

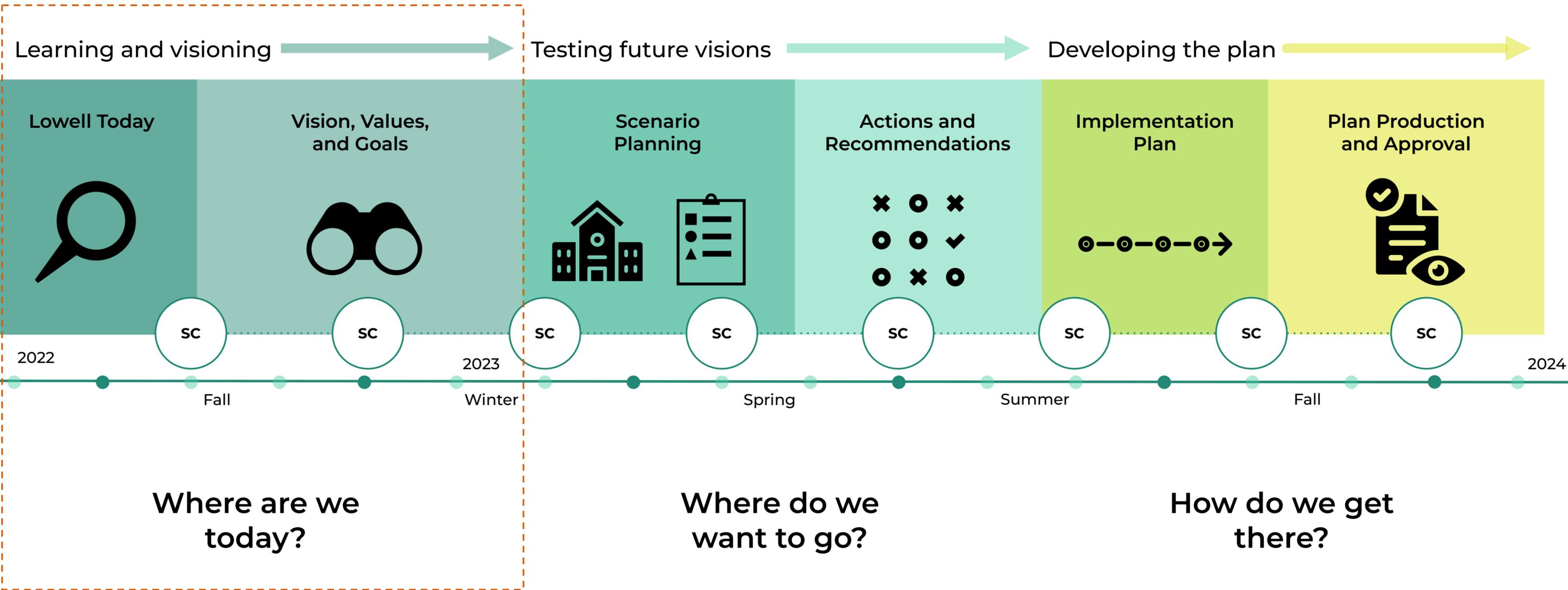
# Listening Tour 1: Engagement Takeaways



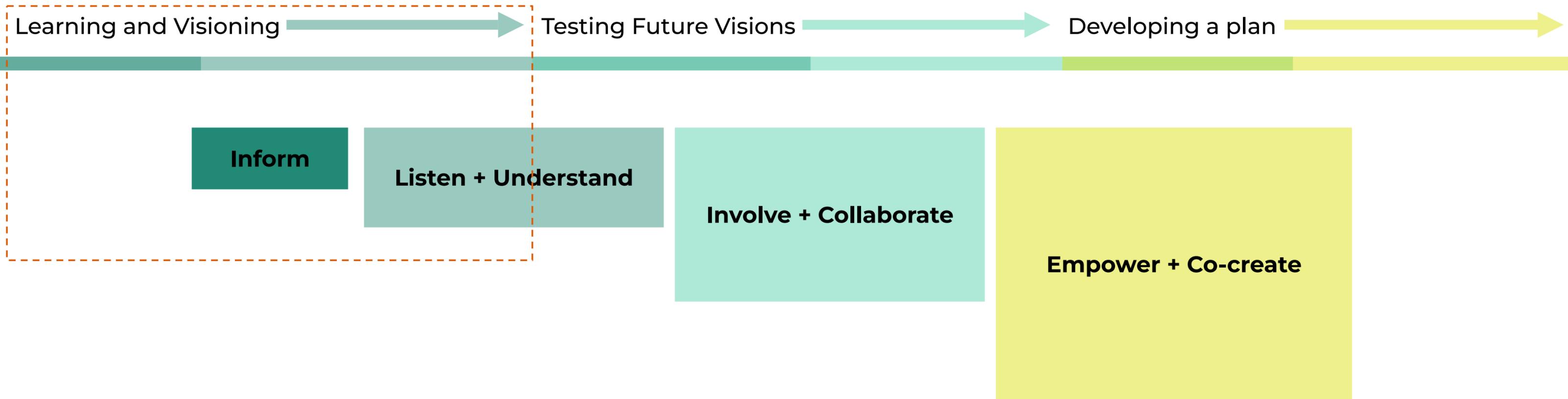
# Contents

- 1. Engagement Timeline**
- 2. Overall Top Themes and Takeaways**
- 3. Themes by Topic Area**
- 4. Themes by Outreach Channel**
  - a. Social Media/Website
  - b. Visioning Survey
  - c. Community Organizer Outreach
  - d. Public Workshop 1
- 5. Sustainable Lowell 2025 crosscheck**
- 6. Steering Committee Feedback**
- 7. Considerations and Next Steps**

# Plan Steps/Phases

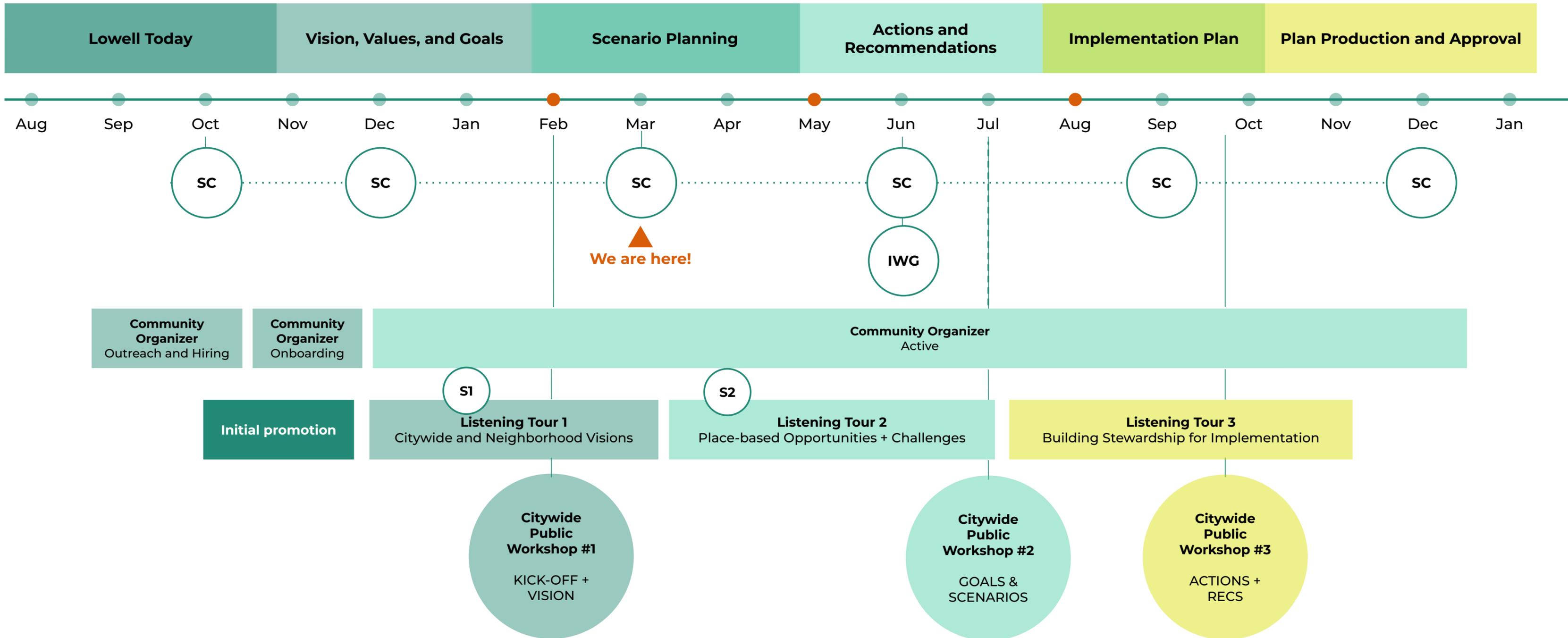


# Thick engagement



# Learning and Visioning: Outreach

Learning and Visioning → Testing Future Visions → Developing a plan →



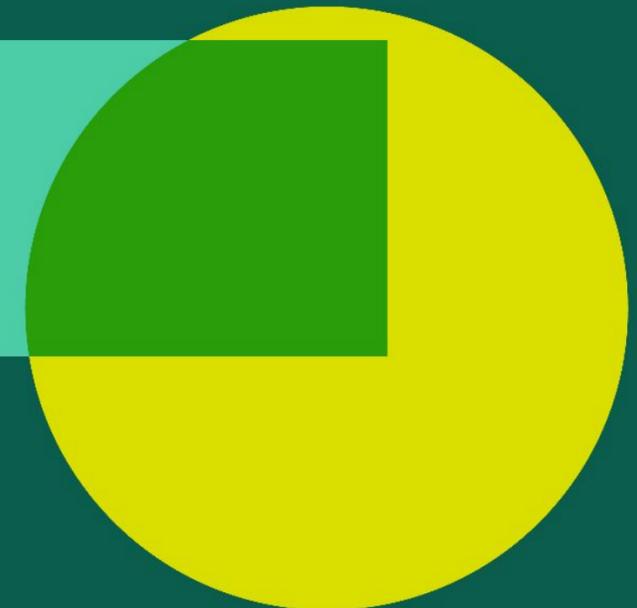
SC = Steering Committee, IWG = Interdepartmental Working Groups, S = Survey Launch

# LT1 Learning and Visioning: Outreach Channels

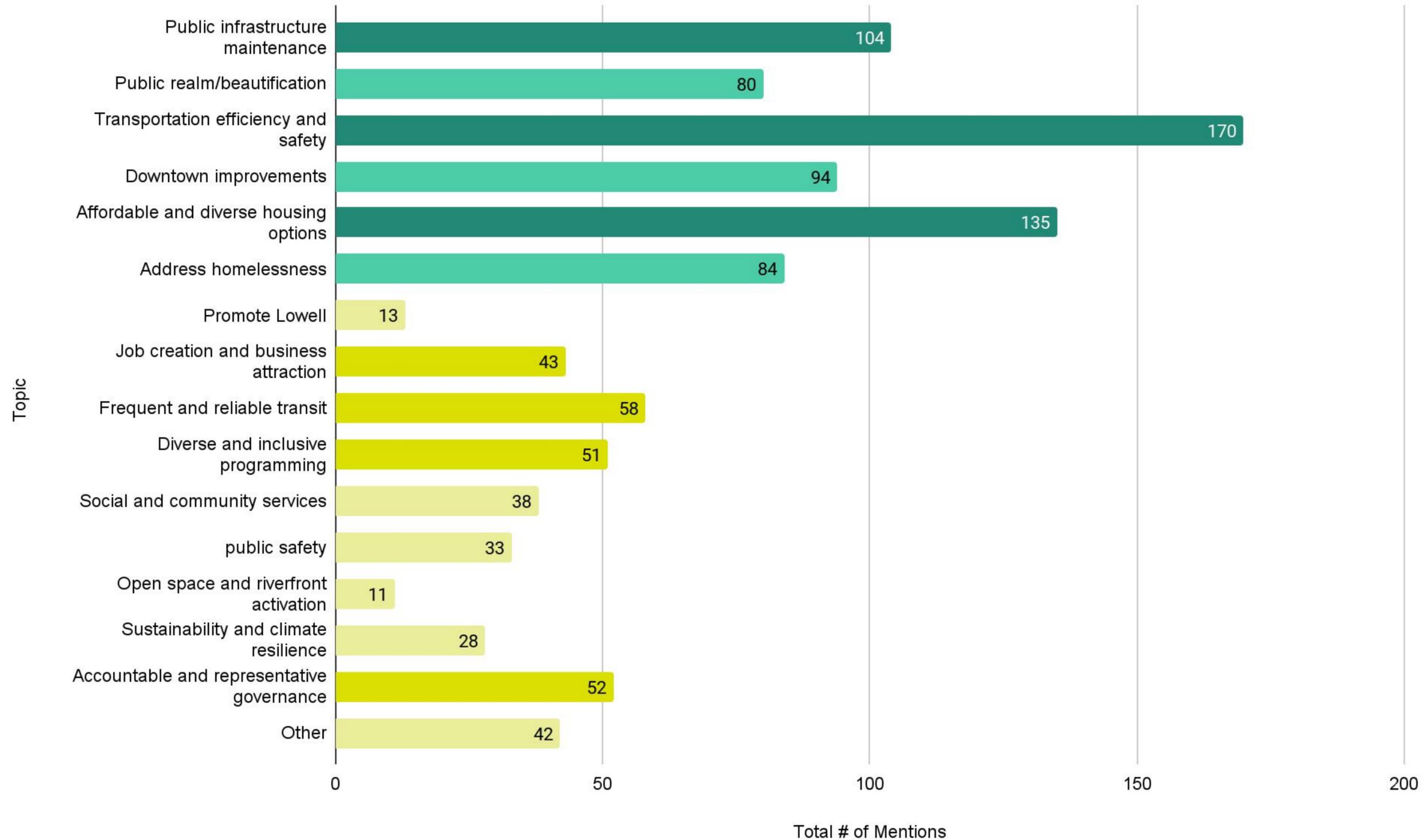
1. **Initial Promotion:** Social Media, Website, Word-of-mouth
2. **Visioning Survey (digital and in-person):** Vision and Themes
3. **Community Organizer/Network Building:** Neighborhood and Community outreach
4. **Public Workshop 1:** Existing conditions insights and feedback, Vision and Themes
5. **Steering Committee Feedback:** Plan process and feedback

# Listening Tour 1 Stats

- **Public Workshop 1**
  - 100+ attendees
  - 36 comment cards (English, Spanish)
  - 284 sticky notes (English, Spanish, Swahili)
- **Visioning Survey**
  - 708 responses (English)
  - 17 responses (Spanish)
  - 4 responses (Khmer)
  - 15 responses (Portuguese)
- **1:1 Stakeholder Conversations**
  - 21 conversations
  - 40 comment cards



