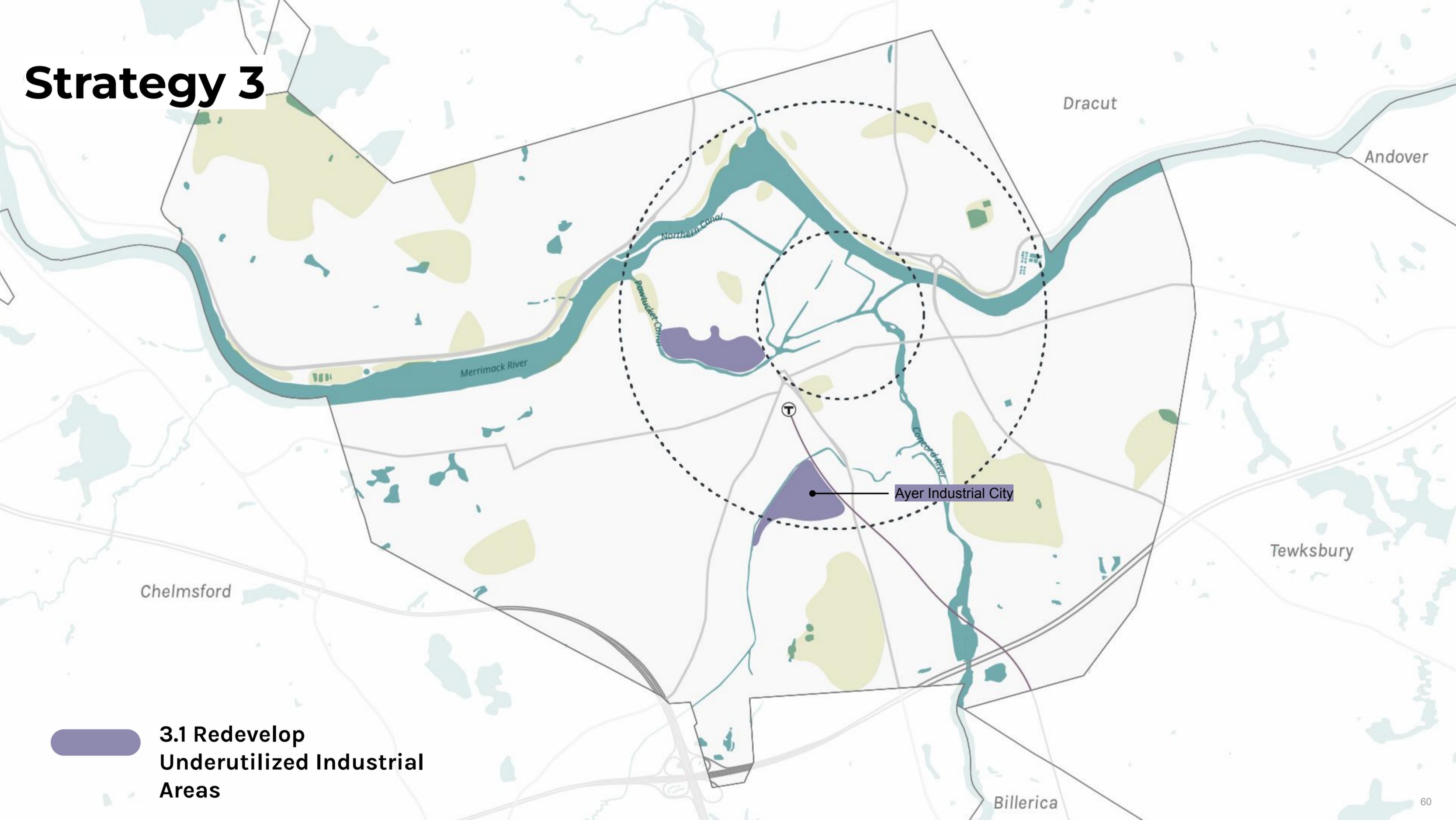


City	Philadelphia
Entity	University of Pennsylvania
Program	<p>Economic Inclusion Program</p> <ul style="list-style-type: none"> • The program engages local, minority, and women-owned businesses and residents in the University's economic activity through targeted purchasing and hiring initiatives
Outcomes	In 2015, Penn spent \$122 million with West Philadelphia-based businesses (~13% of the university's total purchasing), and 48% of new hires across Penn and its health system were local residents (1,572 new hires).

Source: Leveraging Anchor Institutions to Grow Inner City Businesses – A Resource for Inner City Entrepreneurs (2010), Engaging Urban Universities as Anchor Institutions for Health Equity (2016), North Carolina Small Business Center Network.

