

# VIBRANT & UNIQUE URBAN HUB



Lowell will serve as a vibrant urban center that leverages its history, creativity, diversity, and physical environment to provide residents, businesses, visitors, shoppers, and potential investors with a unique, high-quality experience. Through this approach of creative place-making, Lowell will continue offering rich social, cultural and entertainment opportunities to existing residents while attracting newcomers to the city whose innovation and entrepreneurship can further strengthen the local economy.

Photo: Higgins & Ross

# NÚCLEO URBANO VIBRANTE Y SINGULAR

Lowell servirá como un centro urbano vibrante que utiliza su historia, su creatividad, su diversidad y su ambiente físico para proveer una experiencia singular y de alta calidad para los(as) residentes, negocios, visitantes, compradores, y potenciales inversionistas. A través de un acercamiento creativo en la creación del sentido de “lugar”, Lowell seguirá ofreciendo oportunidades ricas en lo social, lo cultural, y entrenamiento a los(as) residentes existentes mientras atraerá a la ciudad nuevas personas innovadoras, con espíritu empresarial, quienes fortalecerán aún más la economía local.

## មជ្ឈមណ្ឌលក្រុងដែលមានភាពរស់រវើក និងប្លែកពីគេ

ឡូវែល នឹងជាមជ្ឈមណ្ឌលក្រុងដែលមានភាពរស់រវើក ដែលមានអនុភាពខាងប្រវត្តិសាស្ត្រ, ប្រឌិតញាណ, ភាពផ្សេងៗគ្នា, និងបរិស្ថានជាក់ស្តែង ដើម្បីផ្តល់ឲ្យអ្នករស់នៅជាអចិន្ត្រៃយ៍, ពាណិជ្ជកម្ម, អ្នកមកលេង, អ្នកទិញទំនិញ, និងអ្នកវិនិយោគសក្តានុពល នូវបទពិសោធន៍ប្លែកពីគេ និងបទពិសោធន៍ដែលមានគុណភាពខ្ពស់។ តាមរយៈមធ្យោបាយនៃកន្លែងបង្កើតប្រកបដោយប្រឌិតញាណនេះ, ឡូវែលនឹងបន្តផ្តល់ជូននូវឱកាសសង្គម, វប្បធម៌, និងកំសាន្តយ៉ាងច្រើន ដល់អ្នករស់នៅទីនោះ រួមមានហើយ ខណៈដែលទាក់ទាញអ្នកចំណូលថ្មីឲ្យមកនៅទីក្រុងដែលនាំនូវគំនិតនិងសហគ្រិនរបស់ក្រុងអាចពង្រឹងសេដ្ឋកិច្ចប្រចាំតំបន់ឲ្យកាន់តែខ្លាំងឡើងថែមទៀត។

# CENTRO URBANO VIBRANTE E ÚNICO

Lowell servirá como um centro urbano vibrante que tira partido da sua rica história, criatividade, diversidade e ambiente físico para fornecer aos seus residentes, empresários, visitantes, consumidores e investidores potenciais com uma experiência única, de alta qualidade. Através desta abordagem de “lugarização” criativa, Lowell continuará a oferecer oportunidades abundantes a nível social, cultural, e lazer, para residentes, assim como atraindo recém-chegados à cidade, cuja inovação e empreendedorismo irão reforçar a economia local.

# OBJECTIVES

- 1** Promote Lowell as a welcoming, safe, and attractive urban hub that serves the needs of residents, businesses, visitors, and other stakeholders.
- 2** Continue to encourage major regional and national retailers, especially those whose products enjoy exemptions from state sales taxes, to locate within City limits to allow more Lowell residents to make more of their retail purchases in the City, as opposed to surrounding towns and Southern New Hampshire.
- 3** Support and promote a diversity of high-quality shopping and entertainment opportunities, prioritizing locally-owned businesses whose profits are more likely to be reinvested within the community.
- 4** Promote and market Lowell as a college town, and invest in the faculty, staff, and student populations as major economic drivers.
- 5** Promote waterfront access and development downtown.
- 6** Promote Lowell as a regional hub for arts, culture, and history.
- 7** Support local artists and members of the creative class, and encourage more to live and work in Lowell.
- 8** Invest in culture where culture happens.
- 9** Enhance enjoyment, appreciation, and stewardship of Lowell's historic and cultural resources.
- 10** Increase everyday arts, historical, cultural and recreational encounters of city residents.
- 11** Diversify participation in the arts.
- 12** Invest in and promote arts, historical, and cultural initiatives sustainably.
- 13** Actively promote the rehabilitation and reuse of remaining vacant mills and upper stories of commercial buildings in Downtown Lowell in ways that will reinforce Lowell's downtown as an attractive and authentic urban neighborhood with a robust daytime and evening/ weekend population, and a healthy mix of residential, commercial, retail, entertainment, and recreational amenities.
- 14** Increase accessibility to, from, and within the downtown.

# 1 PROMOTE LOWELL AS A WELCOMING, SAFE, AND ATTRACTIVE URBAN HUB THAT SERVES THE NEEDS OF RESIDENTS, BUSINESSES, VISITORS, AND OTHER STAKEHOLDERS.