# Overall Themes - LT1



# Initial Promotion - Social Media

# Social media plan promotion

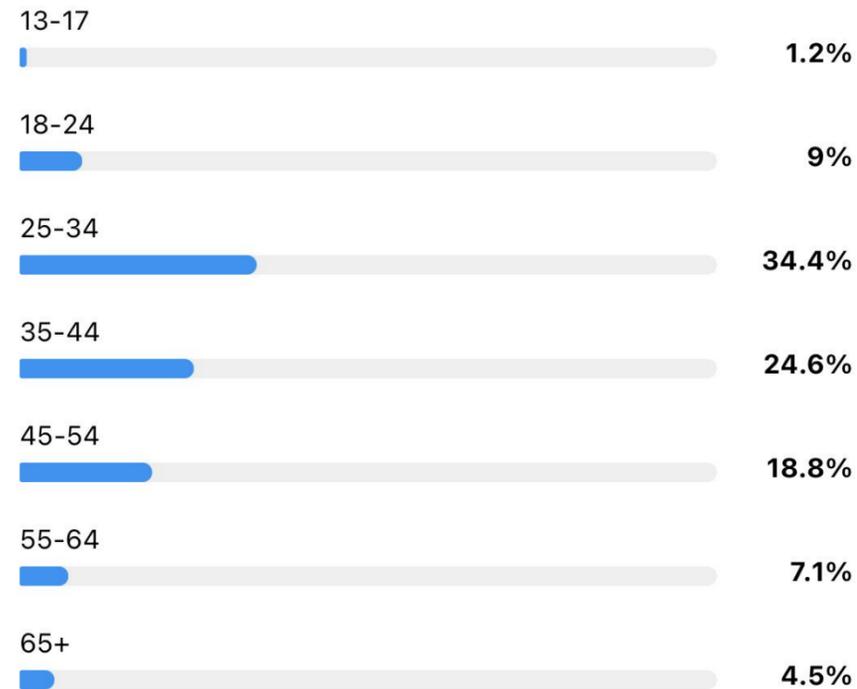
- 195 followers on Instagram,
- 66 followers on Facebook, posts reached: 2,745

## Instagram Demographics:

### Age Range

of your followers

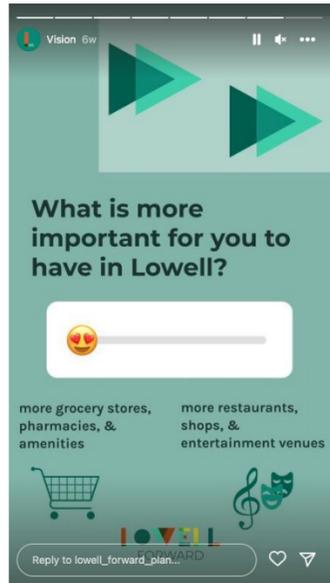
All Men Women



The screenshot shows the Instagram profile for 'lowell\_forward\_plan'. The profile picture is a teal circle with a stylized 'L' in orange and black. The bio reads: 'Lowell Forward Comprehensive Master Plan update for Lowell, MA linktr.ee/lowellforward'. It shows 16 posts, 195 followers, and 36 following. Below the bio are two featured posts: 'Vision' and 'Places'. The main feed is set to 'POSTS' and displays several promotional graphics for the 'LOVELL FORWARD' initiative, including a visioning survey, a community workshop, and an explanation of a comprehensive plan.

# Social media Plan Promotion

We got a lot of interactions from the stories below:



17 people answered. This is the average answer.



16 people answered. This is the average answer.



16 people answered. This is the average answer.

## Answers

- leelu780 Shawna Lee Hastie
- bosscoe15 Adam Roscoe
- steensmcgee Christine McCall
- shamirrivera Shamir Rivera-Qu...

## Answers

- andrea\_baena\_a Andrea Baena
- mikaelamcc Mikaela Hondros-...
- shamirrivera Shamir Rivera-Qu...
- steensmcgee Christine McCall

## Answers

- rpoppy54 Rick Popolizio
- shi\_lemonade Sinead Parade
- melbourneanne Melissa Mastro...
- shamirrivera Shamir Rivera-Qu...

## Most popular post:

# Website Comments

**“2 Comments on the "Initial Observations" portion of last night's meeting. First - GREAT presentation! Second - I didn't see any demographic data on age. Much of the discussion focused on housing and zoning. Age plays a huge role in the types of housing stock needed in the community.”**

**“There are plenty of unused, vacant, foreclosed and abandoned properties strewn throughout Lowell that can be used to solve the housing crisis”**

# Visioning Survey Results

# Survey 1: Vision and Values

- 1. In our 2013 Comprehensive Plan we identified these 4 vision points with the community. We'd like to know if you think these themes are still important.**
  - a. Livability
  - b. Place-making
  - c. Longevity
  - d. Responsibility
- 2. What other themes should we consider in Lowell Forward, our updated Comprehensive Plan?**
- 3. What are some things you love about Lowell as a city? About your neighborhood?**
- 4. What do you want to see improve or change in Lowell? In your neighborhood?**

## Take our visioning survey

What do you want for the Lowell of the future? Tell us what you like about the city and what could improve

Access the survey (link in bio):  
<https://forms.gle/AdjCzebVa9piq9V49>

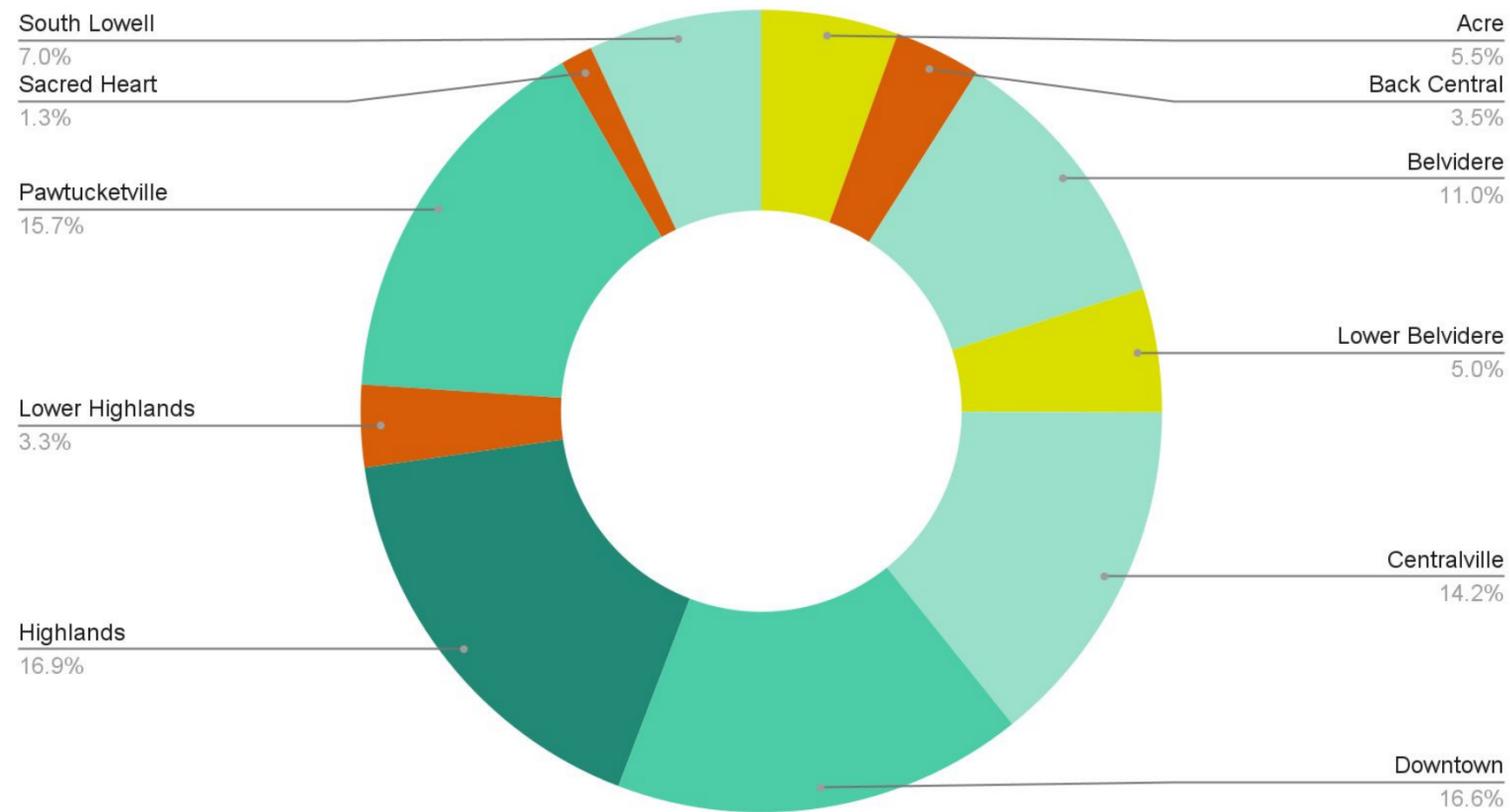
LOWELL  
FORWARD

# Overall Stats - Visioning Survey

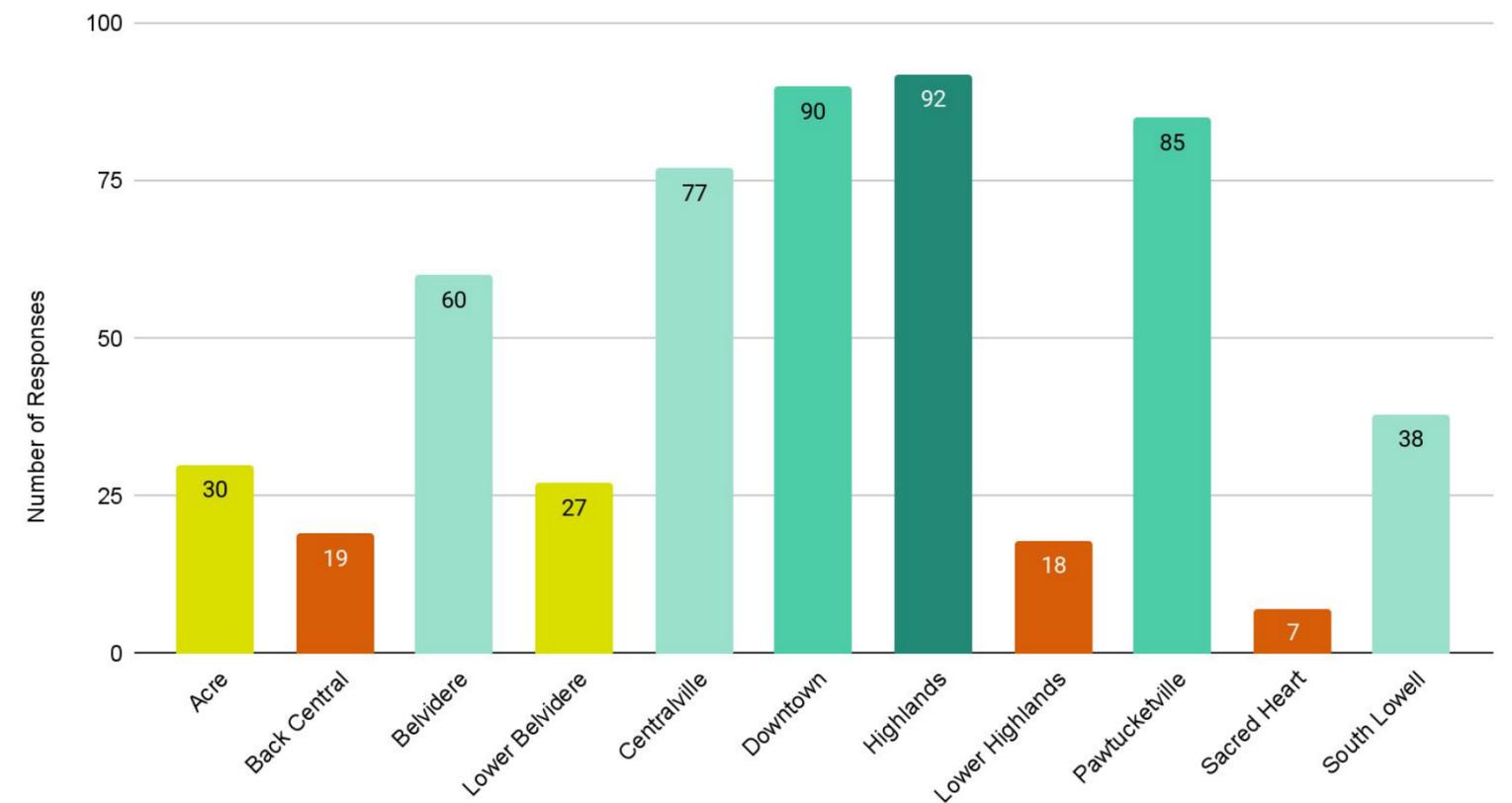
## Visioning Survey

- 744 responses
  - 708 (English)
  - 17 (Spanish)
  - 4 (Khmer)
  - 15 (Portuguese)

Responses by Neighborhood - Visioning Survey

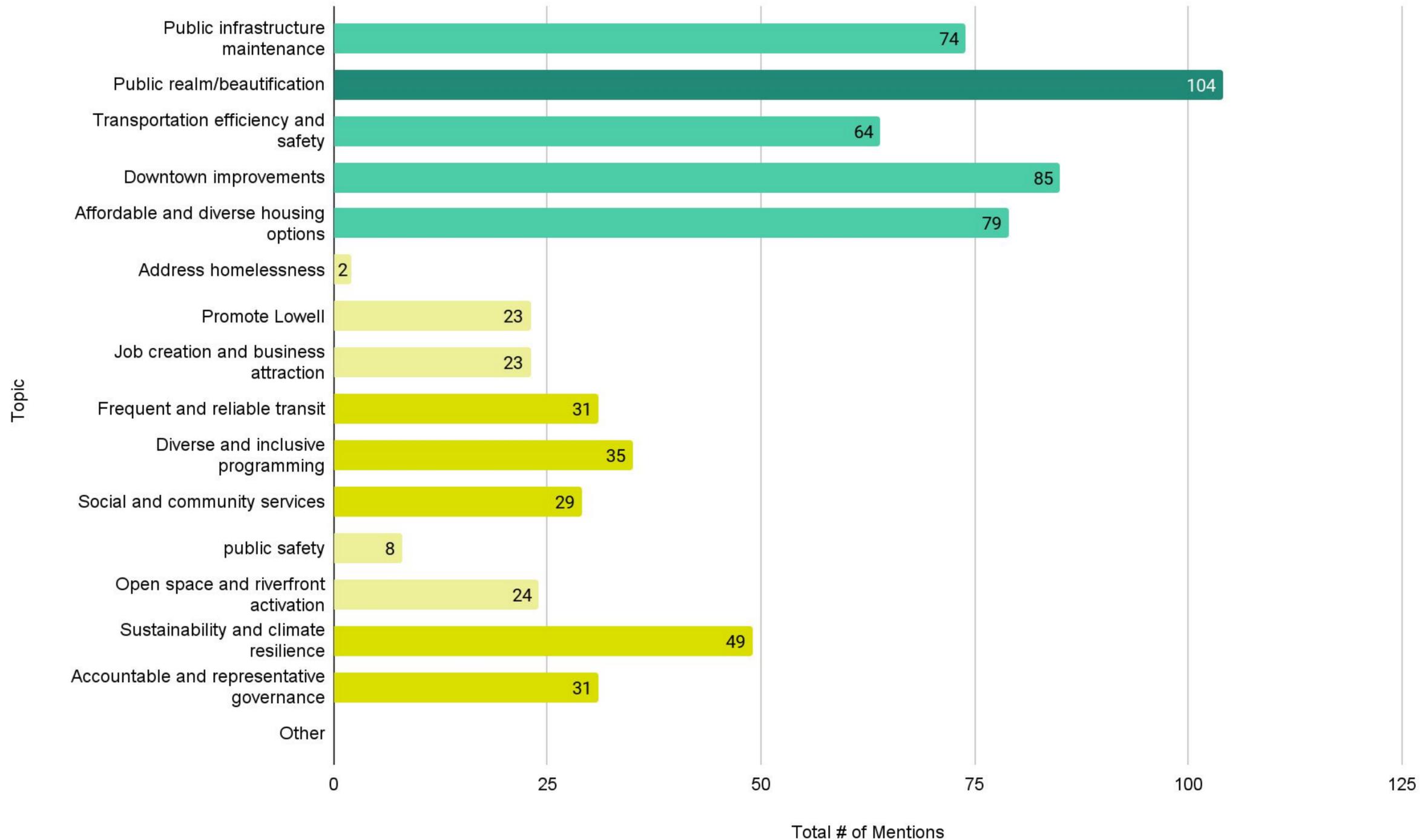


Responses by Neighborhood - Visioning Survey



# Top Themes

## Visioning Survey



# What are some things you love about Lowell as a city?

*Visioning Survey*



# Top themes by neighborhood: Acre

## Visioning Survey

What are some things you **love** about your neighborhood?