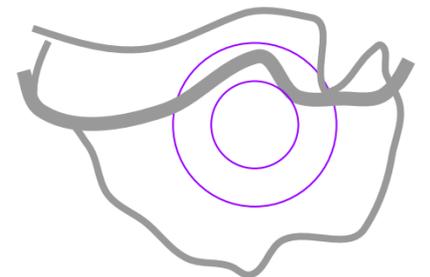
Strategy 3

 3.1 Redevelop Underutilized Industrial Areas



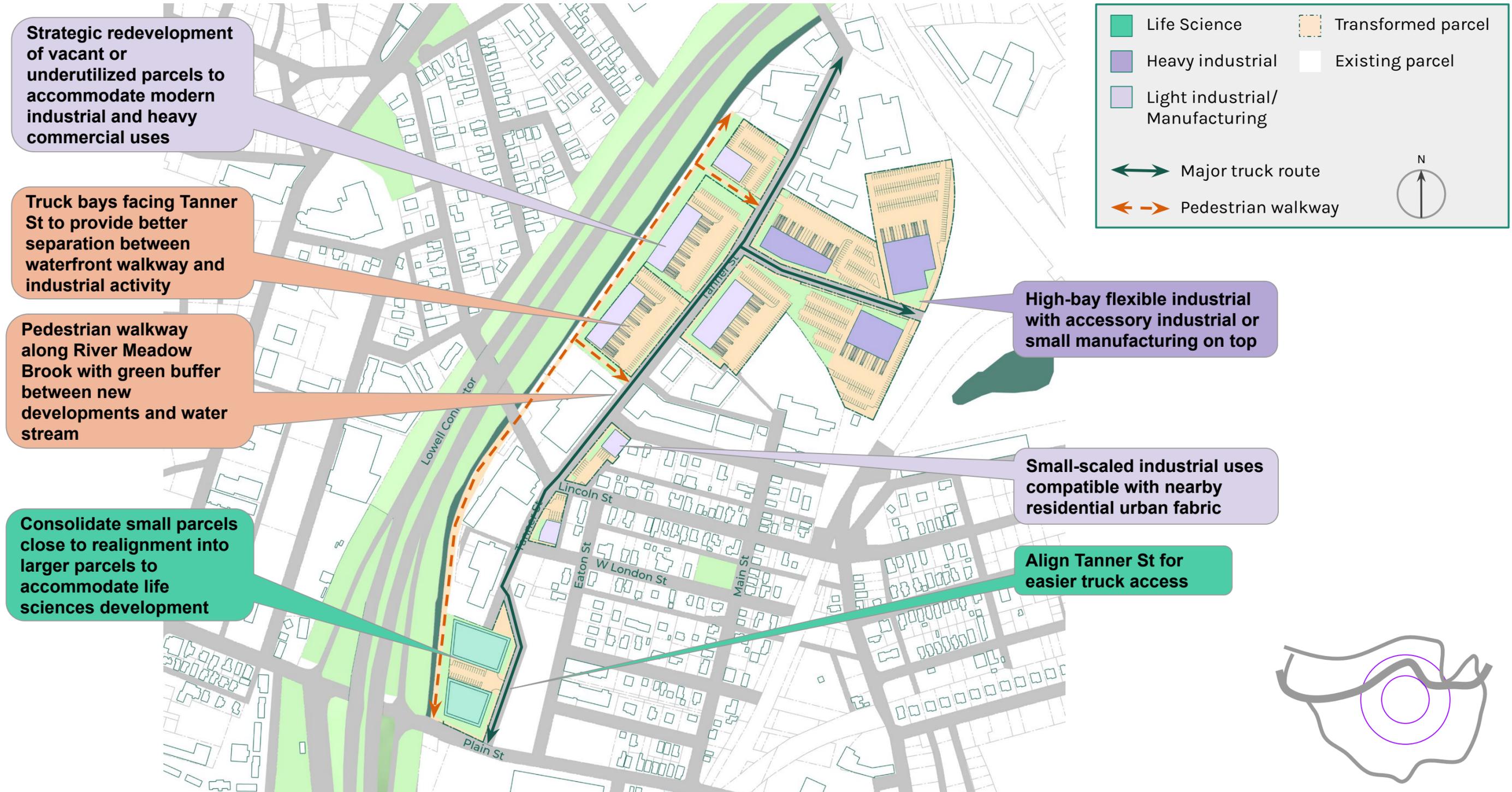
Strategy 3.1: Redevelop Underutilized Industrial Areas

Existing Conditions



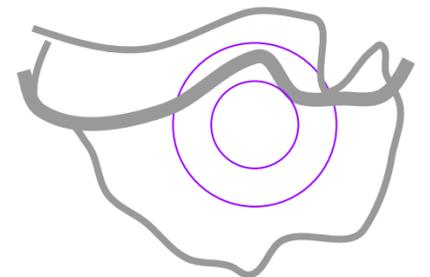
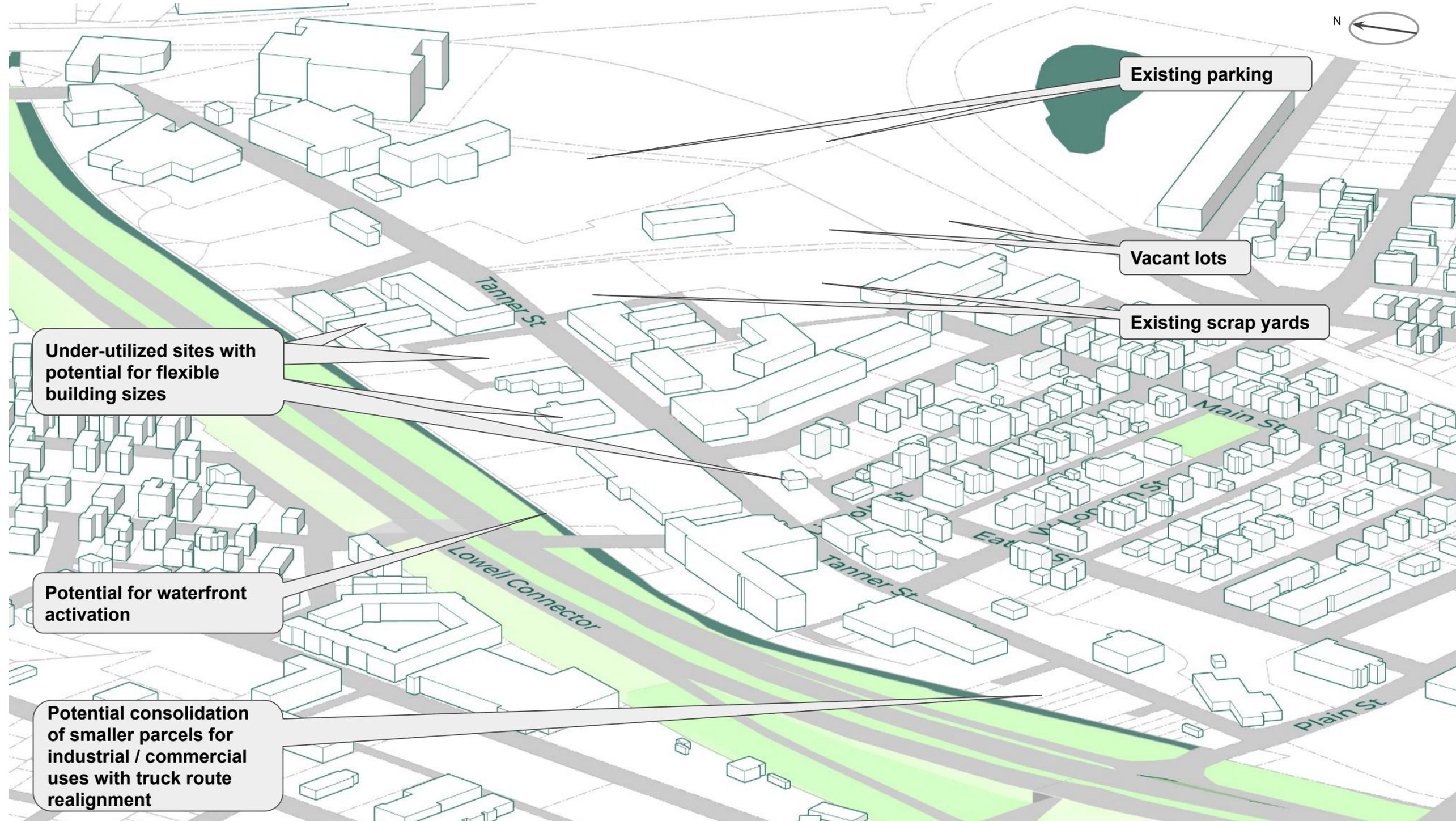
Strategy 3.1: Redevelop Underutilized Industrial Areas