Canal boat tour

Photo: Emily Vidrine



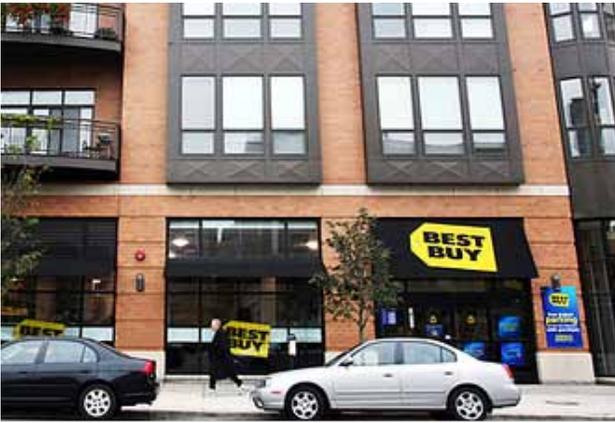
The “Welcome Rainbow” outdoor amphitheatre at North Common. “Welcome” is written in over two dozen languages across the seats. Photo: Jennifer Myers

- Encourage the continued investment in and promotion of Lowell as a desirable place to live, work, and visit by UMass Lowell, Middlesex Community College, and other institutional partners and community groups.
- Ensure easy access to Lowell for day trips from Boston and other nearby cities.
- Encourage retail businesses to extend their hours so as to encourage a lively evening and weekend atmosphere.
- Maintain, properly light, and beautify public gateways and entry points into the City to help welcome tourists and regional shoppers.
- Maintain a safe, attractive and welcoming atmosphere in parking garages.
- Prioritize public infrastructure investments that promote a safe and comfortable walking environment while avoiding investments that will detract from this objective.
- Implement the recommendations of the Downtown Evolution Plan.
- Ensure continued maintenance of private property and public infrastructure throughout downtown to the standards of the Lowell Historic Board to protect the physical environment that is one of Downtown’s strongest assets.
- Better utilize existing indoor and outdoor public spaces and support the development of new high quality public spaces, where appropriate.

- ❑ Increase the amount and variety of outdoor seating in the Downtown, where appropriate, so as to encourage residents and visitors to populate and enliven public spaces.
- ❑ Encourage the development of additional hotel rooms downtown.
- ❑ Maintain and expand upon the downtown public Wi-Fi district, and ensure that every building has access to high speed telecommunications infrastructure.
- ❑ Practice aggressive enforcement of applicable laws and statutes to prevent late night disruptive and criminal behaviors from patrons of establishments that serve alcoholic beverages so as to avoid creating a negative image of the area or impacting other occupants of Downtown.



Photo: Jane Albert



Many national chains, such as Best Buy, are opening outlets in urban settings. Photo: DPD

## 2

**CONTINUE TO ENCOURAGE MAJOR REGIONAL AND NATIONAL RETAILERS, ESPECIALLY THOSE WHOSE PRODUCTS ENJOY EXEMPTIONS FROM STATE SALES TAXES, TO LOCATE WITHIN CITY LIMITS TO ALLOW MORE LOWELL RESIDENTS TO MAKE MORE OF THEIR RETAIL PURCHASES IN THE CITY, AS OPPOSED TO SURROUNDING TOWNS AND SOUTHERN NEW HAMPSHIRE.**

- ❑ Maintain and improve the physical appearance of retail corridors.
- ❑ Document retail spending patterns among Lowell's residents.
- ❑ Seek to improve vehicular access and incorporate pedestrian, bicycle, and transit access to and within regional retail areas of the city.
- ❑ Identify underserved market segments in the city that align with Lowell's demographics and market the city to national retailers as an under-retailed opportunity for growth.



Many commercial and regional retail areas dominated by shoppers arriving in motor vehicles would benefit from Access Management strategies that would improve safety and access for consumers. Such design approaches would manage the number and location of vehicular access points, and in turn, ensure the efficient use of roadway for pedestrians and bicyclists, as well as motor vehicles.

Photo: DPD



Photo: Meghan Moore

# 3

## SUPPORT AND PROMOTE A DIVERSITY OF HIGH-QUALITY SHOPPING AND ENTERTAINMENT OPPORTUNITIES, PRIORITIZING LOCALLY-OWNED BUSINESSES WHOSE PROFITS ARE MORE LIKELY TO BE REINVESTED WITHIN THE COMMUNITY.

- ☐ Actively support and promote existing entertainment opportunities, and encourage new types of entertainment that cater to Lowell’s diverse audiences.
- ☐ Support the establishment of cultural amenities such as a movie theatre within the Downtown which will complement existing restaurant and retail offerings.
- ☐ Increase availability of essential retail services, such as grocery and hardware stores, by encouraging the establishment of new stores, or the expansion of existing markets in underserved neighborhoods of the city.
- ☐ Support existing small businesses and attract new independent businesses to locate in the Downtown and neighborhood business districts so as to complement existing shopping options.
- ☐ Support retail and restaurant businesses that cater to ethnic populations who are well-represented in Lowell, by helping them to simultaneously expand their markets beyond their primary niches and brand the City as an international marketplace.
- ☐ Support a high quality of service at local businesses and entertainment venues as a way to improve the overall patron experience.



Photo: DPD



Photo: Merrimack Repertory Theatre



Photo: Anne Ruthmann



Photo: Dick Howe, Jr.



Photo: Lisa Anderson-Bisson

## 4 PROMOTE AND MARKET LOWELL AS A COLLEGE TOWN, AND INVEST IN THE FACULTY, STAFF AND STUDENT POPULATIONS AS MAJOR ECONOMIC DRIVERS.

- Encourage UMass Lowell and Middlesex Community College (MCC) to develop marketing and incentive programs to motivate faculty and staff to purchase homes and condominiums in Lowell.
- Actively promote and support college-friendly events that cater to students and residents under the ages of 21.
- Continue to stimulate and strengthen partnerships between UMass Lowell, MCC, and local businesses to provide student discounts, and opportunities for shared dining dollars off campus.
- Support the University in promoting the Tsongas Center and its array of concerts and events to students, while also encouraging UML to market more events to the public at large.
- Encourage the university to host classes and special events Downtown while exploring the relocation of appropriate university departments in this part of the city.
- Encourage construction of student housing within the Downtown, particularly in vacant upper stories of commercial buildings, so as to encourage students to live within close proximity of class, restaurants, and other entertainment opportunities.
- Continue to build upon the University's Orientation Week programming to familiarize students and their families with the city's history, and train them to become cultural and economic stewards.
- Because students benefit from the holistic educational experience supported by proximity to the Lowell National Historical Park, UMass Lowell campuses, and Middlesex Community College, as well as the diverse cultural environment of downtown, work to retain the High School as an institutional anchor in Downtown and plan for future facility improvements consistent with recommendations of the Downtown Evolution Plan.