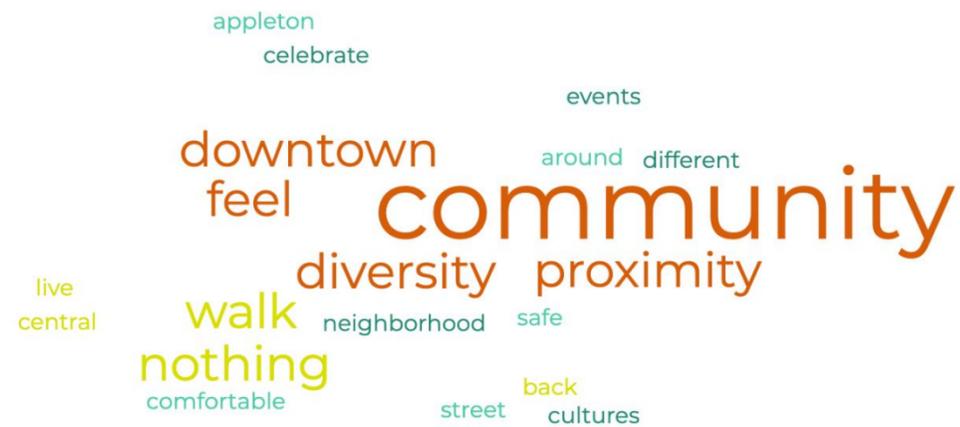
What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: Back Central

## Visioning Survey

What are some things you **love** about your neighborhood?



What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: Belvidere

## Visioning Survey

What are some things you **love** about your neighborhood?



What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: Centralville

## Visioning Survey

What are some things you **love** about your neighborhood?



What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: Downtown

## Visioning Survey

What are some things you **love** about your neighborhood?



What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: Highlands

## Visioning Survey

What are some things you **love** about your neighborhood?



What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: Lower Highlands

## *Visioning Survey*

What are some things you **love** about your neighborhood?



What do you want to **see improve or change** in your neighborhood?



# Top themes by neighborhood: Pawtucketville

## Visioning Survey

What are some things you **love** about your neighborhood?



What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: Sacred Heart

## *Visioning Survey*

What are some things you **love** about your neighborhood?

What do you want to see **improve or change** in your neighborhood?



# Top themes by neighborhood: South Lowell

## Visioning Survey

What are some things you **love** about your neighborhood?



What do you want to see **improve or change** in your neighborhood?

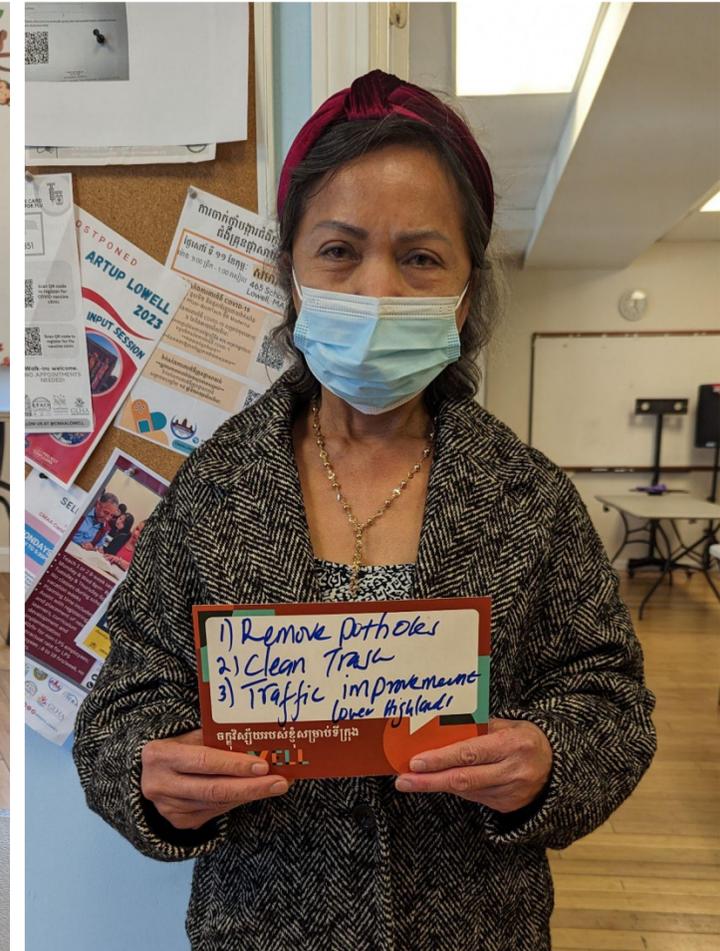
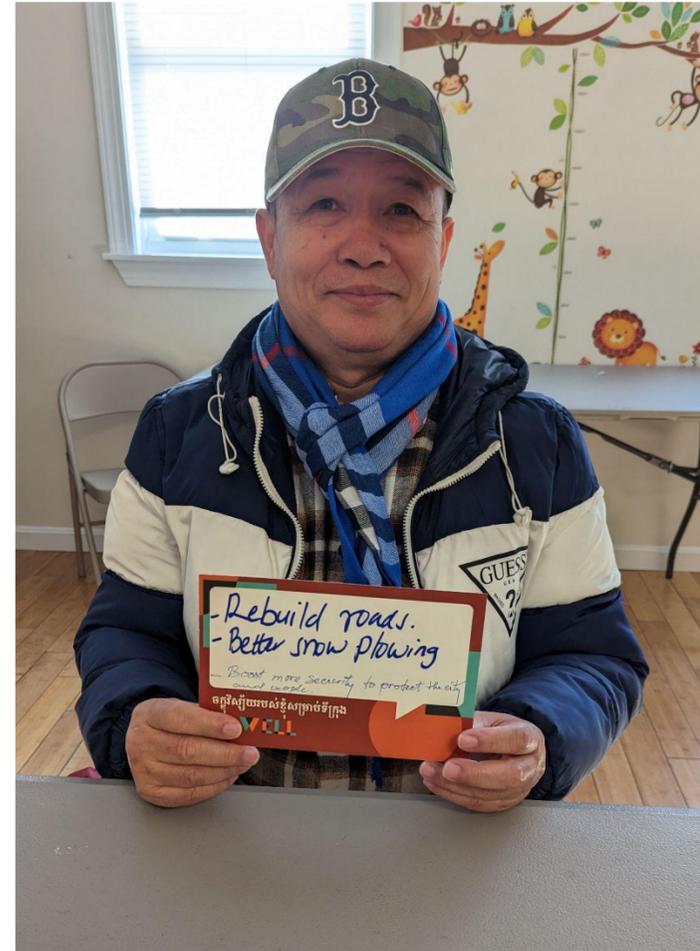


# Community Organizer Outreach

# Distribution of Visioning Survey

## Community Organizer Outreach

- **Text messages:** over 200 sent per week to promote Visioning Survey
- **WhatsApp group outreach:** over 500 impressions each week
- **40 comment cards**
- **Mercy asked some organizations to share surveys via personalized outreach:** GLHA, Boys and girls club, YMCA, Mass hire, Lowell Community Charter Public School (LCCPS), Center for Hope and Healing, Chamber of Commerce, Coalition for Better Acre, Enterprise Bank, Abisi Education Center, Merrimack Valley Housing Partnership, Community Teamwork, Elliot Presbyterian Church, Community Foundation, Lowell House, Center for Hope and Healing, Acre Childcare, Mass Development, Iglesia Cristiana, Latin American Center, African Community Center, Mass Association of Portuguese Speakers, Office of Lori Trahan, and numerous personal contacts
- **In-Person Outreach:** Monica Insurance Agency, MAPS, Center for Hope and Healing, Boys and Girls Club, PCEA, Neema Church, Dwelling House of Hope, CMAA, YMCA, GLHA, Life Connection Center, La Diferencia Restaurant, Colores store, Maximus Car Wraps, Middlesex Shelter, Lowell CHC, Saint Michael's Church



# Community Organizer Outreach

1. How long have you lived/ worked/ engaged with Lowell?
2. Where do you live?
3. Please select your associations, affiliations or groups that you represent.
4. In our 2013 Comprehensive Plan we identified these 4 vision points with the community. We'd like to know if you think these themes are still important.
5. What do you love about Lowell?
6. What strengths or opportunities do you see/ experience in Lowell?
7. What are the main challenges and opportunities that Lowell faces around...
  - a. Housing
  - b. physical places, environment and open space
  - c. mobility and transportation
  - d. economic development
  - e. entertainment, arts and culture
8. What ideas or recommendations do you suggest to tackle these challenges?
9. What other areas would you like to see improve or change in Lowell to make it an attractive place to live, work and play?
10. Do you have a person or group you would recommend we interview to inform Lowell Forward?
11. Would you like to host a focus group for your community?

Optional intro

What do you love?  
What changes do you want to see?

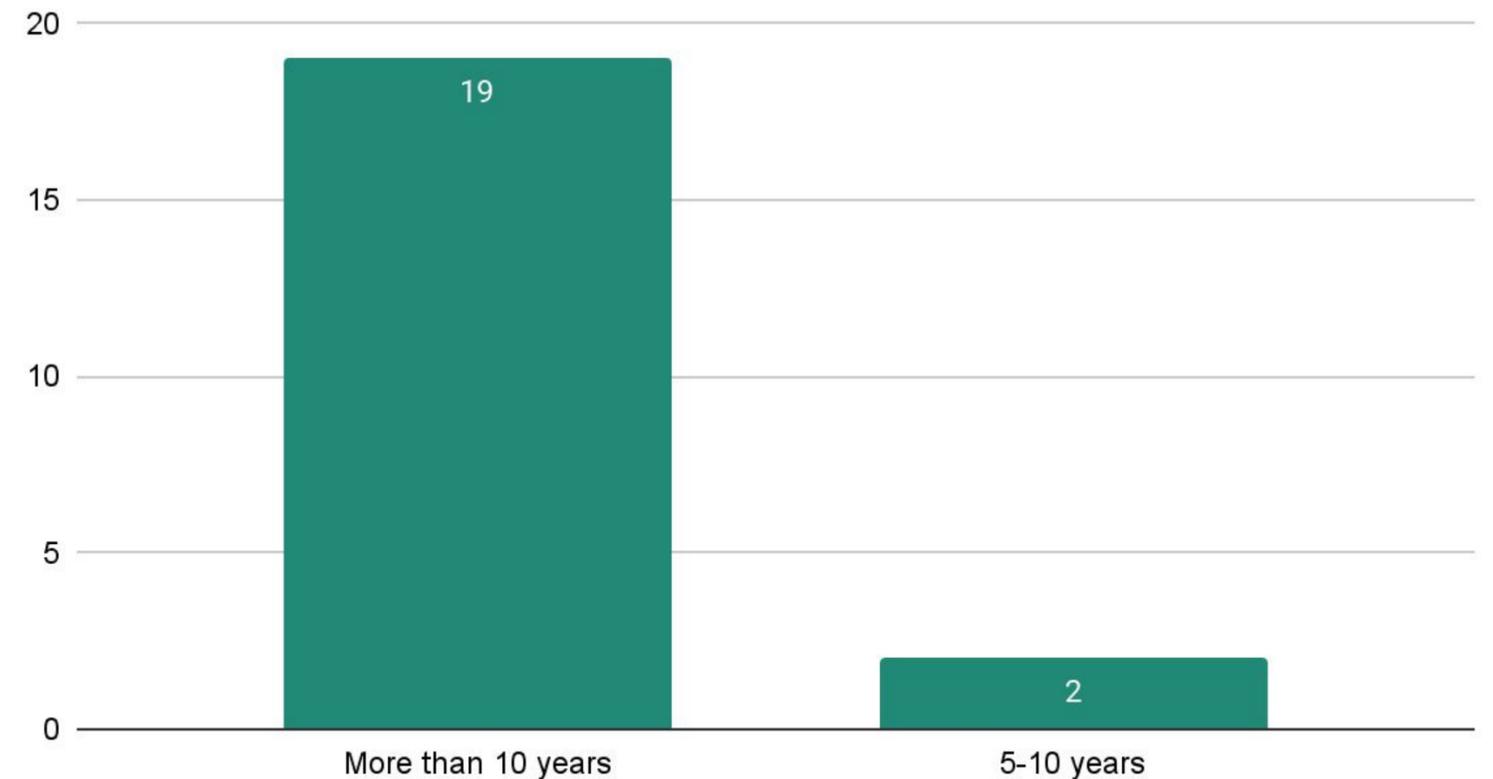
Next steps

# Overall Stats

## Community Organizer Outreach

- **21 conversations**
- **Organizations represented:**
  - Samrack Media
  - African Community Center of Lowell
  - Merrimack Valley Housing Partnership
  - UMass Lowell
  - Greater Lowell Interfaith Alliance (GLILA)
  - Lowell CHC Board
  - Lowell Votes
  - Lowell Litter Crew
  - Agespan/ESMV
  - Greater Lowell Community Foundation
  - Community Teamwork, Inc.
  - Abisi Education Center- Adult Ed
  - ATASK -Asian Task Force Against Domestic Violence
  - Latin Community Center for Empowerment - LCCE
  - Greater Lowell Health Alliance
  - Ebenezer Church, Lowell Highlands Neighborhood
  - Center for Hope and Healing, The Kindred Project
  - International Institute of New England
  - Masshire

"How long have you lived in Lowell?"