Potential improvements



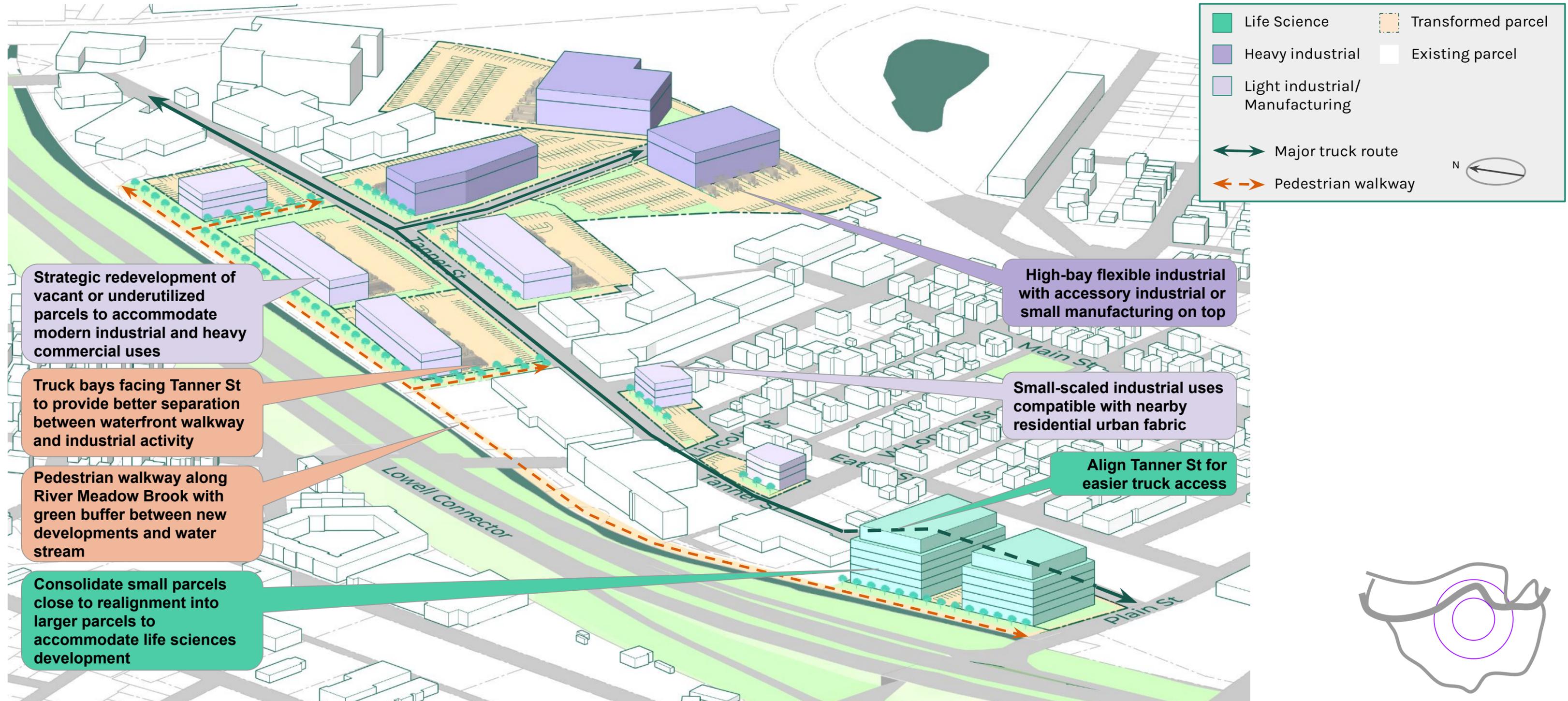
Strategy 3.1: Redevelop Underutilized Industrial Areas

Existing Conditions



Strategy 3.1: Redevelop Underutilized Industrial Areas

Potential improvements



Break Out Rooms

Does the growth map and the areas resonate with you?

What other citywide and place-specific strategies should we consider?

Where else would you like to see these strategies?

Do you feel these strategies leave anyone/anything out?

Next Steps



Next Steps

1. Review growth strategies (feasibility, considerations, etc)
2. Actions and Implementation Matrix
3. Public Workshop 2 confirmed for June 21 at 6:30 pm at the Lowell Senior Center. **Join us and spread the word!**
4. Survey 2 will close soon (one week before the Public Workshop 2). **Help us promote the survey!**
5. Stay connected with Lowell Forward!

Survey 2: Vision and Goals

Access the survey at:

<https://forward.lowellma.gov/get-involved/>

Help us make sure that we're heading in the right direction!

We heard you in the Visioning Survey, the Citywide Visioning Workshop, and through our Community Organizer. The vision statements and top goals below will be used to set the priorities for the Lowell Forward plan.

Now, we're asking you whether we got it right! Please share your input with us.

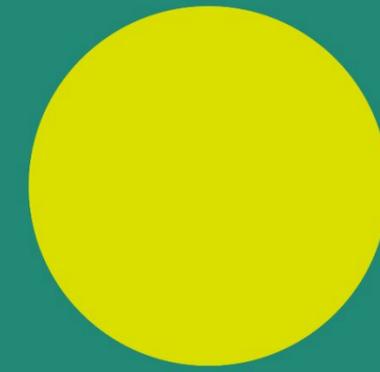
Take the top goals & vision survey

Help us make sure that we're heading in the right direction in establishing top goals for Lowell

Access the survey at:
<https://forward.lowellma.gov/get-involved/>

LOVELL
FORWARD

Citywide Workshop 2



Lowell Forward Public Workshop

Vision and Growth Strategies

Place: Lowell Senior Center
Date: Wednesday June 21
at 6:30 pm - 8:00 pm



Citywide Workshop 1: we would love your support!

Please email Fran if you would like to help. These are some ways in which you can support the team:

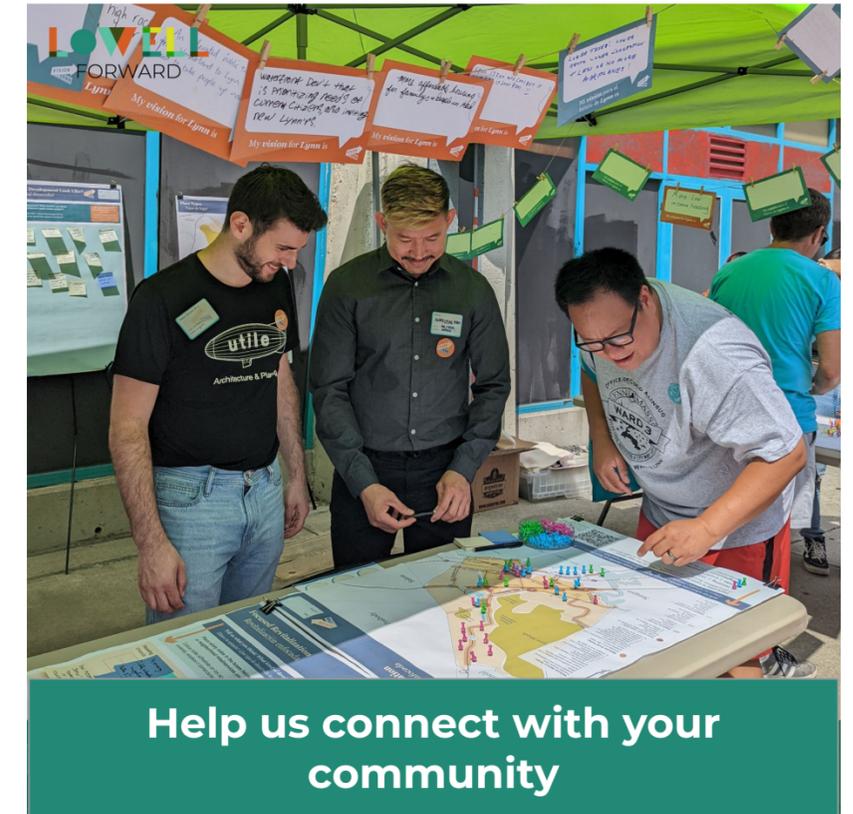
Outreach. Bring 5 people to the event!