Photo: Jane Albert



Photo: UMass Lowell

Using the Downtown Evolution Plan as a guide, strengthen the physical and conceptual linkages between the university campuses and the downtown so as to encourage pedestrian and bicycle connections between these destinations, and the redevelopment of priority sites, such as the Cox Circle area.

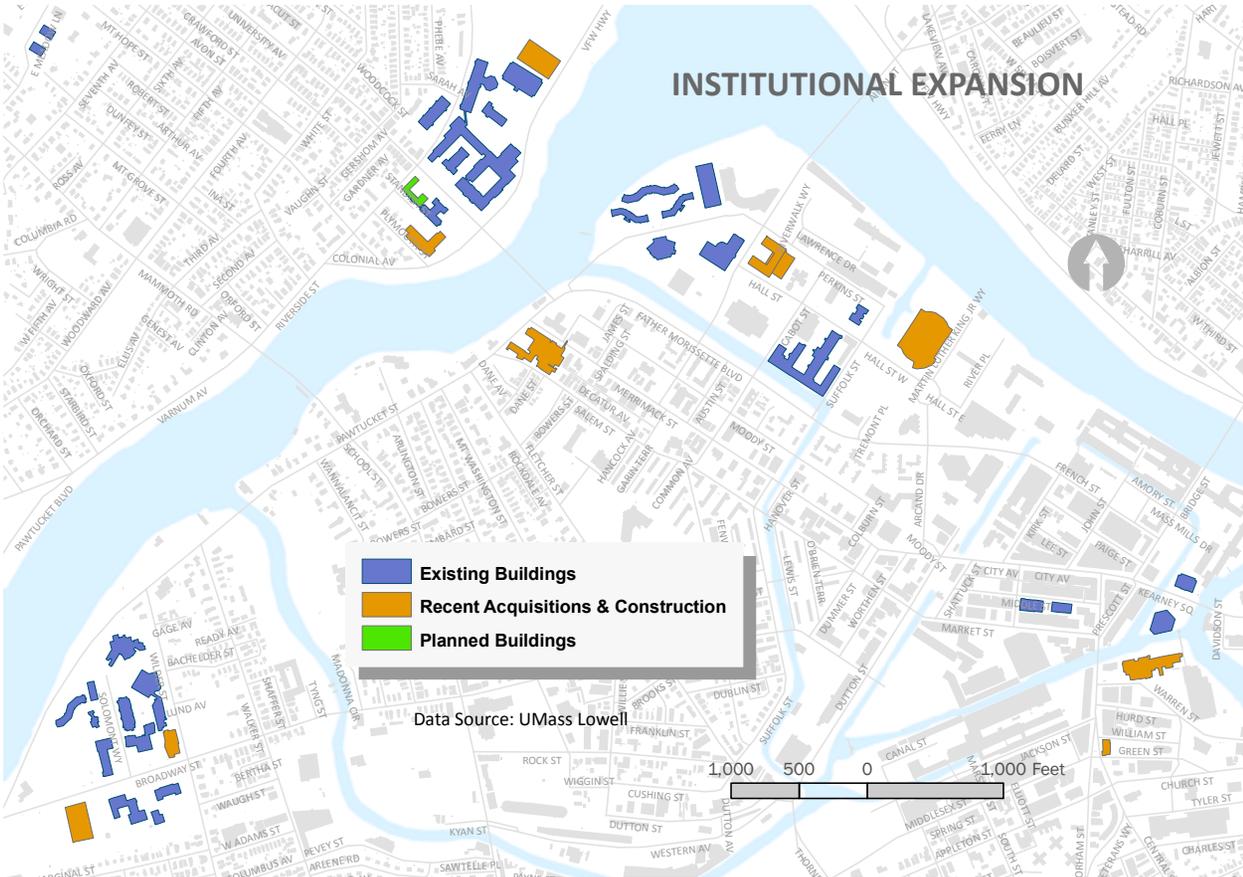




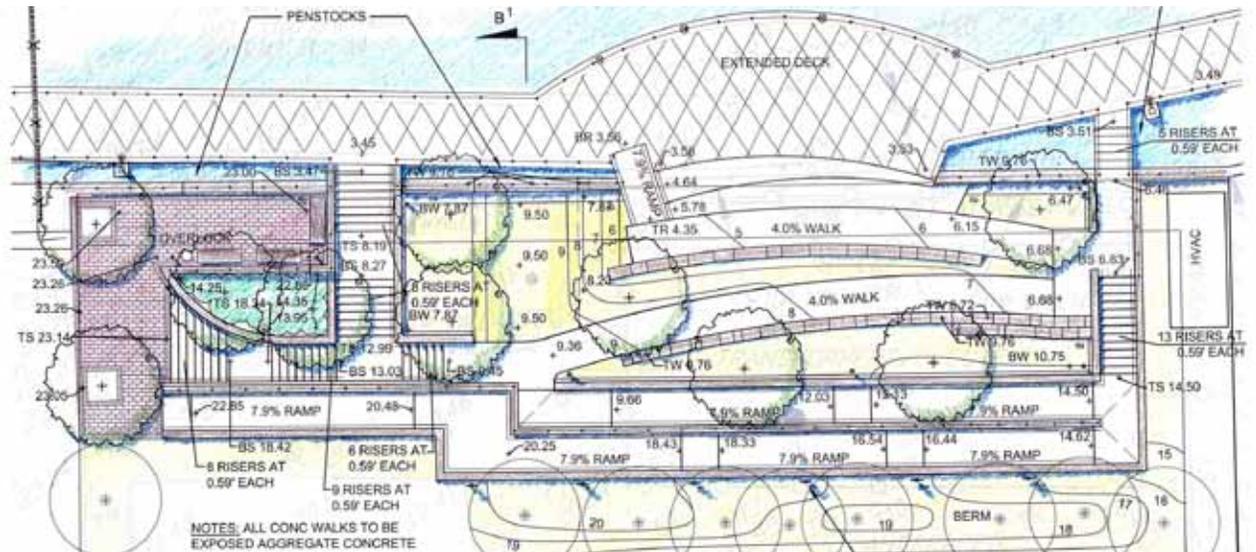
Photo: DPD

## 5 PROMOTE WATERFRONT ACCESS AND DEVELOPMENT DOWNTOWN.

- Conduct a comprehensive survey of waterfront property, evaluating assets, opportunities, and potential impediments to redevelopment, recognizing that appropriate development at certain waterfront sites can effectively create waterway stewardship and improve their visibility within the city.
- Establish and promote a regulatory framework that encourages outdoor cafes and retail entrances along riverfront and canalside walkways, where appropriate.