# Top Themes

## *Community Organizer Outreach*

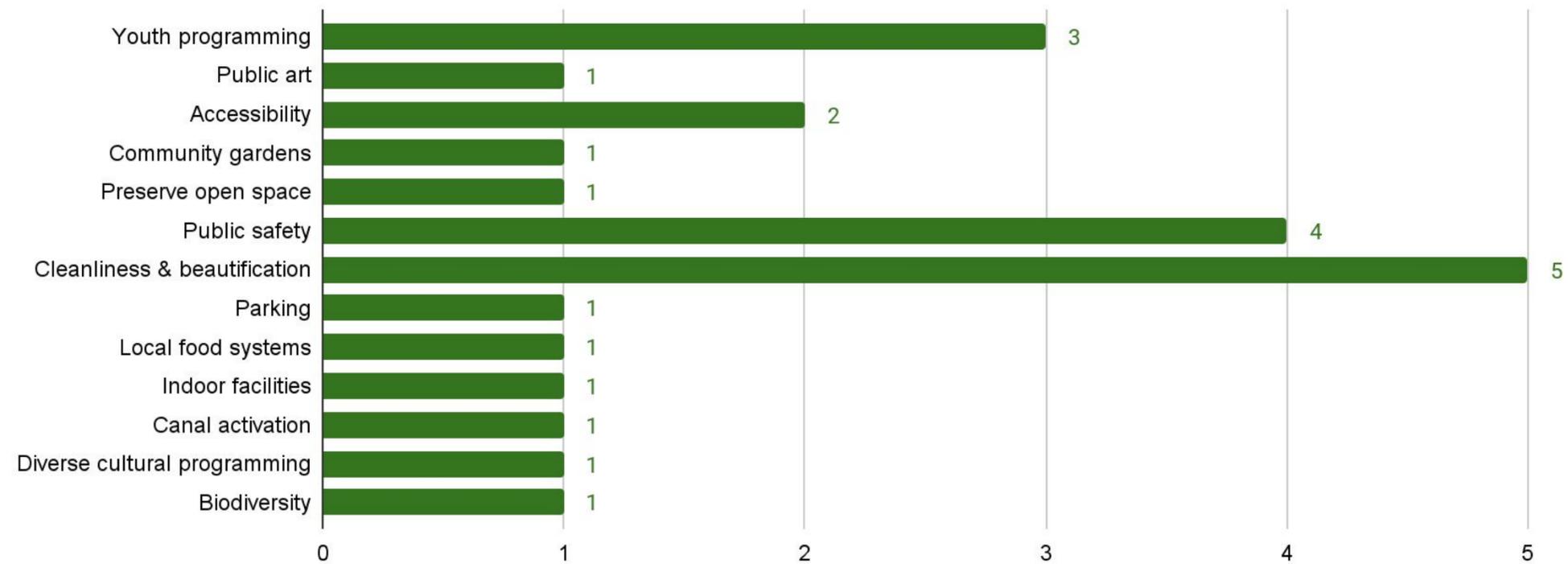
- **Housing affordability/ limited supply / homelessness**
- **Open space-** Improved park maintenance and cleanliness, environmental beautification, added greenery, increased indoor recreation spaces
- **Mobility-** Frequent & reliable public transit, sidewalk access better lighting and safety
- **Economic development-**Support small business, multilingual services and added representation across city departments
- **Arts and Culture-**Diverse cultural programming, decentralize and advertise events (online hub)
- **Discrimination-** Address Racism and work towards intentional Inclusion- DEI



# Top Themes by Topic Area

## Community Organizer Outreach

Top Open Space Themes – Community Organizer Outreach



**“We do have plenty of parks, but they need maintaining,”**

**“Unkept parks, poor sidewalks, poor maintenance, insufficient lighting(reduce criminal activities)”**

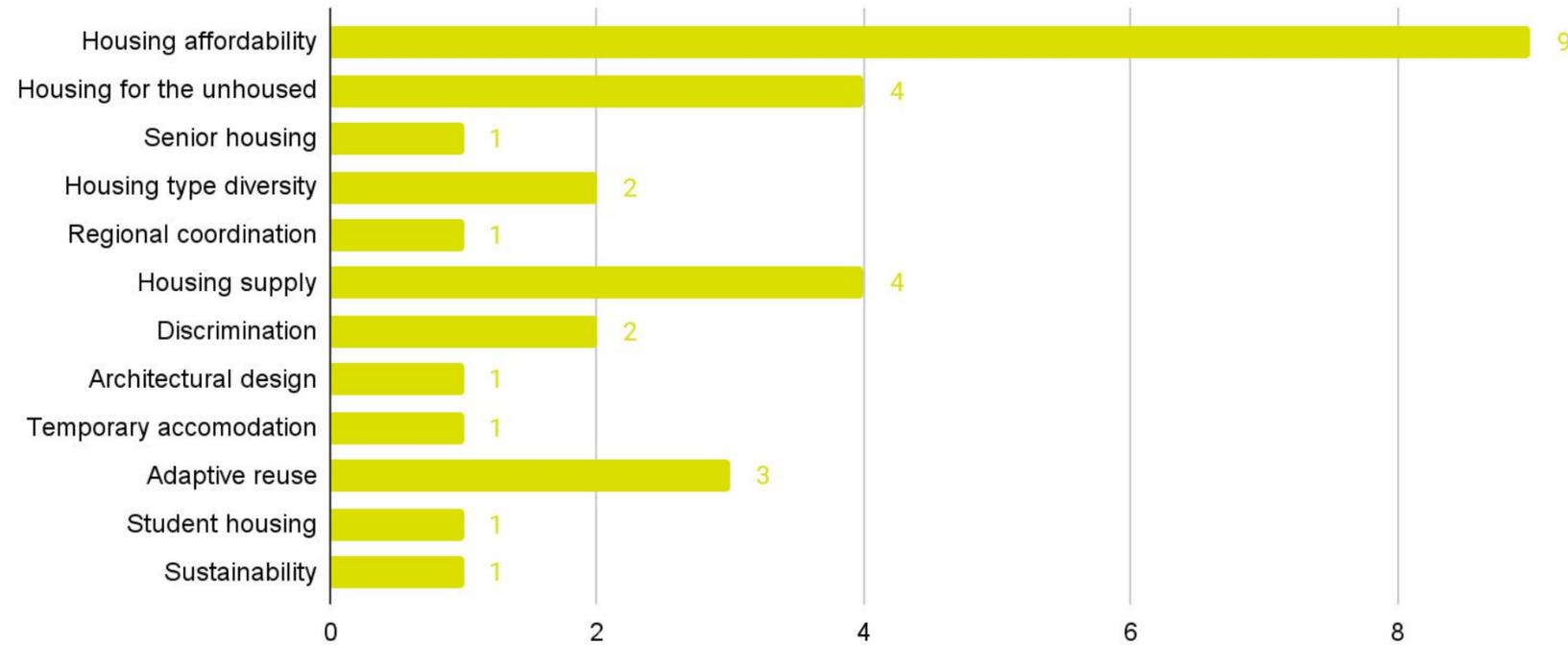
**“Parks could be accommodating for all residents/ community needs.”**

**“Not much available that is safe, desirable, and clean. Intimidating parks i.e.”**

# Top Themes by Topic Area

## Community Organizer Outreach

Top Housing Themes – Community Organizer Outreach

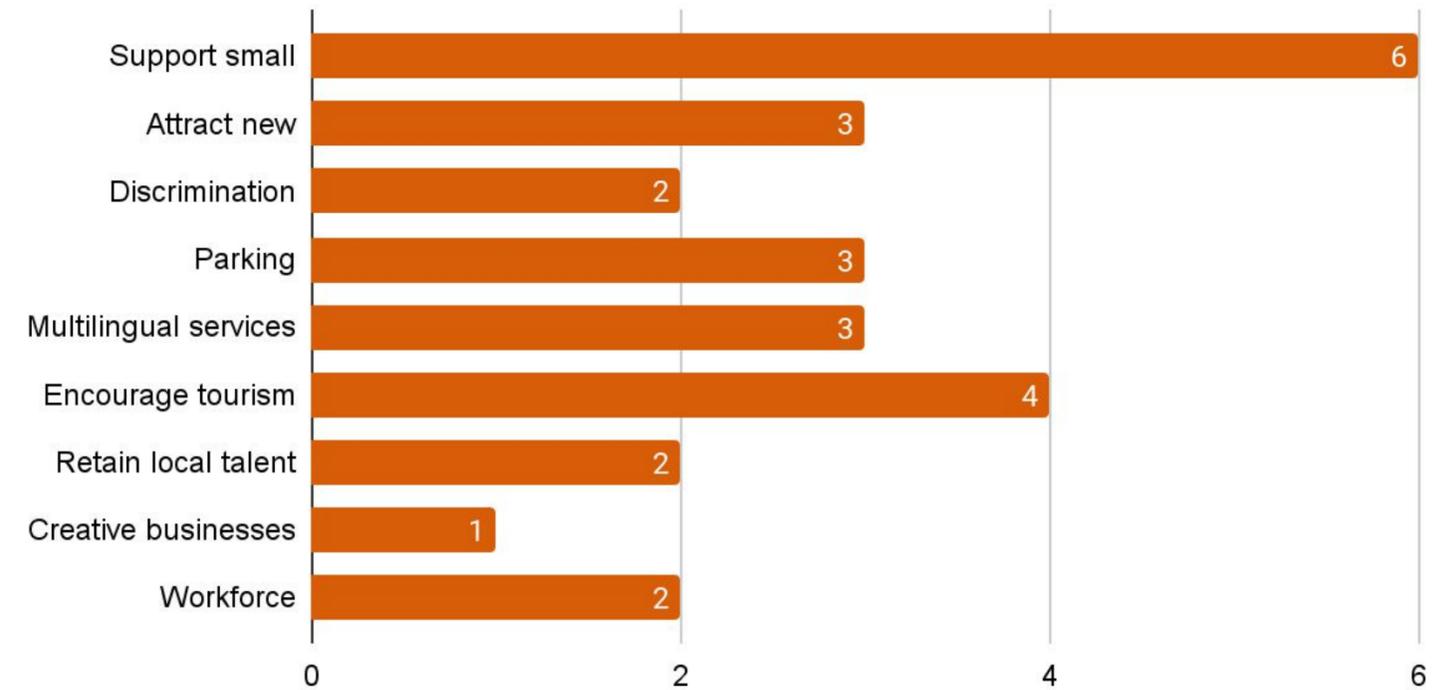


**“Housing is too expensive, and there are many empty buildings.”**

**“We need to provide housing for the unhoused.”**

**“Limited housing options for low incomes including students.”**

Top Economic Development Themes – Community Organizer Outreach



**“Promote small businesses and expand business opportunities for minority groups.”**

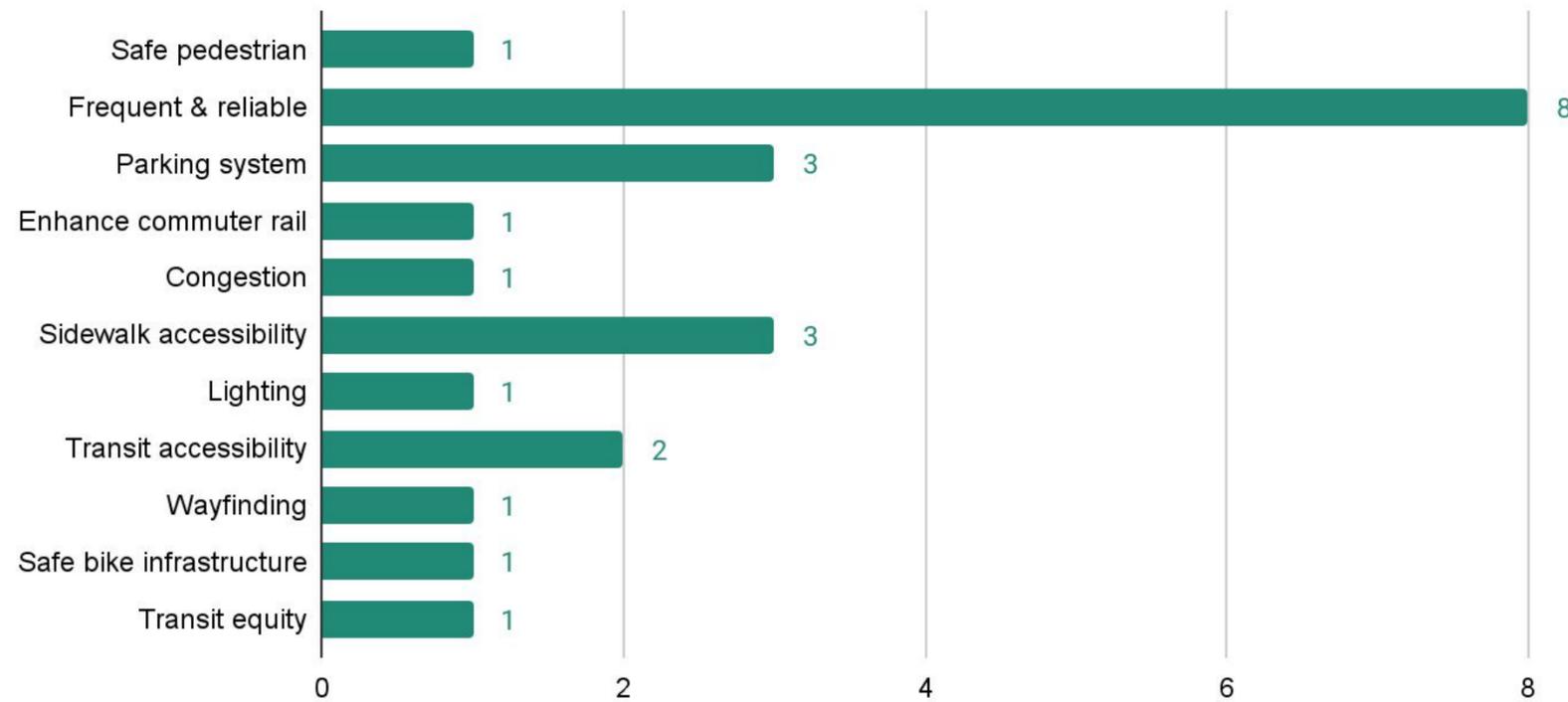
**“Provide opportunities for skill building, training and innovation.”**