Welcome table. Welcome folks, sign up and nametags



Interpretation. Khmer, Spanish, or Portuguese.



Stay connected

forward.lowellma.gov

[@lowell_forward_plan](https://www.instagram.com/lowell_forward_plan)

[Lowell Forward](https://www.facebook.com/lowellforward)

Follow us for updates, actively participate on comment sections, and help us spread the word!

Thank You!

LOWELL
FORWARD

Agenda (outline)

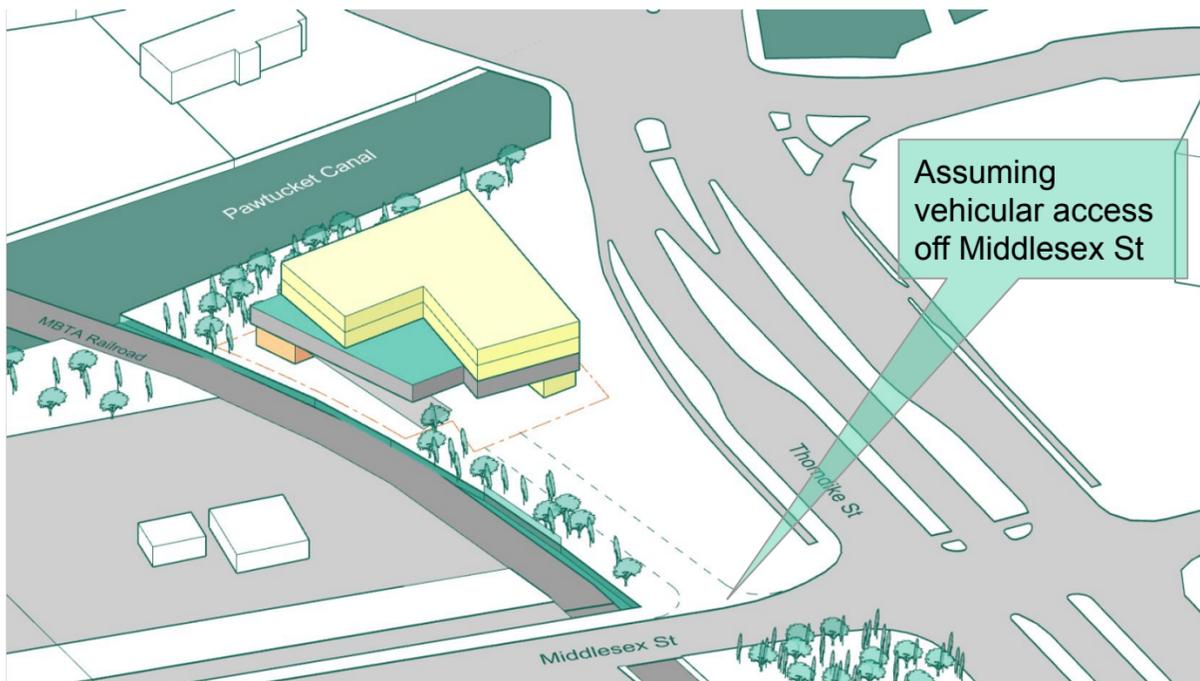
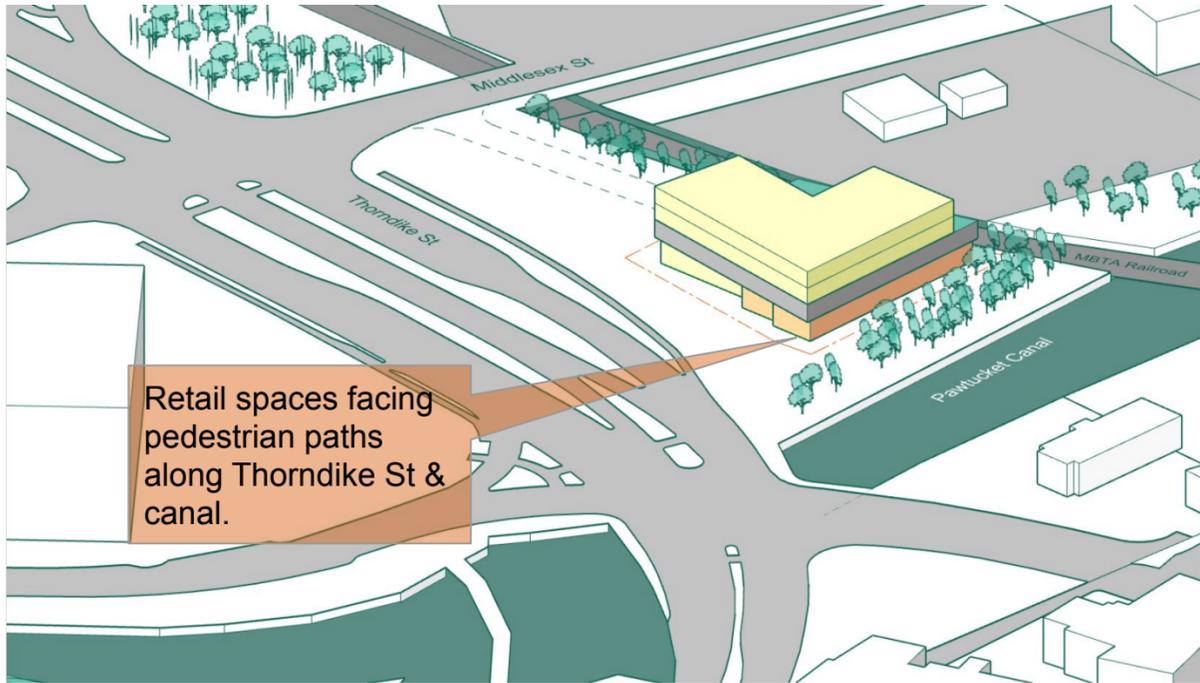
- What we heard/where we left off
- Engagement so far (mainly to get brownie points and how its being folded in)
 - Public Meeting #2
 - Debrief from Housing Public Meeting
- Reminder: how this plan builds on and differs from Sustainable Lowell
 - Physical planning strategies
 - Clear Implementation priorities and steps
- Lowell Forward:
 - Top goals and actions framework
 - Growth Strategies
 - Implementation Matrix Framework
- Today's Focus: Growth strategies
 - Comprehensive map
 - Grow and connect our central core/build on existing assets - grow downtown, fill and connect gaps
 - Enhance neighborhood centers/build on existing assets - densify/activate/connect/public realm
 - Existing Anchors - UMass lowell connections
 - Reimagine Industry potential TK -
- Breakout Rooms: Does the growth map and focus make sense? What are other strategies to consider? Where else would like to see these strategies?
- Next Steps
 - Giving teeth to growth strategies (feasibility, considerations etc)
 - Actions and Implementation Matrix
 - Public Meeting