- Enhance visibility of waterways from neighboring public streets and squares.
- Promote events and displays that celebrate the City's waterways, such as sprays, lighting, and environmental art.
- Support the extension of the Riverwalk and plan for future connections to the Concord River Greenway and other trail networks.
- Emphasize the importance of good stormwater management practices in preserving and enhancing the city's waterways.

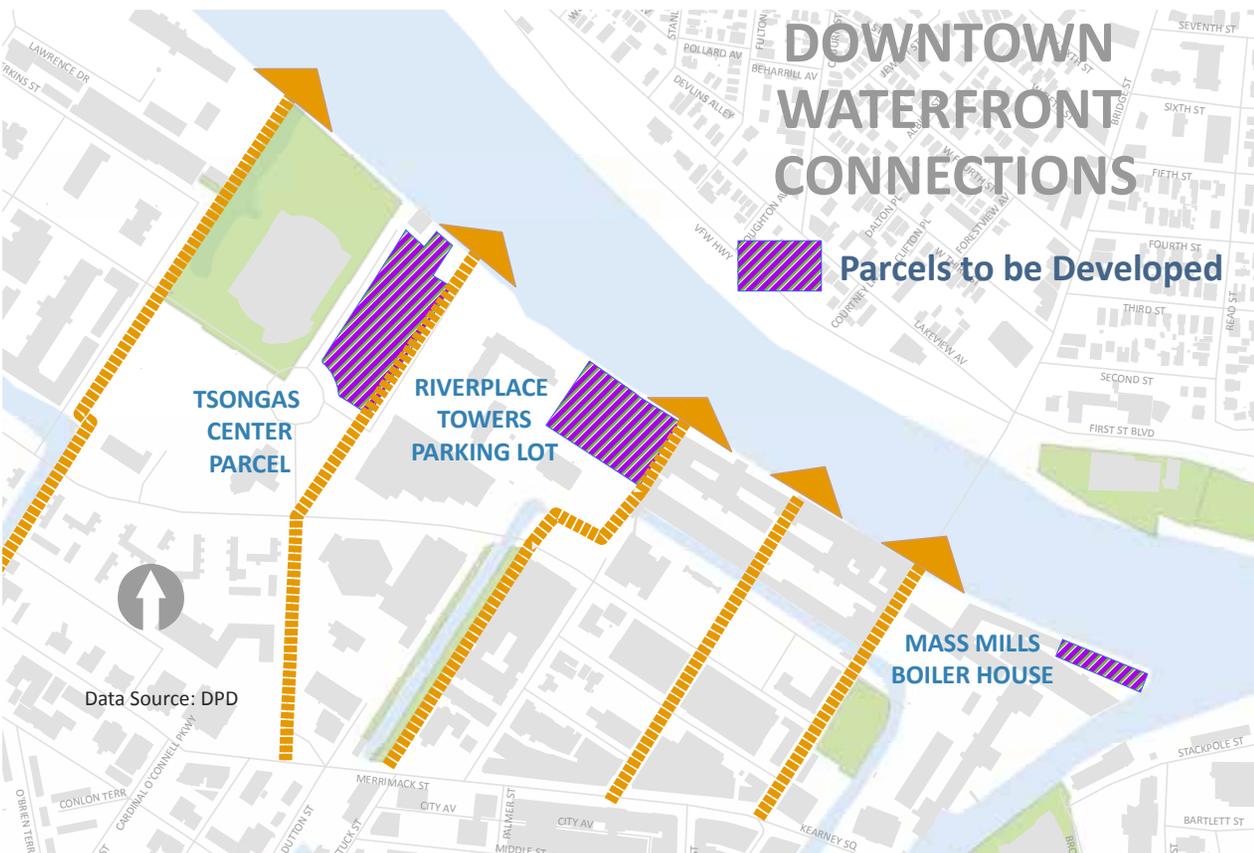
Riverwalk Improvements at Bridge Street

Image: Carol Johnson





Many cities feature water displays and celebrations along their natural waterfronts to create a sense of excitement. Providence, Rhode Island's WaterFire Festival draws thousands to its riverfront. Above is the Centennial Fountain on the Chicago River. Photo: Jeremya