**“Bring back Downtown, there are too many empty storefronts!”**

# Top Themes by Topic Area

## Community Organizer Outreach

### Top Mobility Themes – Community Organizer Outreach

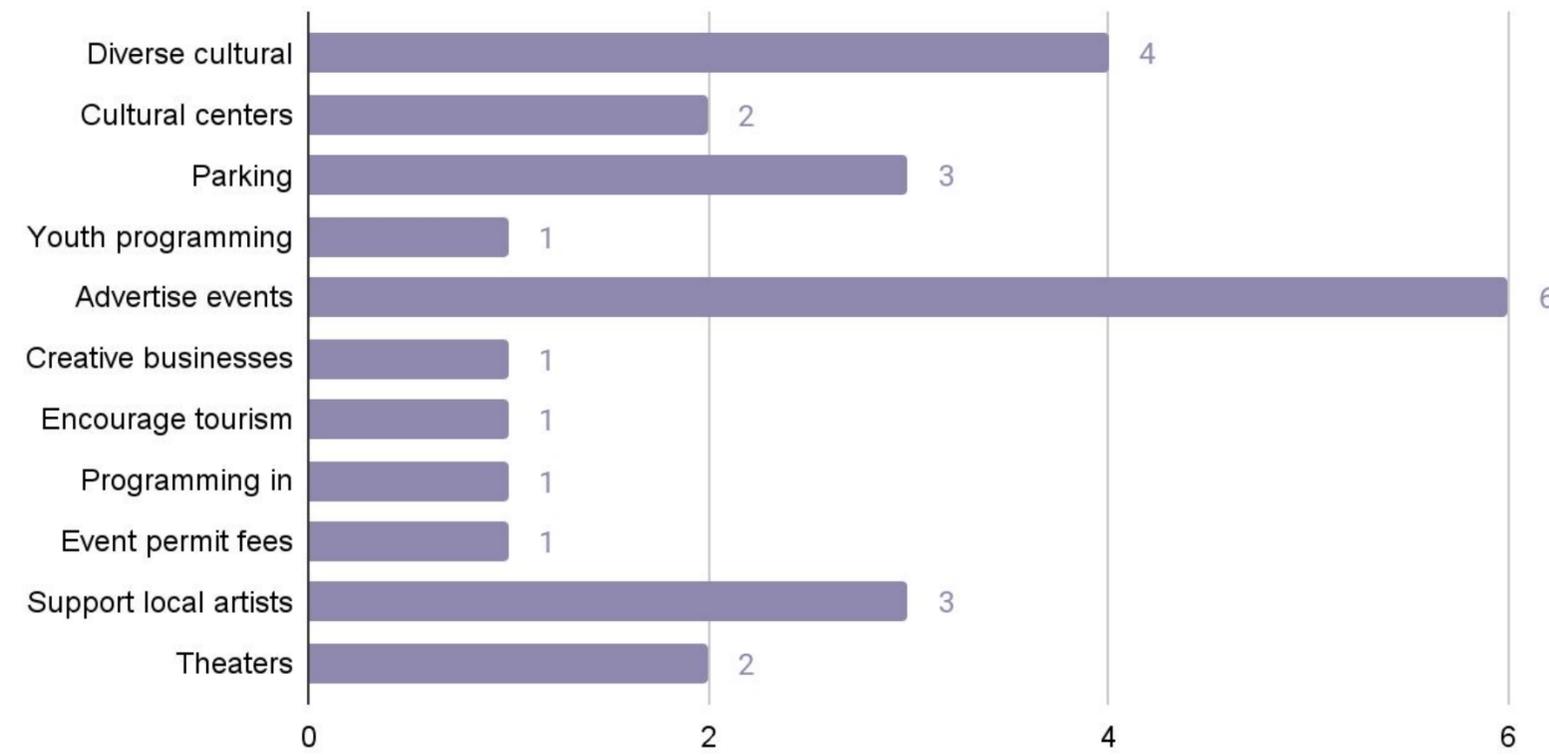


**“More walkability, improve sidewalks.”**

**“Update sidewalks for wheelchair users!”**

**“Not enough routes throughout the day and the transit system is hard for residents to understand.”**

### Top Arts and Culture Themes – Community Organizer Outreach



**“Make Lowell a destination and promote local artists”**

**“Make art attractive to young people”**

# Citywide Workshop 1

# Citywide Workshop 1:

## Agenda:

1. Lowell Forward ***Kick-off presentation***
2. ***Interactive boards*** with an overview of Lowell Today
3. ***Topic area stations with activity*** around establishing Core Values and a Shared Vision for Lowell

A promotional poster for the Citywide Workshop 1. The background is a light beige color with a large, semi-transparent yellow circle in the center. The text is arranged within and around this circle. At the top right, there are three vertical bars in shades of yellow, orange, and brown. At the bottom right, the Lowell Forward logo is displayed, featuring the word 'LOWELL' in a stylized, multi-colored font above the word 'FORWARD' in a simple, black, sans-serif font.

# Join the Citywide Workshop 1

Wednesday February 1  
6:30pm - 8:00pm  
Lowell Senior Center

**LOWELL**  
FORWARD

# Citywide Workshop 1 in Pictures



# Overall Stats

## Citywide Workshop 1

### Public Workshop 1

- 100+ attendees
- 36 comment cards (in 2 languages)
- 284 sticky notes (in 3 languages)

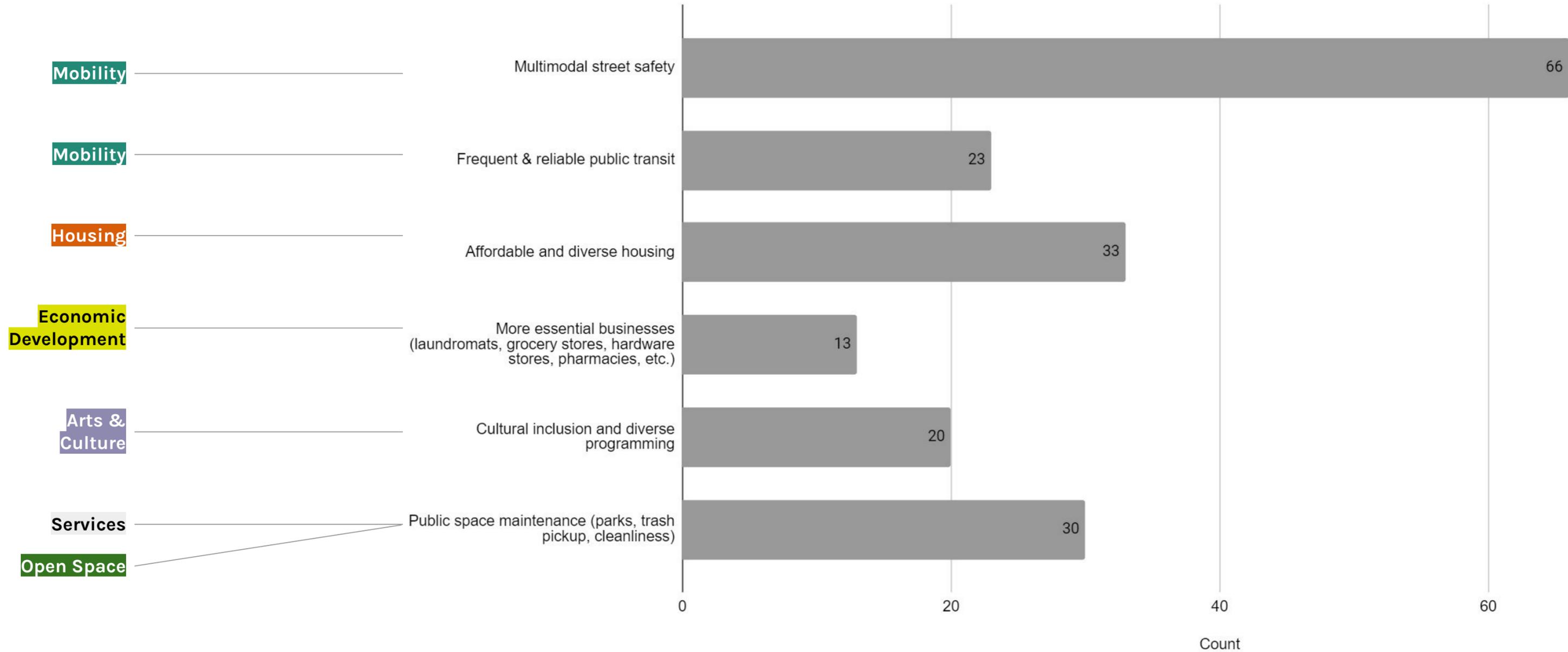
### Organizations that were represented here:

- Homeless Reform Project
- YWCA
- Reps from City and State - Council and State Reps, Senators office
- Lowell Community Health
- Greater Lowell Community Foundation
- Boys and Girls club,
- Masshire- Career Center
- Faith Based
- LTC-Media
- Umass Lowell
- Community Teamwork
- Angkor Dance Troupe
- Council on Aging (Senior Center)
- Merrimack Valley Housing Partnership (MVFP)
- Coalition for a Better Acre
- African Community Center
- Dwelling House of Hope (food pantry)
- Mill City Grows
- Project Learn
- Lowell Public Schools
- The Health Alliance
- Greater Lowell Health Alliance
- Lowell Litter Krewe
- Many more\*



# Top Themes (combined)

## Citywide Workshop 1

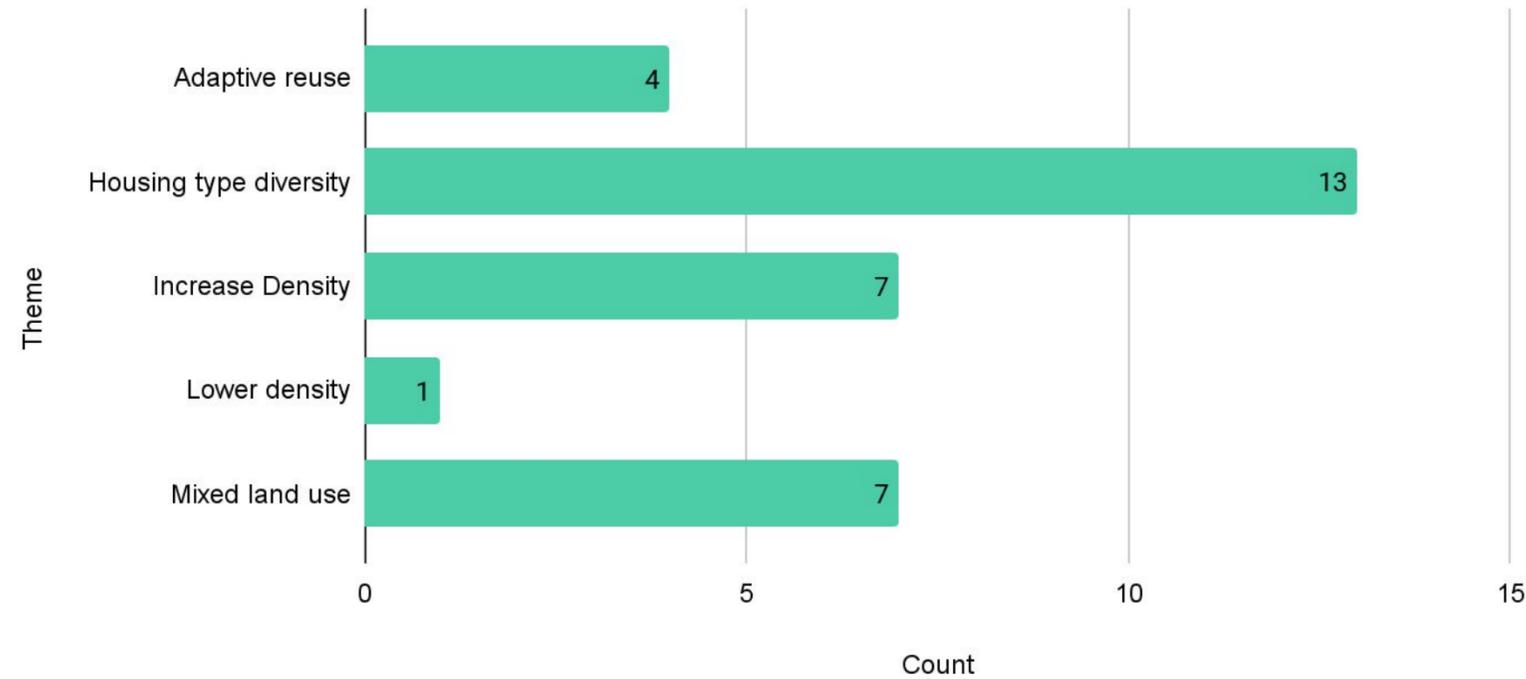


# Themes by Topic Area

## Citywide Workshop 1

### Land Use and Urban Form Themes

Public Workshop 1



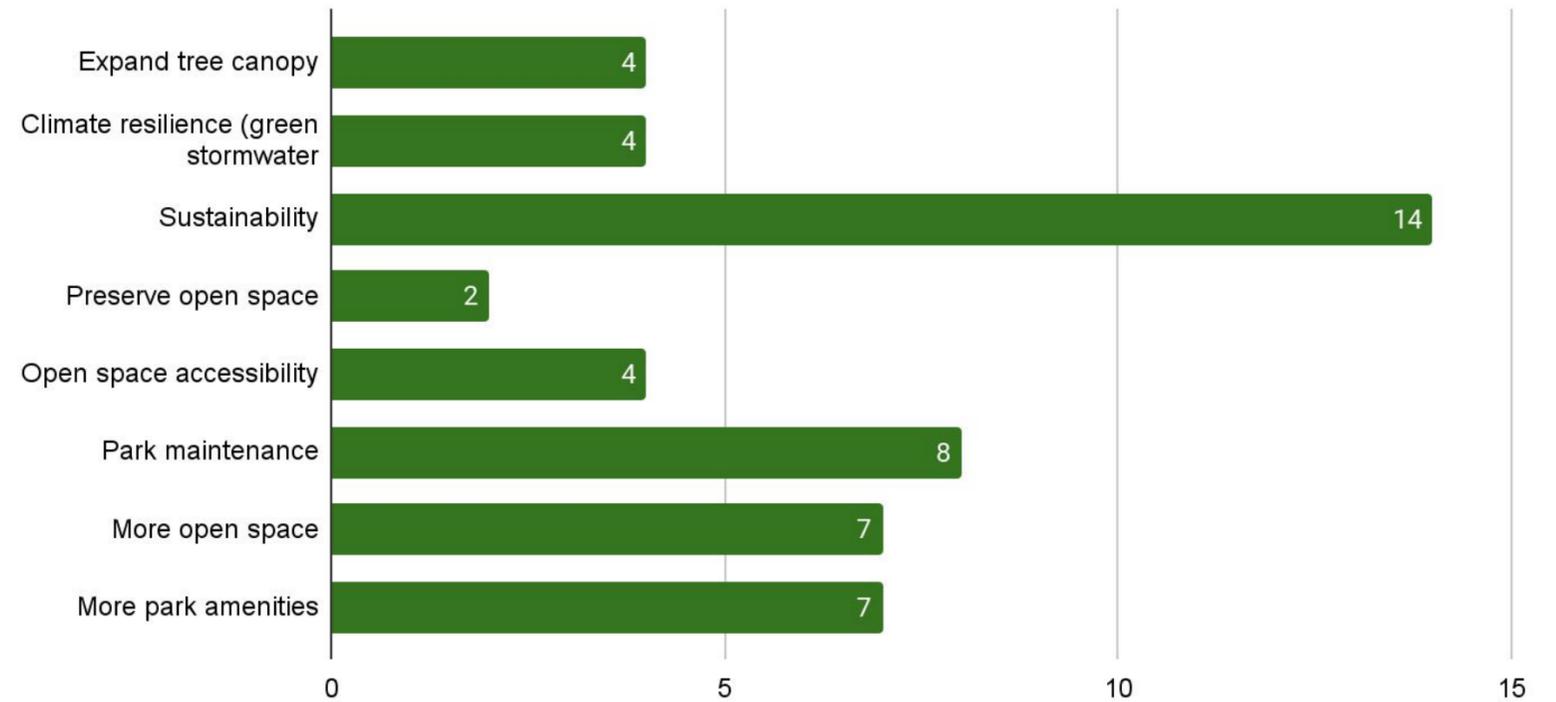
**“Densify, make housing affordable by building more, keep Lowell a diverse home by making sure there's enough homes for everybody”**