Key Takeaways from City-led focus groups

- The homelessness problem is very serious in Lowell
- ALL types of **housing** is needed in Lowell - extremely low income, workforce, middle income, market rate
- Lowell needs to change its zoning code to allow more **housing** types in more places. $\frac{2}{3}$ of the city's residential land is zoned for single family
- Historic Board regulations can be a challenge when trying to develop new housing by driving up costs.
- **More density is needed**. Current zoning favors single family zoning.
- Regulations too strict, allow market forces to control what developers develop
- The City needs to step up **sustainability** and clean energy efforts
- Improve multi-modal **access to parks and open spaces**
- Close the gaps in the City's **bike and trail networks**
- Improve trash, **recycling**, and municipal composting in parks.
- African residents do not participate in enjoying the **amenities** that Lowell has to offer at the same rate as residents from other ethnic backgrounds
- Communication from City government could be improved. City materials should be **translate into other languages**.
- City staff is helpful but the **"system" is difficult to navigate** and not as effective for those who don't have connections to city staff/politicians.
- **Transit** in Lowell could have improved frequency/reliability. Bus shelters are needed especially in the Acre.
- **Walkable areas** like Tuscan Village, Lynnfield Market could be developed in areas like Crosspoint parking lot.
- Not working well - **Sidewalks: broken pavement**; pieces of old signs protruding; crosswalk ramps flooded
- The City needs to drastically **improve public transportation and access to health care** facilities taking into consideration the needs of residents from all walks of life.
- Downtown needs to be **improved/perception** changed - more lighting, cosmetic updates, better stewardship
- **Downtown** needs to be more of a destination with more activities/things to do.
- Lowell has a marketing problem. There are many resources available for **small and growing businesses** but people do not know that they exist.
- Housing costs are preventing students (and therefore, future skilled **workforce**) from remaining in Lowell which threatens businesses' ability to attract talent
- The success of **UML, MCC**, and the City is interconnected and many of the problems that need solving in Lowell are best approached collaboratively.
- **Students** report feeling safe on the MCC and UML campuses but feel much less safe when exiting the campus

Fill the Gaps in the Central Core - TOD site

Scenario 1: Existing Zoning & Parking Ratio of 1



Scenario 1 Parameters

Parcel size: ~24,000 SF
 Min. LA/DU per zoning: 1,000
 Parking Spaces/DU: 1

Test-fit Yield

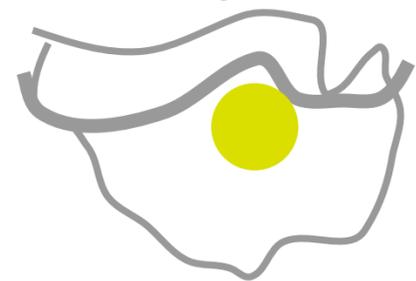
Gross area: 31,600 GSF
Ground-level Retail: 5,700 SF
Residential: 25,900 SF
Unit mix:
 (2) Studio
 (10) 1 Bedroom
 (10) 2 Bedroom
 (2) 3 Bedroom

Levels 3-4 Residential
Level 2 Parking
Level 1 Retail / Lobby / Parking

Parking:
 (4) Ground
(27) Second Level
(31) Total Spaces

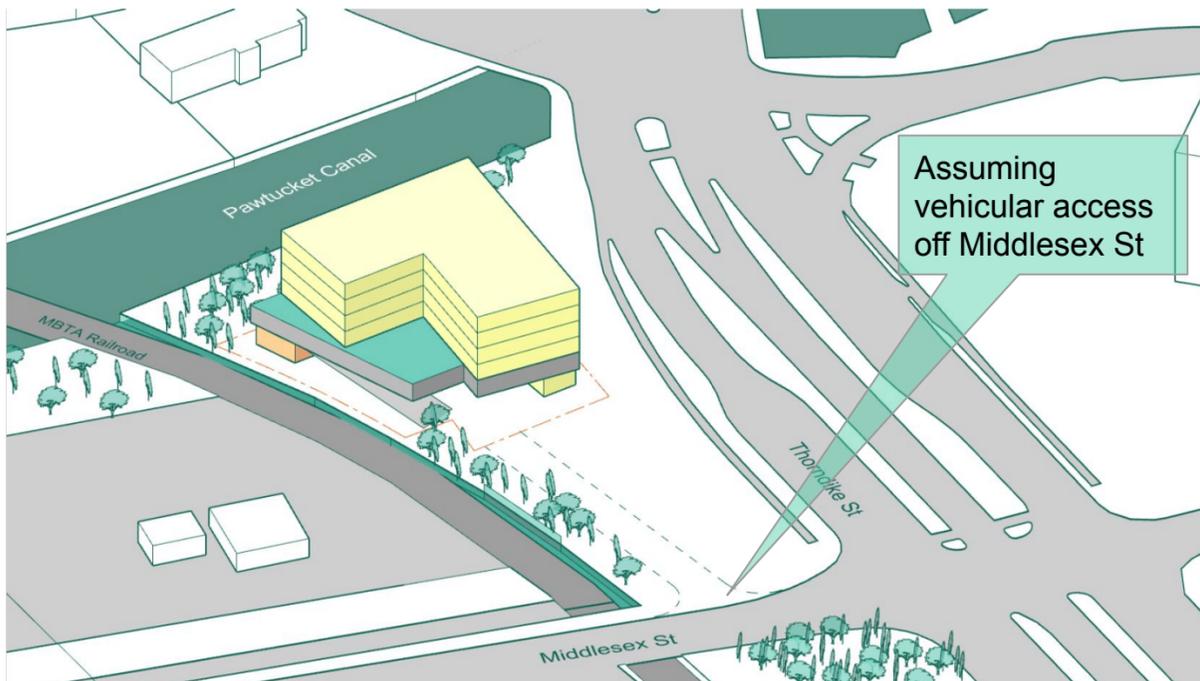
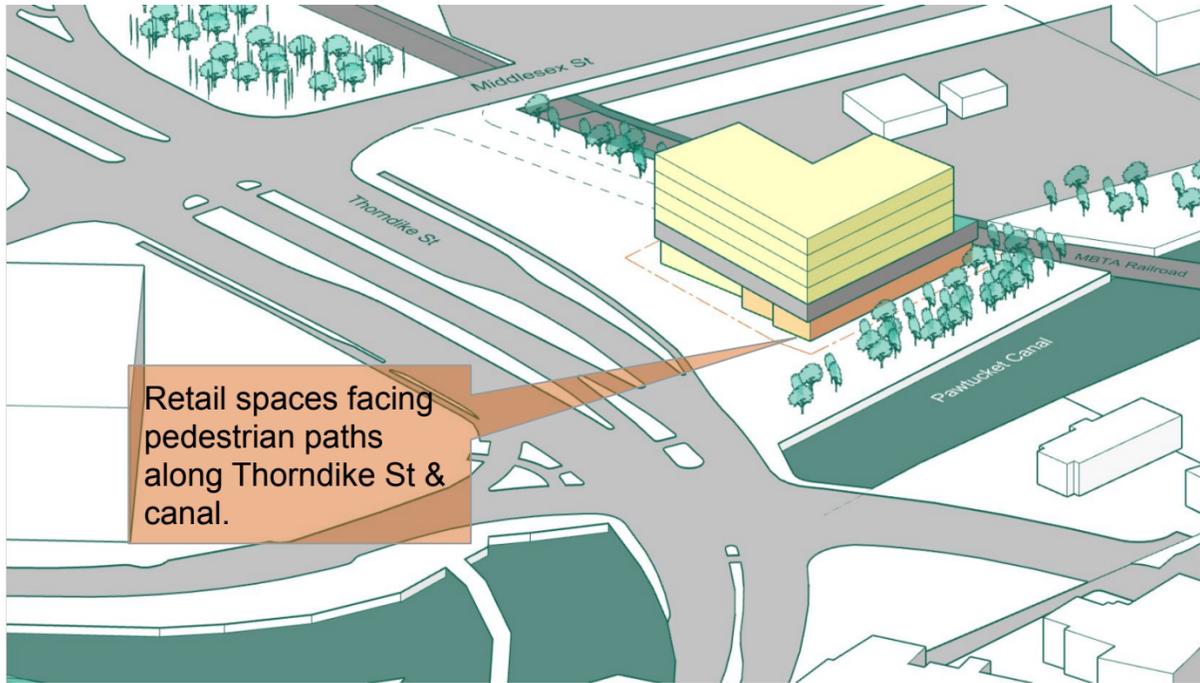
- Residential
- Retail
- Parking