Relaxing by the Western Canal Photo: DPD

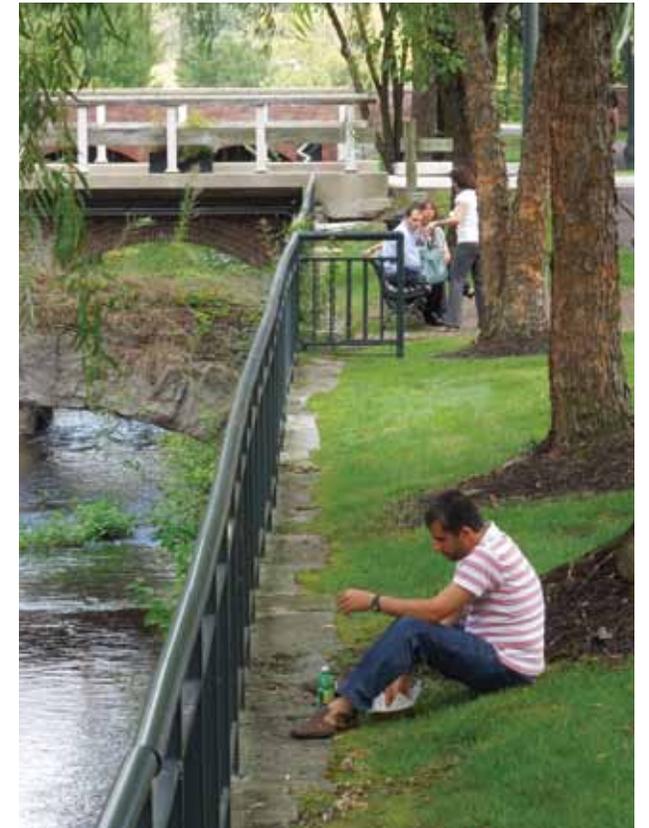




Photo: Higgins & Ross



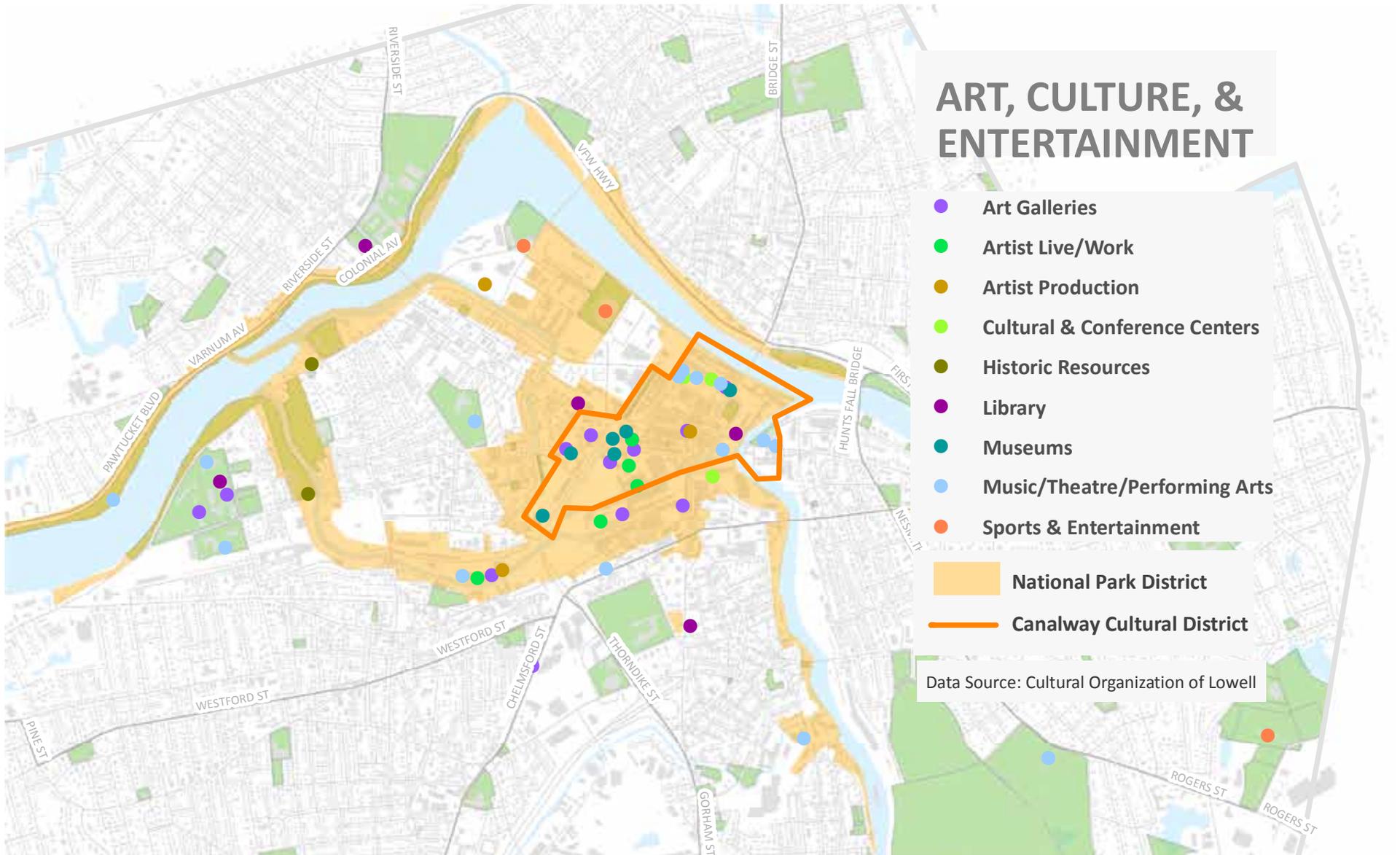
Photo: COOL



Photo: COOL

## 6 PROMOTE LOWELL AS A REGIONAL HUB FOR ARTS, CULTURE, AND HISTORY.

- Continue to support an array of large scale festivals, events, and major cultural institutions as the anchors of the City's cultural ecosystem.
- Continue to actively promote and seek expansion of programming at existing cultural establishments, galleries, museums, theatres, and other entertainment venues, and work to attract new entities that support arts and cultural development.
- Support the recently-designated Lowell Canalway Cultural District and explore additional locations for cultural districts elsewhere in the city under the Massachusetts Cultural Council's program.
- Draw upon the legacies of Jack Kerouac and other cultural icons as a way to strengthen the local creative economy.
- Convey the Smith Baker Center to a private party that will support its redevelopment as a cultural center or entertainment venue that would complement the offerings of Lowell's existing venues and institutions.
- Leverage the establishment of a large scale production studio in the region and continue to build upon and market Lowell's growing reputation as film industry destination for location filming.
- Identify and secure funding for the development of Point Park's large-scale public art component, the maintenance and enhancement of the City's existing public art collection, and the installation of new public art that will enhance resident quality of life, promote community pride, and encourage continued economic investment.
- Aggressively pursue all available opportunities to increase public and private grant funding to support the city's creative and cultural economy.