**“In-law units on owner occupied lots should be allowed by right, even if not rented to relative”**

**“More mixed use buildings in every neighborhood”**

### Open Space and Environment Themes

Public Workshop 1



**“Plant more trees in areas that have few to enhance livability and appeal of neighborhoods, care for trees we plant”**

**“Hire sustainability manager for city - job is to apply for IRA grants, we're leaving money on the table”**

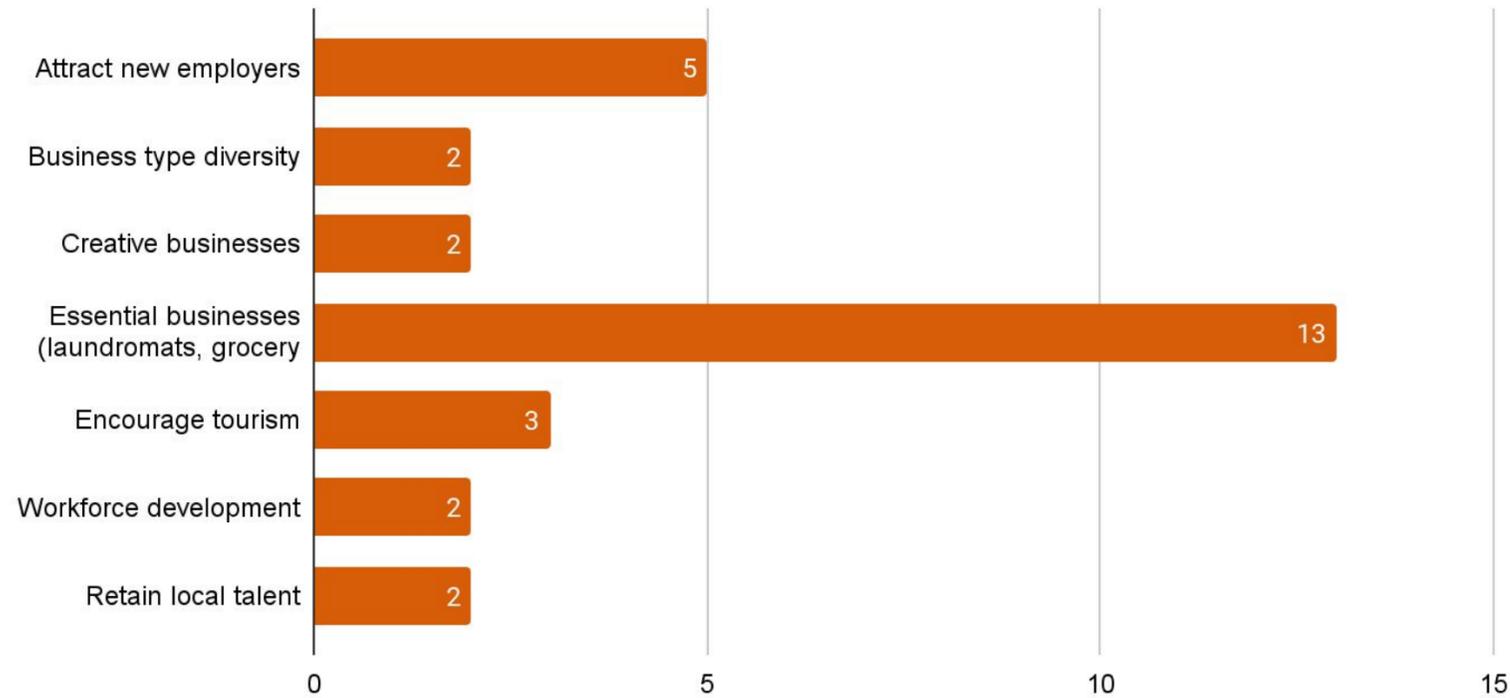
**“Support solar installation for families who can't afford”**

# Themes by Topic Area

## Citywide Workshop 1

### Economic Development

Public Workshop 1



**“Build a better economic bridge between [UMass Lowell] and the city”**

**“We have lost CVS and hardware, need more essential”**

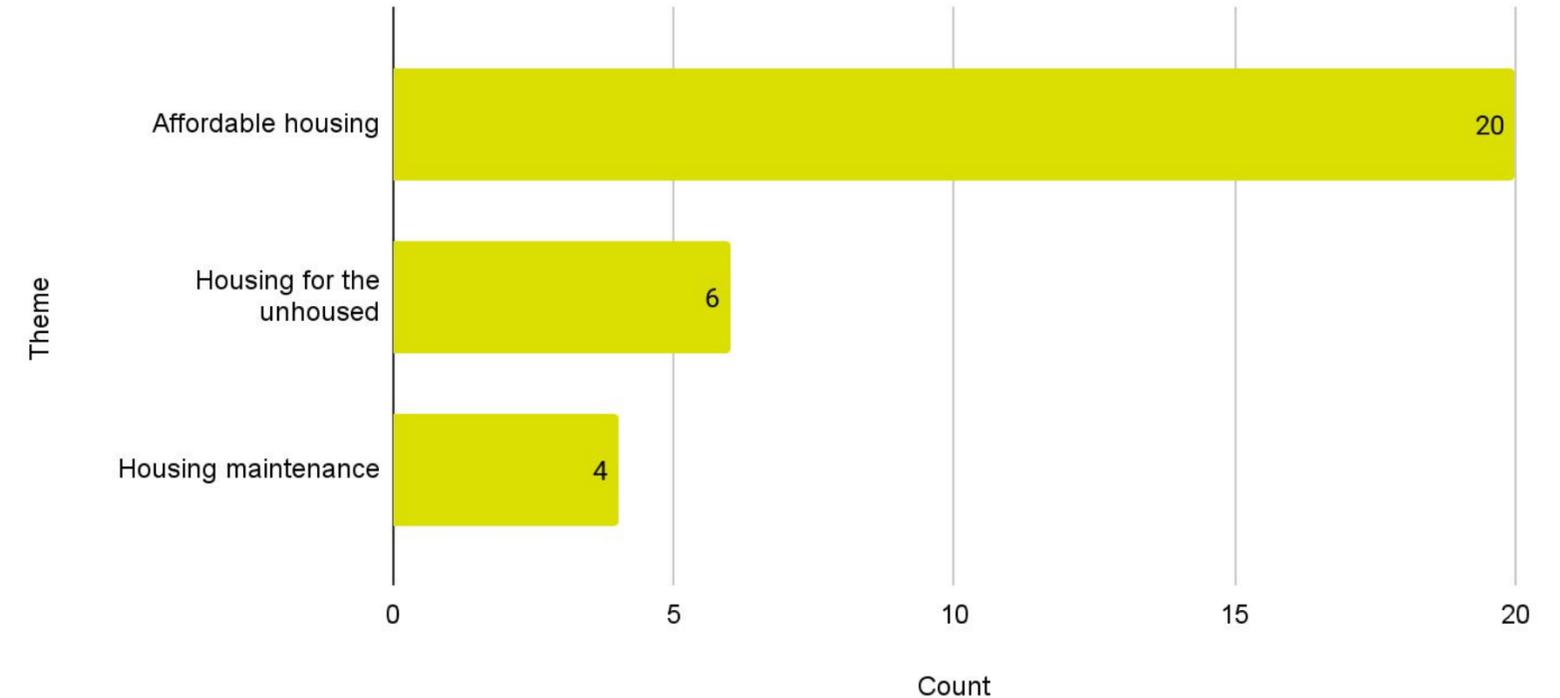
**“More supermarket or grocery stores/cultural stores”**

**“Focus on grocery, food, retail”**

**“Attract people from whole regions with unique amenities and businesses (like canals)”**

### Housing Themes

Public Workshop 1



**“Variety of different types of affordable housing, low income tax credit and ADUs”**

**“I would love to see homeless community housed in safe housing”**

**“Make homeowners and landlords more responsible for property upkeep”**

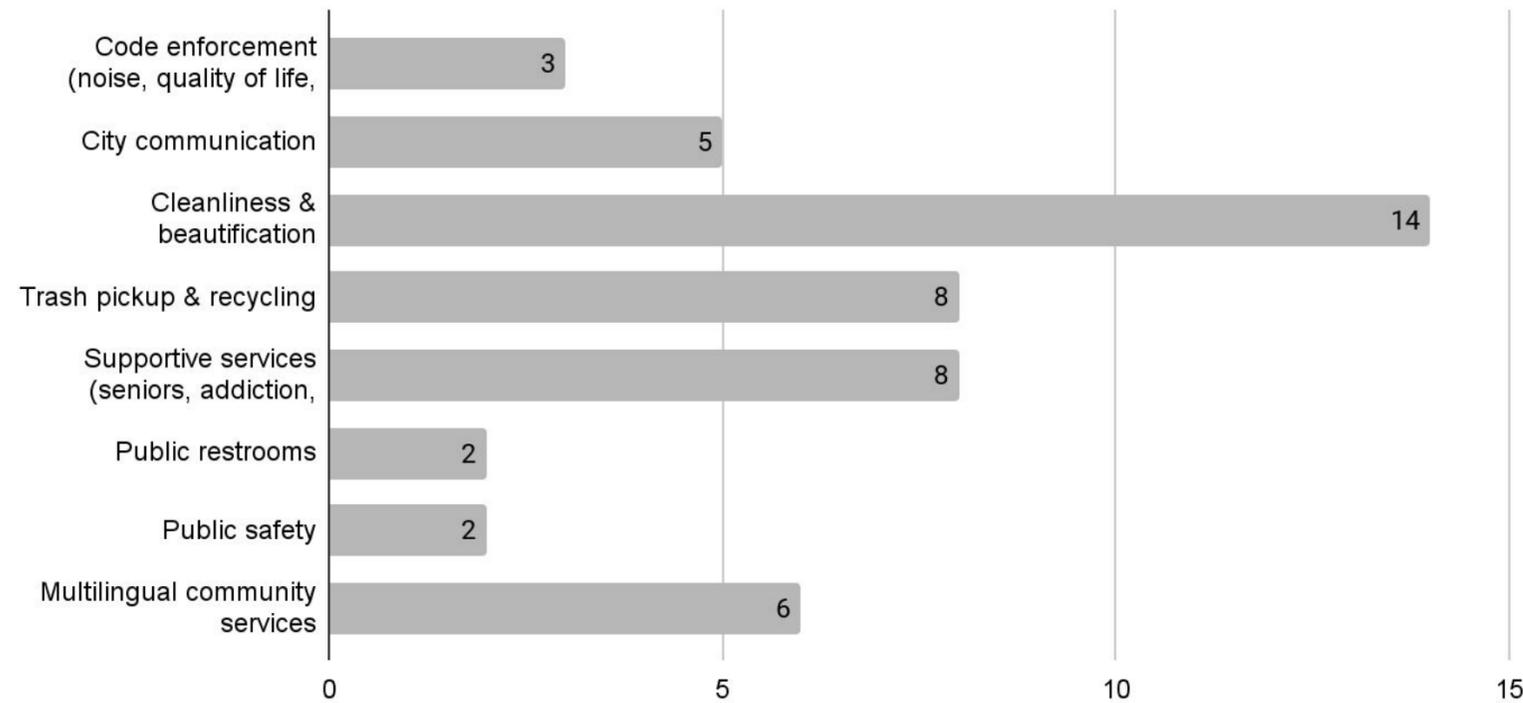
**“Develop mixed use properties to create more affordable housing options”**

# Themes by Topic Area

## Citywide Workshop 1

### Services and Facilities Themes

Public Workshop 1



“Better trash pickup downtown”

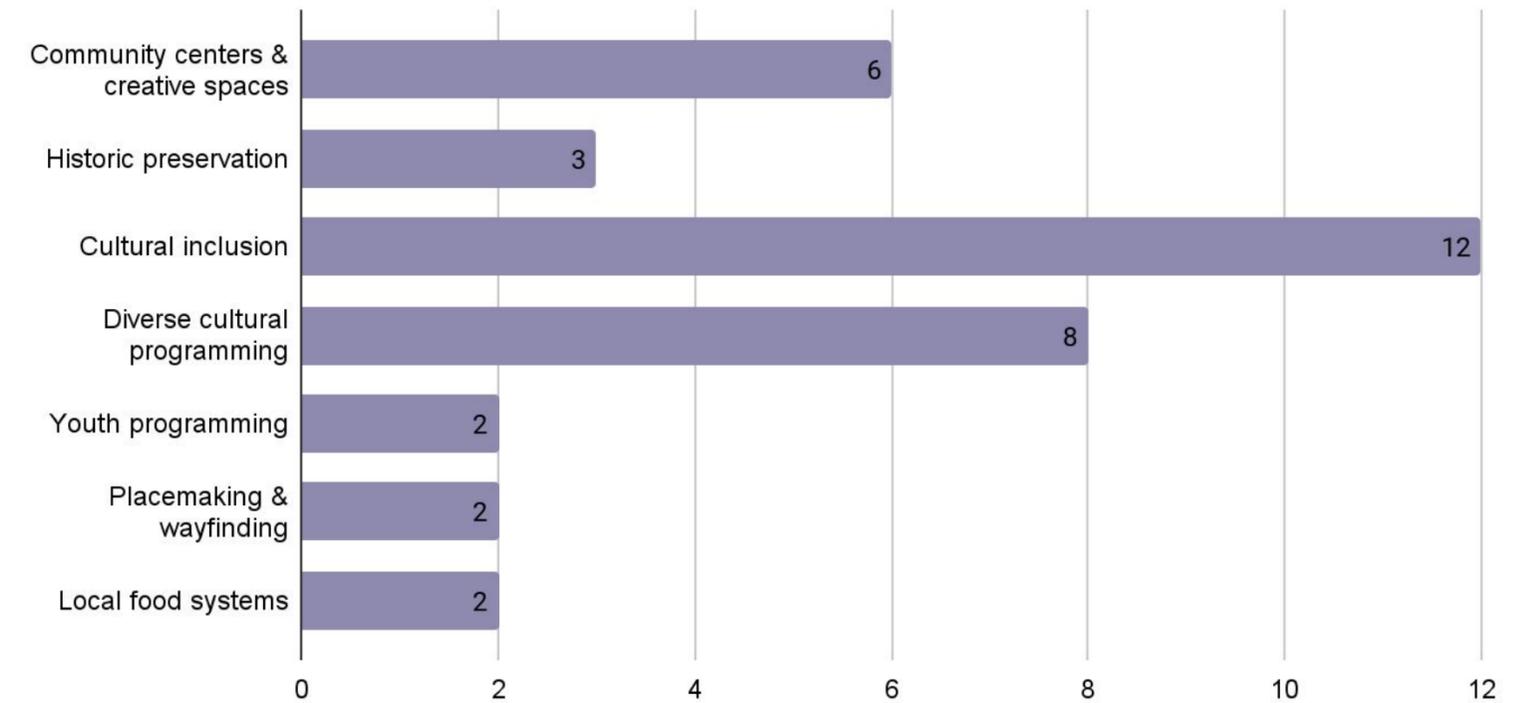
“Downtown restrooms for visitors”