(24) Total Units



Fill the Gaps in the Central Core - TOD site

Scenario 2: No Min. LA/DU; Parking Ratio of 0.5



Scenario 2 Parameters

Parcel size: ~24,000 SF
~~Min. SF/DU per zoning: 1,000~~
 Parking Spaces/DU: 0.5

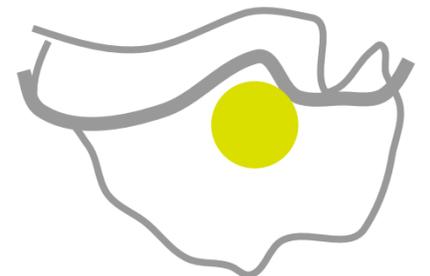
Test-fit Yield

Gross area: 59,000 GSF
Ground-level Retail: 5,700 SF
Residential: 53,300 SF
Unit mix:
 (4) Studio
 (24) 1 Bedroom
 (20) 2 Bedroom
(4) 3 Bedroom

Levels 3-6 Residential
Level 2 Parking
Level 1 Retail / Lobby / Parking

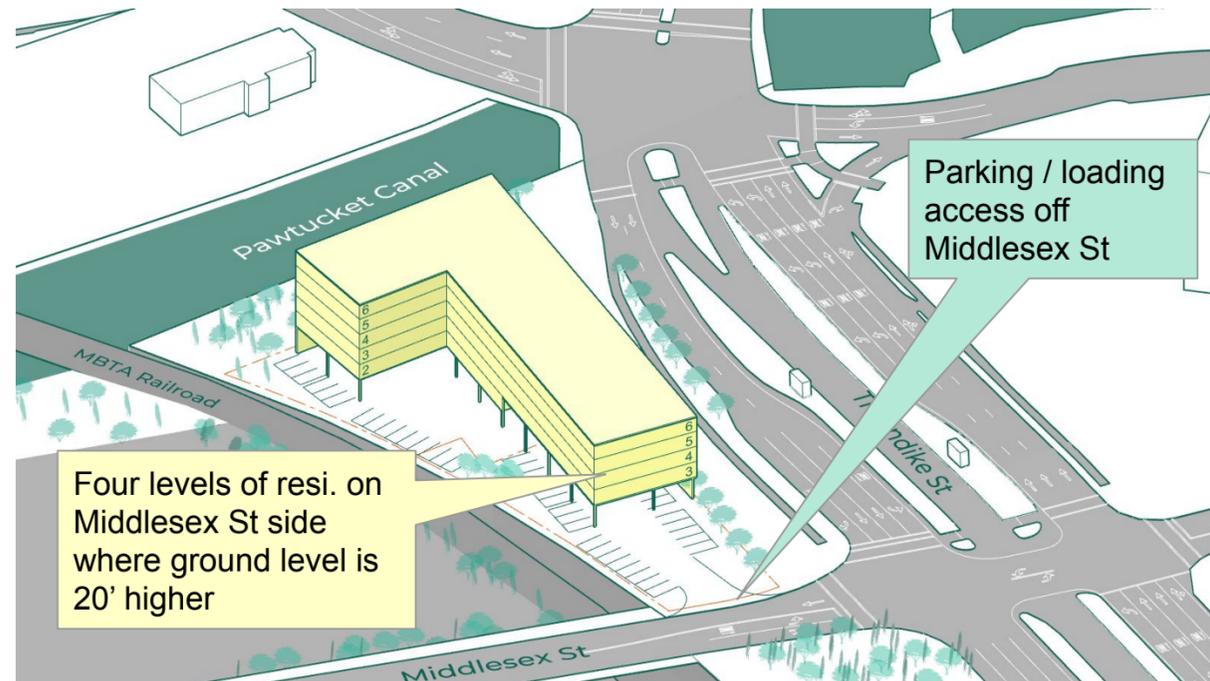
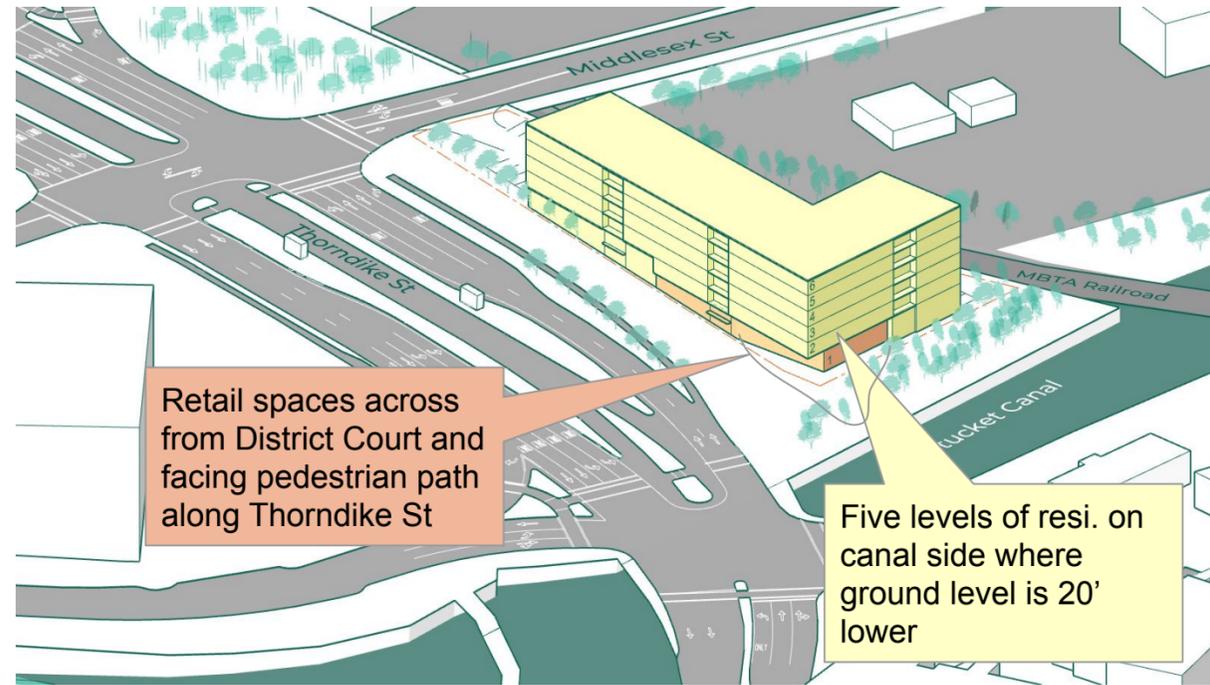
Parking:
 (4) Ground
(27) Second Level
(31) Total Spaces