- Encourage opportunities for cross-promotion and marketing of events, including packaged ticketing, so as to capture the diverse arts programming of UMass Lowell, Middlesex Community College, and other institutions.

- Promote the Cultural Organization of Lowell Bus as a unique vehicle for engaging community members in cultural activities.
- Measure and monitor the impact of Lowell's creative economy over time.



Photo: COOL

## 7 SUPPORT LOCAL ARTISTS AND MEMBERS OF THE CREATIVE CLASS, AND ENCOURAGE MORE TO LIVE AND WORK IN LOWELL.

- ☐ Aggressively market Lowell as a community that welcomes and embraces its resident artists and creative entrepreneurs.
- ☐ Encourage the continued development of artist studios and live/work spaces.
- ☐ Target housing subsidies and affordable housing production in the downtown towards artists and other creative residents.
- ☐ Draw a regional crowd for arts and entrepreneurship training courses.
- ☐ Organize and promote round table discussions and public meetings to identify challenges and opportunities within the arts community.
- ☐ Develop an Artist-in-Residence Program to highlight local, innovative talent.
- ☐ Continue to highlight the work of local artists through the Open Studios event and other similar initiatives.



Photo: Higgins & Ross

- ☐ Encourage local businesses and institutions to purchase, display, and promote the work of local artists.
- ☐ Support the establishment of a creative products store and publications to showcase the work of local artists.
- ☐ Draw upon the talents and abilities of local artists by encouraging them to supplement their own incomes through the teaching of community arts courses.
- ☐ Cultivate a population of young professionals and other potential patrons in Lowell who will support arts and cultural investment and encourage a creative atmosphere.

- ☐ Identify ways for artists and creative entrepreneurs to share equipment and other resources, so as to reduce their costs and foster collaboration.
- ☐ Provide access to training opportunities for creative entrepreneurs.
- ☐ Establish a Lowell-based, artist and consumer-driven online marketplace and promotional resource for local artists.



Photo: The Lowell Plan

Photo: DPD



Photo: Western Avenue Studios



Photo: Lowell Parks & Conservation Trust

## 8 INVEST IN CULTURE WHERE CULTURE HAPPENS.

- ❑ Encourage the continued organization of community-driven cultural initiatives and ethnic events hosted in the City annually, promoting and supporting these efforts wherever feasible.
- ❑ Identify heavily utilized parks and public spaces, map the types of community-driven cultural activities occurring therein during different seasons and times of day, and promote these events to the greater community.
- ❑ Prioritize outdoor lighting, free public Wi-Fi, and electricity within parks and public spaces that are heavily utilized for neighborhood and community programs so as to encourage community-driven cultural activity.
- ❑ Provide a welcoming atmosphere for food trucks, and encourage them to park in locations with high levels of community activity by creating a regulatory framework that is efficient and cost-effective.
- ❑ Support creative place-making efforts, infrastructure improvements, and cultural investment around the Cambodia Town District, and explore the establishment of other districts that highlight specific cultures citywide.



Cambodia Town banners

Photo: Higgins & Ross



Photo: COOL

# 9

## ENHANCE ENJOYMENT, APPRECIATION, AND STEWARDSHIP OF LOWELL'S HISTORIC AND CULTURAL RESOURCES.

- ❑ Support organizations and events which highlight Lowell's rich historical and cultural roots.
- ❑ Ensure consistent, fair, and effective enforcement of historic district regulations and guidelines to preserve the character and integrity of historic resources in Lowell.
- ❑ Acknowledge and support efforts to expand Lowell's historic preservation initiatives beyond the National Park and mill era to include recognition and stewardship of historic resources from all eras of Lowell's past.
- ❑ Protect historic cemeteries by cultivating collaborations with neighborhood associations and community groups to act as stewards of these sites.
- ❑ Expand historic and architectural walking tour offerings, and explore the use of interactive technologies, such as cinema walking tours, smartphone applications, and other multimedia displays as a means by which to bring history and culture to life.
- ❑ Showcase exemplary projects which illustrate both sustainable building practices and historic preservation.
- ❑ Maintain and enhance Lowell Historic Board's neighborhood historic house marker program through neighborhood historic wayside exhibits, and develop a historic building marker program for downtown and in collaboration with property owners, exhibiting panels that detail building histories in public lobbies or storefront windows.
- ❑ Identify funding to digitize the municipal and historic archives currently stored in the City Hall attic, and make these resources available to the community.
- ❑ Maintain cultural and historic venues as safe and welcoming gathering spaces.



Photo: Jane Albert



Photo: Ashley Cantrell



“Mill Girl Dresses” along the canal

Photo: DPD

## 10 INCREASE EVERYDAY ARTS, HISTORICAL, CULTURAL AND RECREATIONAL ENCOUNTERS OF CITY RESIDENTS.

- ☐ Support the painting of murals in schools as a means of encouraging creative participation and ensuring capital improvement.
- ☐ Continue to support and promote a high volume of free, family-friendly events and activities citywide.
- ☐ Educate residents and property owners about the benefits and value of historic preservation beyond the boundaries of the National Park as a catalyst for neighborhood preservation and revitalization.
- ☐ Explore and implement lower cost public art interventions like creatively repainting bridges and overpasses with bold colors and decorating bus shelters, utility boxes, and bike racks to highlight Lowell’s ongoing transition from its industrial past to its future in the creative economy while ensuring that efforts remain consistent with Lowell Historic Board design standards.
- ☐ Develop a network of vibrant public spaces and performance stages citywide that can be programmed throughout all four seasons.