“Free community space, a queer space”

“Not enough trash pickup, not enough recycling in schools”

### Arts and Culture Themes

Public Workshop 1



“Give development credits for those who historically restore commercial properties so that areas obtain an interesting face to the community”

“More youth programs for kids in each neighborhood”

“Support for all cultural festivals - funding”

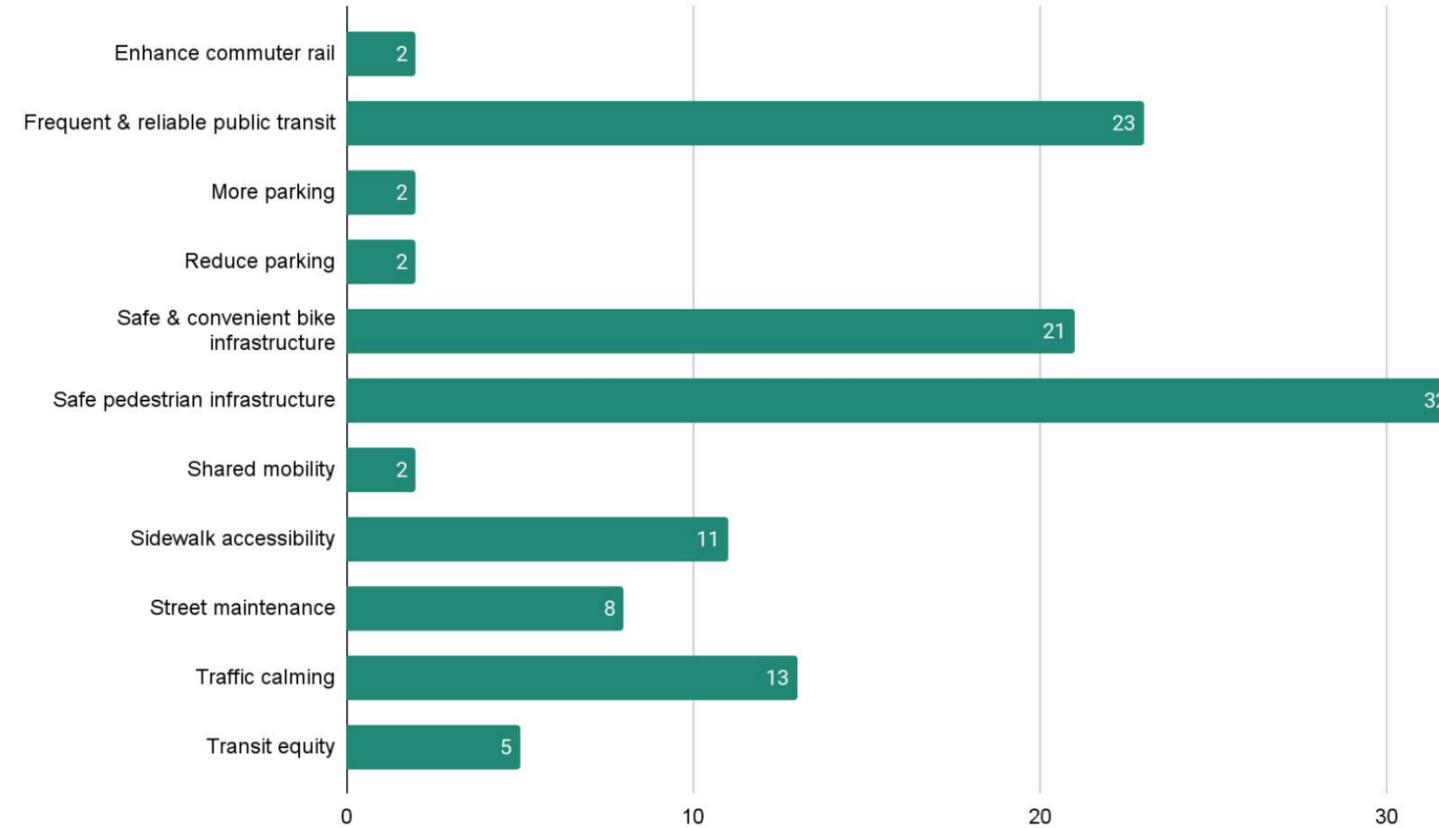
“Street sign in different languages”

# Themes by Topic Area

## Citywide Workshop 1

### Mobility Themes

Public Workshop 1



**“Cars shouldn't be parked on sidewalks - it's not accessible”**

**“Better bus schedules throughout city”**

**“Slow down traffic on through streets, make sidewalks connect with minimal obstruction by cars, snow banks and utilities”**

**“Protected bike lanes, bike parking, more frequent buses”**

**“Quality of roads, too many potholes especially in winter”**

**“Speed limits should be 30mph everywhere and enforce it, also enforce noise ordinances against noisy vehicles, it's a huge disruption in neighborhoods”**

**“Sidewalks in all neighborhoods”**

# Steering Committee Sessions

# We're listening!

## Overall Takeaways from Phase 1

Poll #2: Which activities would be most successful in engaging your community? (Multiple Choice)

1.

	# of Votes	% of Votes
Collective mapping (digital and in person)	20	10%
Street teams	20	10%
Pin up board or flyers at convenient locations	14	7%
Social Media	30	15%
Focus groups (digital and in person)	32	15%
Pop up events	24	12%
Science fair style meeting	11	5%
Pilot projects	17	8%
Surveys (mostly digital)	17	8%
Citywide public workshop	22	11%

Note: Percentages may not add up to 100% due to rounding



# Sustainable Lowell Crosscheck

As we begin the next phase of the Lowell Foreword process: establishing a community vision and the top goals we aspire to achieve over the next 15-20 years, it is important to take stock of our past goals and priorities and the many efforts and initiatives already underway:

- Where are we now? (Sustainable Lowell action and implementation highlights)
- What goals and actions remain important to our community?

# Sustainable Lowell: Goals and Action Areas

Sustainable Neighborhoods

Mobility and Access

Housing Choice

Environmental Resilience

Vibrant and Unique Hub

Effective Operations, Infrastructure &  
Technology

Healthy & Sustainable Local Economy

Sustained Public Engagement

# Sustainable Lowell 2025: Implementation Highlights

## Sustainable Neighborhoods

**Goal: Preserve unique quality and character of Lowell's neighborhoods**

>>Ongoing community engagement with neighborhoods to identify areas of improvement or change

**Goal: Vibrant neighborhood businesses**

>>Economic Nodes Plan; Downtown Sidewalks Plan

**Goal: Integration of nature and recreation**

>>2018-26 Open Space Plan; multi-trail extensions including Riverwalk Extension FY19, CRG Extension, Pawtucket Falls Overlook FY21, and Upper Pawtucket Canalway

**Goal: Neighborhood advocacy/resource sharing**

>>DPD stays up-to-date with neighborhood groups

**Goal: Support locally grown food**

>> Over a dozen community gardens throughout the City

**Goal: Celebrate, improve and activate waterfront**

>>TIGER grant for major improvements to canalways; Riverwalk extension

**Goal: Safe and welcoming neighborhoods**

>>No major changes since 2013

**Goal: Walkable, well-networked neighborhoods**

>>No major changes since 2013

**Goal: Schools as models for community cohesion**

>>No major changes since 2013

**Walkability and safety continue to be major public concerns/priorities as seen in LT1 takeaways.**

-  Completed or major ongoing implementation efforts
-  Partial/can be improved on/no action
-  Unclear/Not relevant to Lowell Forward?

# Sustainable Lowell 2025: Implementation Highlights

## Housing Choice

**Goal: Maintain high-quality, healthy homes for rent and purchase**

>> City has permitted significant # of new housing units over the past decade

**Goal: Build and maintain a diversity of housing options to meet evolving needs**

>> City has permitted significant # of new housing units over the past decade

**Goal: Encourage responsible home ownership to support neighborhood stability**

>> HOME funding available for down payment assistance increased from \$10,000 to \$11,800 to address these rising prices

**Goal: Ensure that adequate infrastructure exists for new residential development**

>> Concord River Greenway which is a very well designed trail that ends on a bridge that connects the Massachusetts Mills Apartments with the LMA; Hamilton Canal District: Quality urban design and \$30M invested in a 900-car garage that will help provide parking for new development, The Lord Overpass will provide bus dedicated lanes and multimode transportation options

**Goal: Maintain an abundance of affordable housing for rent or purchase**

>> 12.5% of its housing stock as affordable; City continues HOME funding provided by the Department of Housing and Development; recently passed the CPA which can also be used for affordable housing

**Goal: Prioritize sustainable housing development policies and practice**

>> no major changes to zoning ordinance that enforce more sustainable building design

**Goal: Encourage institutional growth that ensures a high quality of life**

>> No major changes since 2013?

**Goal: Ensure that all residents have a safe and secure place to call home**

>> The City continues to financially support pre and post homeownership training utilizing CDBG funding

**Goal: Ensure that all residents have equal access to fair housing**

>> HOME

**Housing access and affordability continue to priority concerns expressed by the community. The City is working with NMCOG to create a housing production plan in coordination with the Lowell Forward process to gain more insight as to what the exact needs are and the pressing locations of housing needs**

-  Completed or major ongoing implementation efforts
-  Partial/can be improved on/no action
-  Unclear/Not relevant to Lowell Forward?

# Sustainable Lowell 2025: Implementation Highlights

## Vibrant & Unique Hub

### **Goal: Promote Lowell as welcoming and attractive urban hub**

>> City has restructured its former Cultural Office of Lowell (COOL) to a new Cultural Affairs & Special Events (CASE) which is currently fully staffed  
>> City invested in arts and culture planning; strengthen partnerships with NPS, Chamber of Commerce (e.g. Shop 978 campaign), GMVCVB.

### **Goal: Encourage major regional and national retailers**

>> Success getting a new Target location, Lowe's, Walgreens, Market Basket on Pawtucket Blvd; however primary goal now is to support local independent businesses

### **Goal: Promote and market Lowell as College Town, major economic driver**

>> The City worked with UML and MCC to host a "welcome back students" event to give tours to students of Downtown Lowell; engage with the business community to offer discounts to students and faculty; It also has improved access to Downtown from East Campus via bike lanes along Father Morissett Blvd.

### **Goal: Support and prompt diversity of high-quality shopping and entertainment, prioritizing local-owned businesses**

>> The Economic Development office staff works in collaboration with EforAll, CTI Entrepreneurship Center, and LDFC to support small start-ups  
>> City also runs CDBG-funded forgivable micro loans and marketing grant programs to allow artists to develop brands and skills  
>> City has partnered with Mass MOCA to create Asset for Artists program, a matching savings account for artists.

### **Goal: Promote waterfront access and development Downtown**

>> TIGER grant for major improvements to canalways; Riverwalk extension; encouraging HCID developers to maximize beauty and access to canals

### **Goal: Promote Lowell as a regional hub for arts, culture and history**

>> Lowell is home to several major arts organizations, including Western Ave Studios, Merrimack Repertory Theatre and the Lowell Memorial Auditorium

**Downtown development/revitalization was a key theme that emerged from LT1 survey. High quality retail and local business support, as well as better promoting Lowell as a cultural hub were other important topics.**

-  Completed or major ongoing implementation efforts
-  Partial/can be improved on/no action
-  Unclear/Not relevant to Lowell Forward?

# Sustainable Lowell 2025: Implementation Highlights

## Healthy & Sustainable Local Economy

### **Goal: Prioritize programs and initiatives with strong promise of creating employment opportunities**

>> Lowell Career Center has increased its capacity becoming a regional MassHIRE office for Greater Lowell area; The Economic Development Office partners with MassHIRE to promote workforce development grants available to local businesses; 3 CDBG-funded loan programs that have job creation/retention goals

### **Goal: Increase competitiveness of the local workforce, expand career education and job training**

>> MCC and UML play critical role in training local workforce

### **Goal: Improve foundational education to better prepare the City's youth for future employment**

>> STEM programs increasing awareness in STEM education; vocational school at LHS; charter schools, their expansion

### **Goal: Create opportunities for existing businesses to thrive, reinvest in the local economy**

>> Direct financial assistance through various small business loan and grant programs including ARPA-funded programs for economic resilience grants and technical assistance

### **Goal: Increase support for small and minority-owned businesses.**

>> Upper Merrimack Street corridor, Spaces such as iHub, UMass Lowell M2D2, Lowell Makes, and Western Avenue Studios span diverse clusters

### **Goal: Create a culture of innovation and entrepreneurship**

>> M2D2, UMass Innovation Hub, EforAll, etc to support early stage entrepreneurs

### **Goal: Attract new businesses to the city by targeting growing industry sectors that align well with the Greater Lowell region's resources**

>> successful in attracting UKG (formerly Kronos), which is one of the largest employers in the region; IBM operating in Lowell; other medical device companies (e.g. Cirtec formerly Metrographics); planning for HCID targets tech companies and early stage ventures; offer grants to support growth of new ventures from M2D2, UML Innovation Hub to foster growth within Lowell

### **Goal: Increase capacity of local institutions to become economic engines for the community as a whole**

>> UML continues to grow footprint in city both physically and programmatically, proactively increasing capacity for R&D; MCC investing in thriving industries (e.g. life sciences); both institutions have strong corporate programs to support local employers with workforce development programs

### **Goal: Support the health services industry to maintain high quality care for Lowell residents**

>> Lowell Community Health Center has expanded physical and programmatic footprint in downtown and provides tremendous service to the greater Lowell community, in particular the immigrant, non-English speaking community

### **Goal: Prioritize support for the implementation of the Hamilton Canal District Master Plan and larger JAM Urban Revitalization**

>> Parcels 8/9 market rate apts, Signature bridge over Pawtucket canal, done about 2 years ago, Winn residential development, approx 180 units, Parcel 1 garage owned by Salvatore Lupoli, Municipal parking garage developed by city (approx 900 spaces)

# Sustainable Lowell 2025: Implementation Highlights

## Healthy & Sustainable Local Economy

**Goal: Explore opportunities for commercial urban agricultural production and distribution as an economic activity**

>> Partnering with Mill City Grows and recent supported through CPA funds the acquisition of Rollie's farm in Lowell to increase local food production

**Goal: Strengthen and enhance existing industrial and commercial areas and develop new sites for business opportunities**

>> HCID is currently under development; Ayer City Urban Renewal Area's planning underway to increase access to that area and revitalize this industrial park

**Goal: Continue to expand the City's cluster strengths, including its environmental and environmentally sustainable businesses, institutions, and industry**

>> Adopted PACE program to support sustainable upgrades for energy efficiency to existing buildings; attracted two solar companies as well as E-Propel, which develops high-efficiency engines

**Goal: Repurpose vacant or underutilized spaces for new, creative uses**

>> Lowell Makes makerspace at Western Ave studios, UTEC purchased existing vacant church to repurpose as headquarters, MCC's occupation of former Rialto building as new performing arts center

**Goal: Complete and begin implementation of the Ayer's City Industrial Park Plan as an urban renewal project**

>> No real progress has been made as a result of changing context and political push back.; Sites with high levels of contamination

**Goal: Target, assess and remediate brownfields for redevelopment**

>> ???