- Residential
- Retail
- Parking



Fill the Gaps in the Central Core - TOD site

Test-fit Scenario: 4.5 Levels of Resi., Ground-level Retail



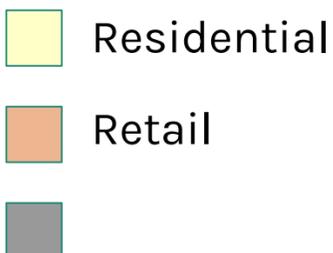
Scenario Parameters

Original parcel area: ~24,000 SF
 Assumed add'l avail. area: ~18,000 SF

 Total area: ~42,000 SF

Min. LA/DU per zoning: N/A
 Parking Spaces/DU: 0.5

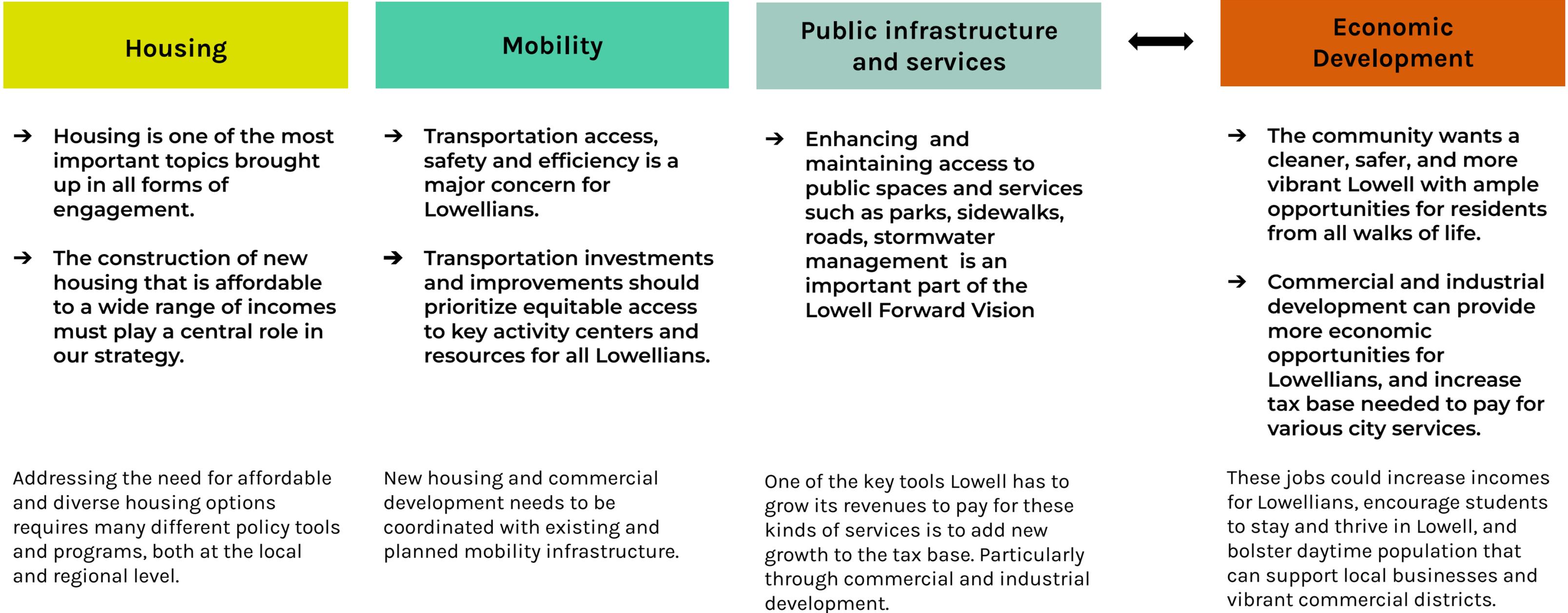
Levels 2-6 Residential
 Level 1 Retail / Lobby / Parking