Mural on Middle Street  
Photo: DPD

- ☐ Support the Lowell National Historical Park’s expanding mission to serve the City as a whole, including continued collaborations with the Lowell Public Schools to ensure that all elementary school students have an opportunity to learn about their city’s history and heritage.
- ☐ Identify locations to install poetry pedestals throughout the City’s neighborhoods and develop a Poetry on Buses program in collaboration with the public schools, LRTA, and other local institutions to promote local writers.
- ☐ Seek to expand recreational programming offered by the City to Lowell residents.
- ☐ Develop permanent and semi-permanent museums and cultural centers to highlight Lowell’s history, potentially filling under-utilized spaces with artifacts and archives.
- ☐ Continue to promote the nascent busker and street performer program to support economic development and cultural visibility in areas with high volumes of foot traffic.

Photo: Greater Lowell Boys & Girls Club

- ☐ Encourage Lowell residents who are not directly affiliated with the University to take advantage of cultural and academic offerings at UMass Lowell, and promote Lowell events to UMass Lowell and MCC affiliates.
- ☐ Support expanded partnerships between local artists and Lowell’s elementary and secondary schools.



“The Path” cinema walking tour in Lawrence, MA educates residents and visitors about the history of the Pemberton Mill collapse.  
Photo: Dan Koff





## 11 DIVERSIFY PARTICIPATION IN THE ARTS.

- ❑ Encourage organic arts and cultural programming throughout the city's schools and neighborhoods.
- ❑ Expand the variety of avenues for marketing so as to reach as broad a group of community members as possible.
- ❑ Promote the utilization of the City's interactive online community calendar to centralize information about events, and encourage broader engagement.
- ❑ Expand the use of social media so as to engage a greater number of students and youth in cultural happenings.
- ❑ Continue to support efforts that celebrate the unique customs of the city's cultural groups.
- ❑ Forge partnerships with ethnic and religious groups and expand promotional efforts around their festivals and community events.
- ❑ Translate marketing materials for arts and cultural events, and provide interpretation at events themselves, as needed.
- ❑ Ensure that festivals and events are accessible to people with disabilities.
- ❑ Increase programmatic offerings for seniors, families and young children.

Photo: COOL

Photo: Lowell National Historical Park



SUSTAINABLE LOWELL 2025

## 12 INVEST IN AND PROMOTE ARTS, HISTORICAL, AND CULTURAL INITIATIVES SUSTAINABLY.

- ❑ Support the “greening” of festivals and events, including waste management planning that incorporates recycling and composting, and bike and pedestrian friendly transportation planning.
- ❑ Seek to improve pedestrian access between Western Avenue Studios, the 119 Gallery and the Downtown to maximize economic investment in the arts while reducing carbon emissions.
- ❑ Identify sustainable funding streams for arts and cultural programming, potentially including a Percent for the Arts policy, the Community Preservation Act, or other similar programs.
- ❑ Prioritize cultural promotion online and using recycled paper made from post-consumer content, when possible.