**There are many ongoing initiatives underway supporting local business growth, and strengthening existing industries in Lowell. Questions for Lowell Forward: Prioritize industrial preservation and growth strategies? Explore other Industry opportunities?**

-  Completed or major ongoing implementation efforts
-  Partial/can be improved on/no action
-  Unclear/Not relevant to Lowell Forward?

# Sustainable Lowell 2025: Implementation Highlights

## Mobility and Access

**Goal: Promote bike and pedestrian mobility**

>> Lord Overpass project has improved bike/pedestrian mobility in this important connection; Certain nodes have seen improvement in recent years (Cupples Square in the Highlands and Bridge Street in Centralville); Overall, the bike lane network in Lowell still leaves much to be desired; Bike network implementation has not moved forward at all

**Goal: Maximize public safety in all modes of transport**

>> GoLowell report recommended ped and bus/transit improvements at several intersections in and adjacent to downtown, currently in process.

**Goal: Maximize the utility of available parking resources in retail and residential area**

>> Parking Study recommendations not yet implemented

**Goal: Increase the use and efficiency of public transport**

>> Can be addressed more proactively - investment, coordination with LRTA, etc. - Crosstown bus and Gallagher connector bus have not yet been implemented.

**Goal: improve traffic flow and the capacity of the City's existing streets**

>> State has done some signals; Transportation demand requirements for developments

**Goal: Promote quality urban design in all transportation infrastructure project**

>> Lord overpass project; Cupples Square improvements, Bridge Street improvements; Concord River Greenway, Hamilton Canal District, Jeanne D'Arc Credit Union parcel development,

**Goal: Support land-use transportation policies that encourage multi-modal mobility**

>>

**Goal: Minimize the transportation demand generated by new development and institutional growth**

>> ???

**Goal: Ensure efficient freight transport**

>> ???

**Goal: Beautify and enhance gateways and entry points.**

>> Gateways appear to be left behind in complete streets prioritization so far

**Transit frequency and mobility infrastructure (bike and ped) were key topics we heard in LT1. The GoLowell process provided many recommendations for improving transit and pedestrian/bike network, however overall implementation has not moved forward**

- Completed or major ongoing implementation efforts
- Partial/can be improved on/no action
- Unclear/Not relevant to Lowell Forward?

# Sustainable Lowell 2025: Implementation Highlights

## Environmental Resilience

**Goal: Policies and programs for successful solid waste reduction and recycling**

>>Residents are offered yearly events for difficult-to-dispose-of objects; he Solid Waste and Recycling department intends to provide more collection services for difficult-to-dispose-of objects and continues to expand its online presence; As a last resort, warnings and citations have been used as forms of enforcement around the city to ensure the proper use of waste totters.

**Goal: Set example by prioritizing environmentally sustainable policy and practice**

>> see above

**Goal: Policies and programs to reduce disposal of organic waste**

>> CSO control programs, Treatment facility improvements, Stormwater management; In terms of their current status, these programs as ongoing with much more work to be done in the next decade - especially with regards to stormwater and CSOs.

**Goal: Prepare proactively for heat waves, droughts and other natural disasters**

>>Anticipating a \$50,000 grant from DHCD to prepare a City-wide Preventative Maintenance Master Plan for Parks and Open Spaces; installing a small splash pad at Armory Park in Cambodia Town; working with the Wastewater Department to identify suitable locations for green infrastructure projects and make recommendations to developers; DPD and Wastewater collaborated on an \$8M proposal for sewer separation and a climate-resilient renovation of Saint Louis Park

**Goal: Promote urban forestry to improve public health and built environment**

>> Urban Forestry and Urban Heat Island Study currently underway; Greening the Gateway Cities Program (GGCP) Municipal Partnership Grant in collaboration with Lowell Parks and Conservation Trust (LPCT)

**Goal: Improve water quality**

>> see above

**Goal: Improve air quality and reduce carbon emissions**

>> ???

**Goal: Produce energy from renewable sources**

>> ???

**Goal: Reduce adverse impacts and severity of flood events**

>> ???

**Goal: Educate public about importance and urgency of climate change**

>> ???



Completed or major ongoing implementation efforts



Partial/can be improved on/no action



Unclear/Not relevant to Lowell Forward?

**Not a designated topic/goal area in Lowell Forward? - applies to all topics**

# Sustainable Lowell 2025: Implementation Highlights

## Effective Operations, Infrastructure & Technology

**Goal: Increase efficiency of city operations while providing quality public services**

>> Consolidated departments (HHS, Development Services) to better align service delivery. Previously, HHS was a disparate set of departments which operated in silos.; looked into many opportunities to outsource certain activities where feasibility and implemented those where the cost benefit analysis was beneficial, such as the privatization of cemetery maintenance; continued to explore efficiency in the space needs of city departments; the City has implemented HR process improvement (Applicant Tracking through MUNIS); complete redesign of the City Website; Conducted a number of efficiency studies with professional consultants (Collins Center DPW Lands & Building analysis, Fire Department Carlson Study, etc.); Energy efficient measures

**Goal: Make Lowell’s existing infrastructure more sustainable**

>> Where appropriate, developers are required to improve pedestrian and transit infrastructure ; City invested more than \$30M in a 900-car garage that will help provide parking for new development around the area to reduce construction costs and contribute to affordable housing; see housing goals

**Goal: Monitor operations using data-driven practices and implement efficiency measures**

>> LowellSTAT program; reconfigured the annual budget process and the current budget document includes performance metrics, goals, objective, etc.; The finance department, during COVID-19, worked with the Collins Center at UMass Boston to update the Comprehensive 5-year financial forecast; The finance department has also brought budget analysis and information to Neighborhood Groups via their regular meetings to increase transparency.

**Goal: Recruit and maintain a talented and trained workforce**

>> City has been having trouble keeping positions filled over the past year.

**Goal: Evaluate and maintain communication tools and infrastructure**

>> The City recently posted a position for "Assistant Director of Cultural Affairs and Special Events" who would specialize in marketing/communication, not yet filled

**Goal: Ensure implementation of responsible and sustainable fiscal policies**

>> Total revamp of fiscal policies (see FY23 City Budget for detail)

**Goal: Ensure health and safety of those who live, work, and visit**

>> No update

**Goal: Ensure Lowell’s public buildings and infrastructure meet current needs and standards and properly maintained**

>>

**Goal: Reduce energy costs**

>>

**Goal: Regionalize and consolidate services and practical**

>> No update



Completed or major ongoing implementation efforts



Partial/can be improved on/no action



Unclear/Not relevant to Lowell Forward?

**Not a designated topic/goal area in Lowell Forward? - applies to all topics**

# Sustainable Lowell 2025: Implementation Highlights

## Sustained Public Engagement

**Goal: Strengthen community pride and build trust by ensuring pertinent information and success stories are widely communicated**

>> *DEI Human Resource Audit*

**Goal: Continue to make strides towards more inclusive and transparent decision-making practices**

>> *DEI Human Resource Audit*

**Goal: Make planning and public engagement fun and enjoyable**

>> *Community Preservation Plan; Motion Response RE community engagement for open space projects*

**Goal: Diversify existing leadership**

>> *DEI Human Resource Audit*

**Goal: Cultivate next generation of local leaders by encouraging sustained engagement of youth in civic life**

>> *No update*

**Not a designated topic/goal area in Lowell Forward? - applies to all topics**

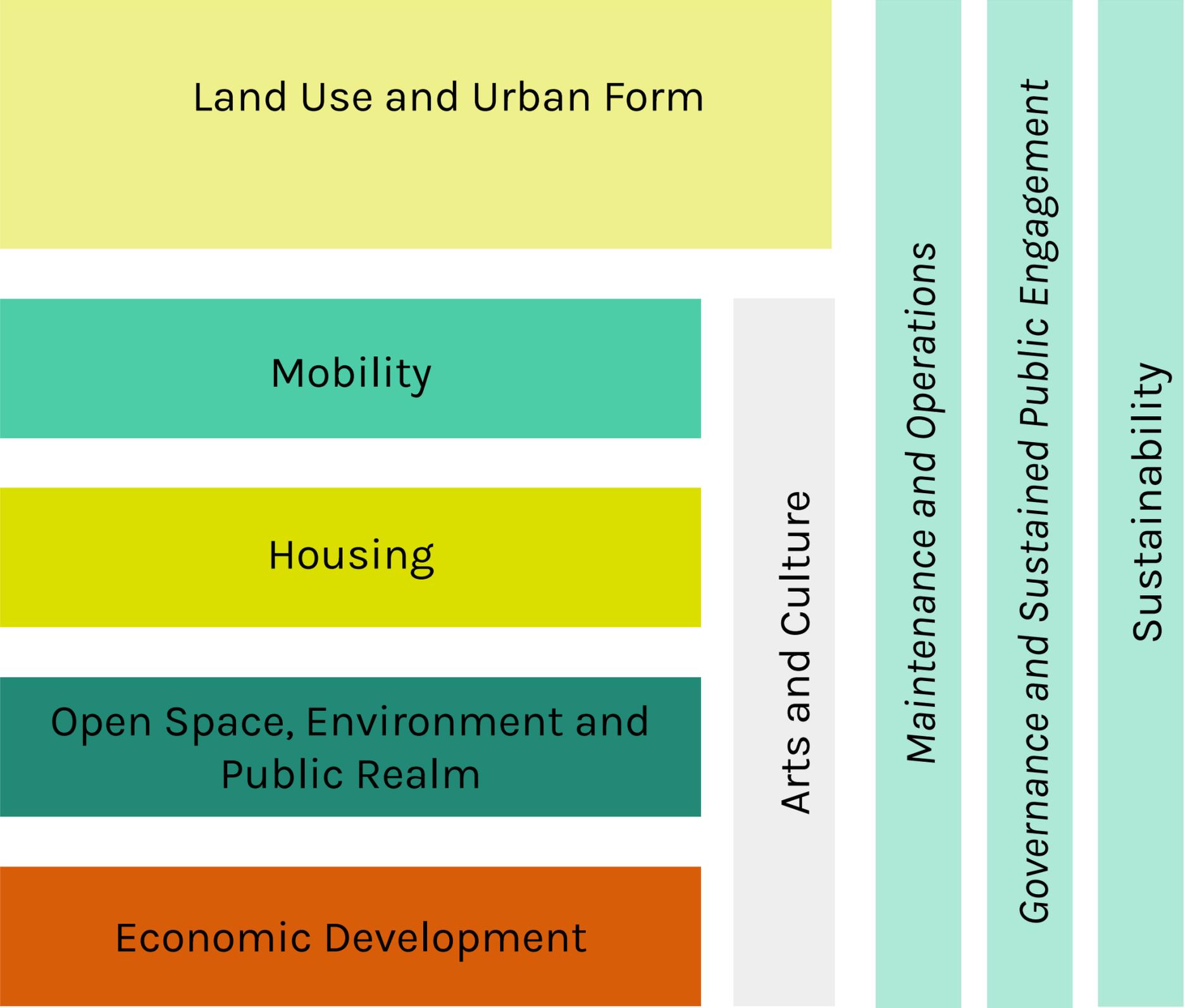
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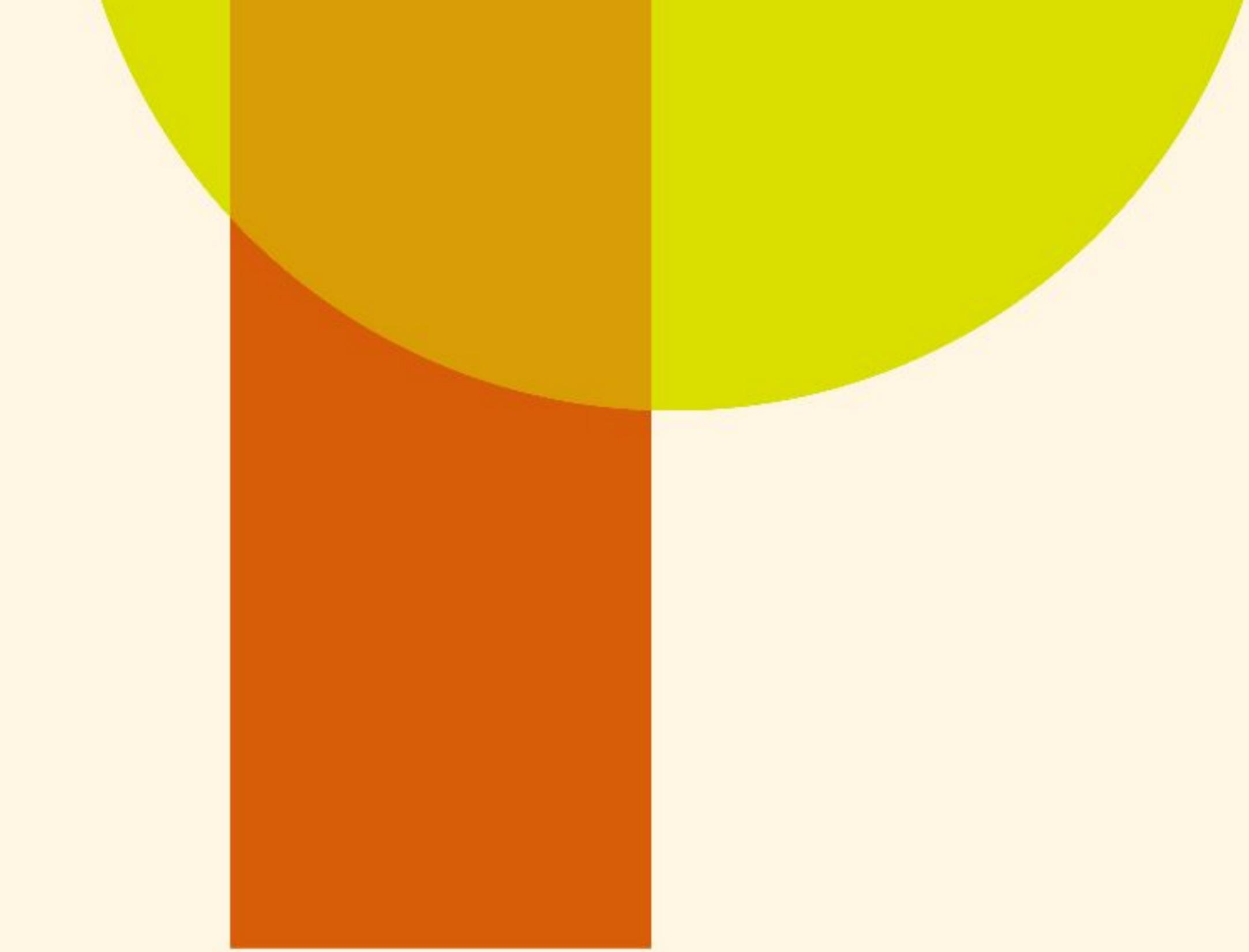
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# Considerations and Next Steps

# Plan Outline





Thank you!