Test-fit Yield

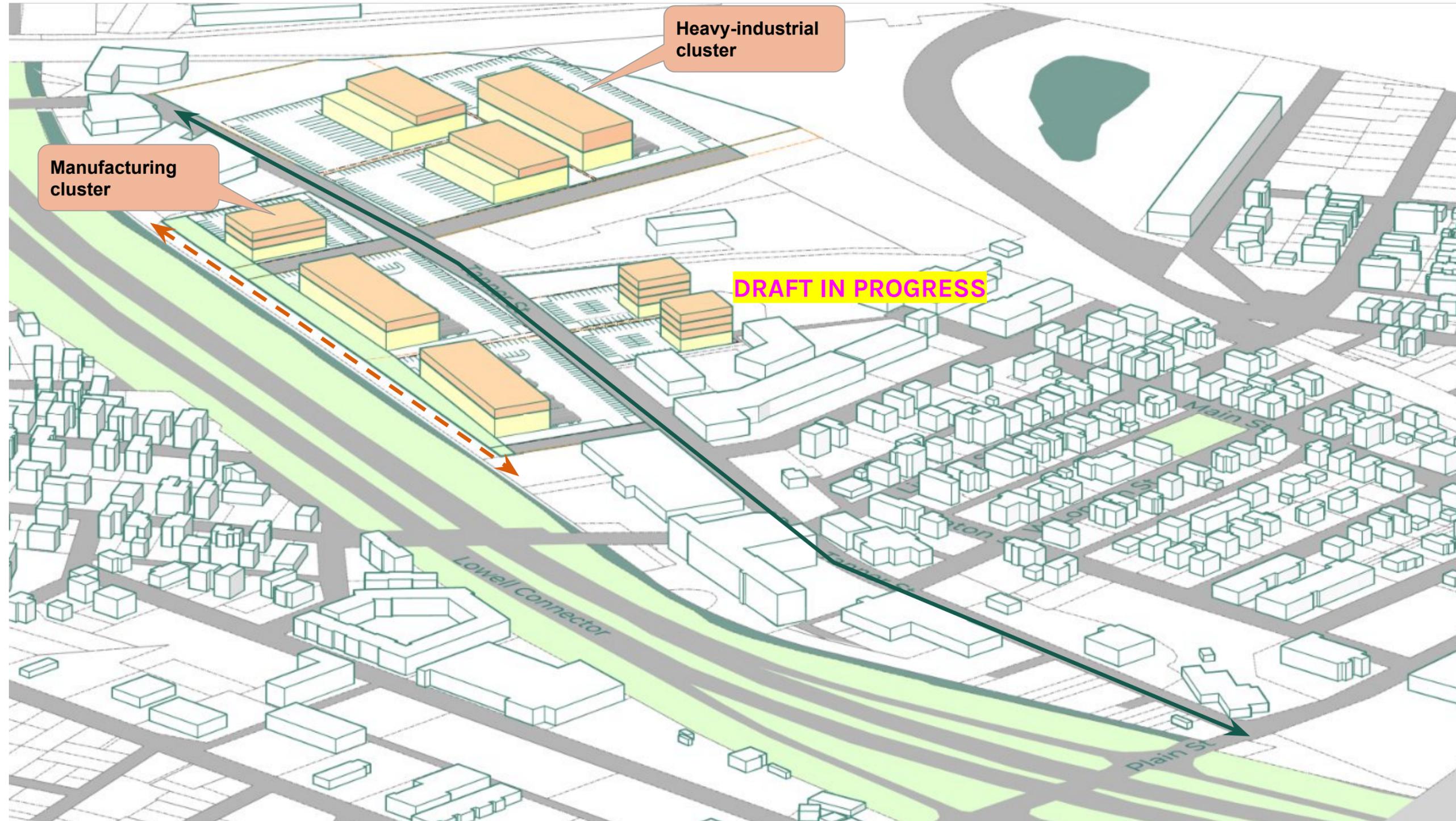
Gross area: 100,000 GSF
 Residential: 95,000 SF
(90) Total Units
 Ground-level Retail: 5,000 SF
 Ground-level Parking: **(50) Total Spaces**

Why do we need growth? How is growth going to help us achieve our vision?



Redevelop Underutilized Industrial Areas

Phase 1



- Strategic redevelopment of vacant or underutilized parcels to accommodate modern industrial and heavy commercial uses
- Green buffer between new developments and water stream

Consolidate 2 phases

North arrow

↔ Major truck route

↔ Pedestrian

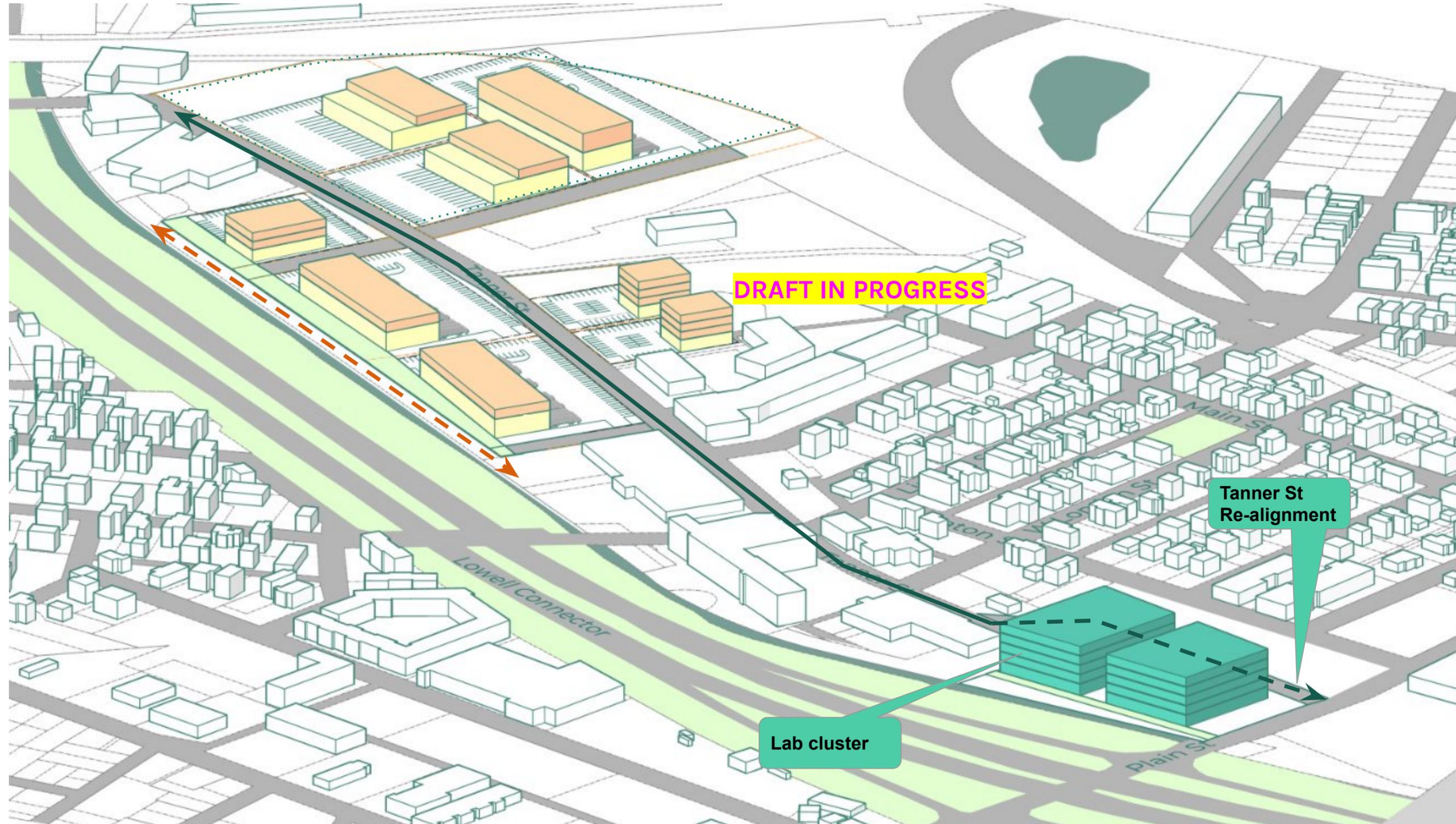
Industrial

Commercial



Redevelop Underutilized Industrial Areas

Phase 2



- Align Tanner St for easier truck access
- Consolidate small parcels close to realignment into larger parcels to accommodate life sciences development

↔ Major truck route

↔ Pedestrian

Industrial

Commercial

Life Science