Photo: Angela Vincent

Vertical garden mural at the 119 Gallery

Photo: Ashley Cantrell





# MARKET-RATE RESIDENTIAL DEVELOPMENT DOWNTOWN

## Year of Redevelopment

- Pre-2000
- 2000-2012
- Planned

Data Source: DPD

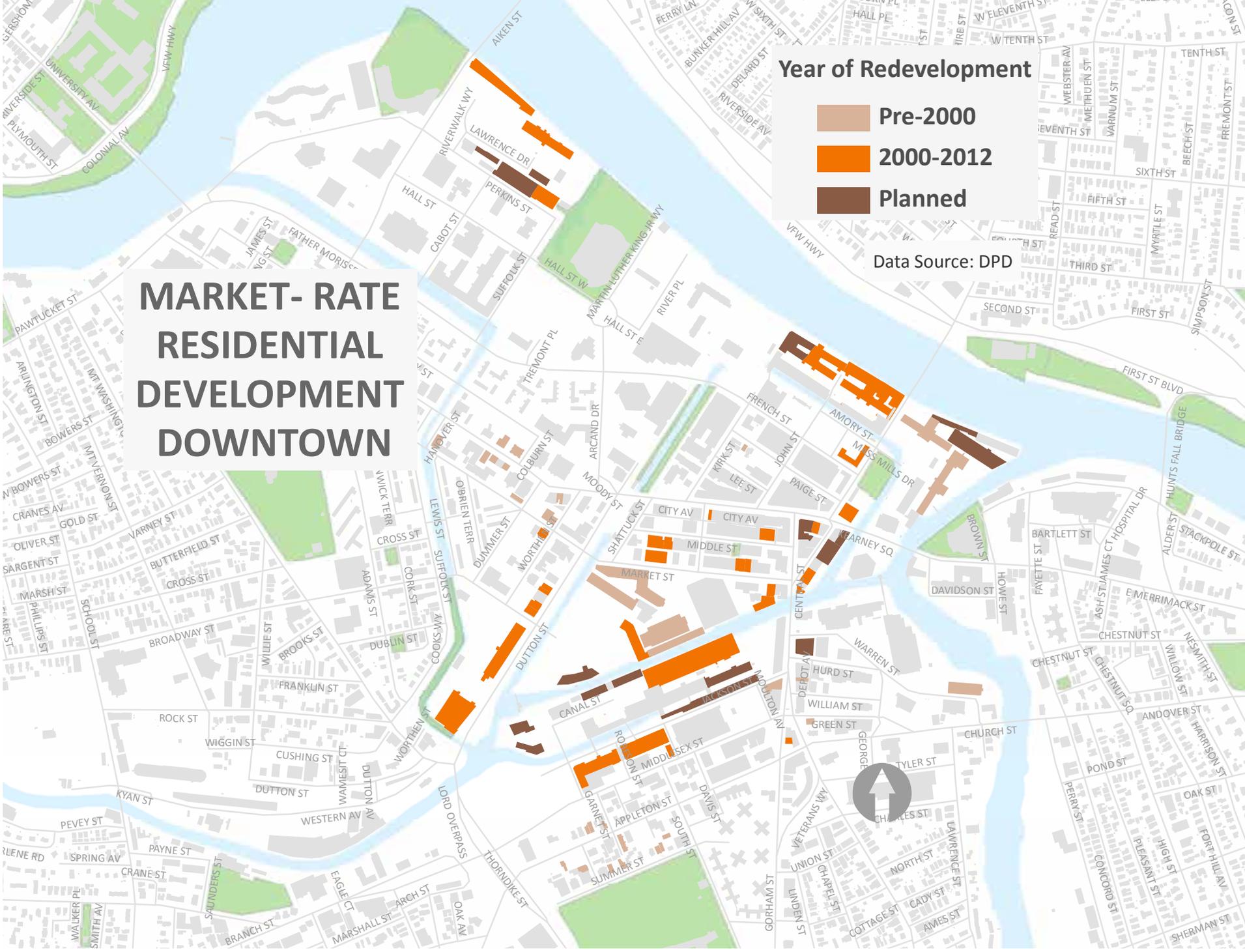


Photo: DPD



## 14 INCREASE ACCESSIBILITY TO, FROM, AND WITHIN THE DOWNTOWN.

- ❑ Convert certain one-way streets to two-way operation consistent with the recommendations of the Downtown Evolution Plan.
- ❑ Increase access to public transportation opportunities, such as the Gallagher Terminal.
- ❑ Improve pavement markings and signage to help guide Lowell residents and visitors.
- ❑ Improve connections to the downtown from adjacent neighborhoods, and other parts of the city.
- ❑ Continue to improve handicap access through sidewalk and crosswalk improvements.
- ❑ Implement bicycle infrastructure, bike lanes, and sharrows (shared use lanes) throughout the city's Downtown and neighborhoods.
- ❑ Improve coordination and efficiency of traffic signals at Dutton/Market, Dutton/Broadway, Dutton/Fletcher, and Father Morrissette/Cabot to improve traffic flow through the Downtown.
- ❑ Continue to improve the management and operations of public on-street and off-street parking downtown to ensure convenience and availability for residents, visitors, shoppers and other users.



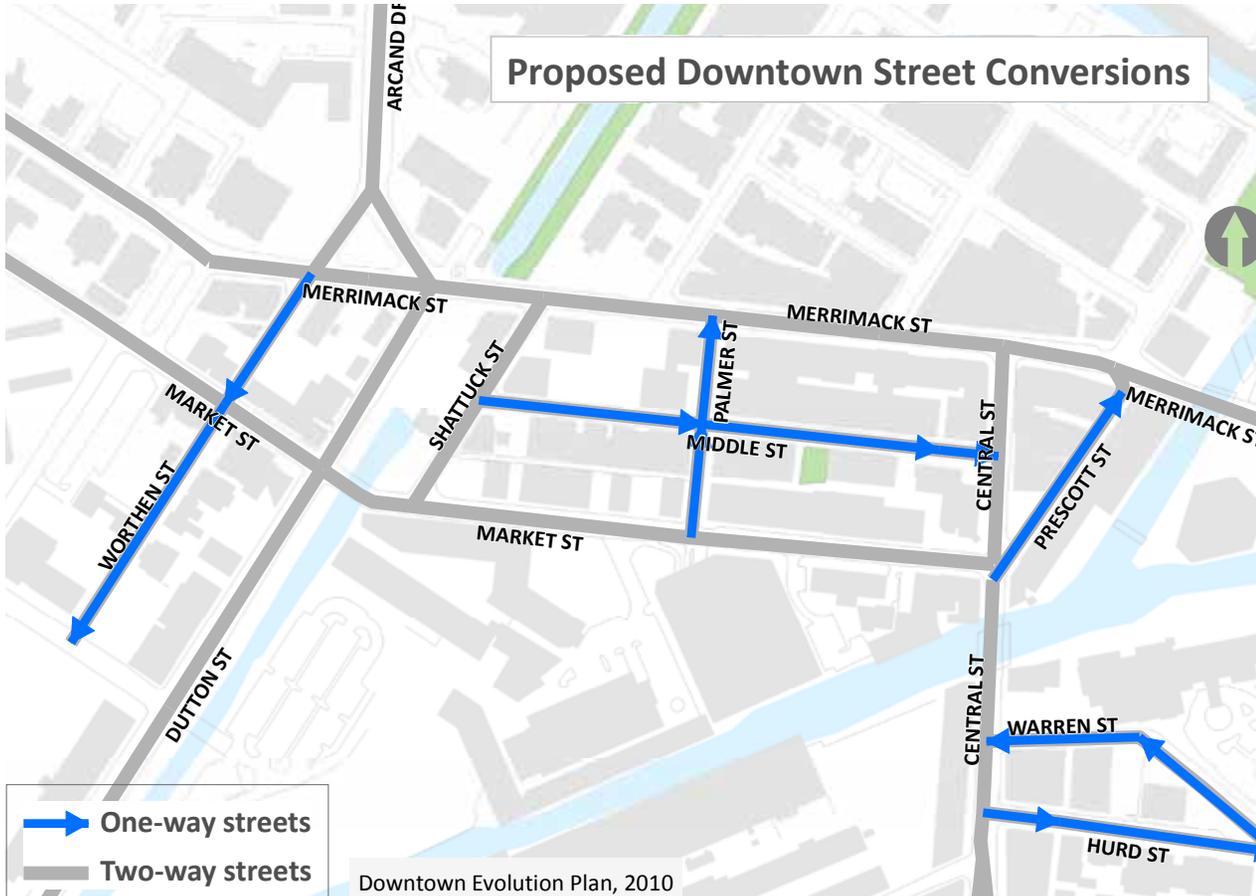
New Handicap-accessible crosswalks in Downtown

Photo: DPD

SUSTAINABLE LOWELL 2025



Proposal to convert Market Street to two-way traffic



Enhanced pedestrian connection from the Gallagher Terminal to the Hamilton Canal District Photo: DPD



	HISTORIC CHARACTER & PRESERVATION	HOUSING QUALITY & VARIETY	PUBLIC HEALTH & SAFETY	CIVIC ENGAGEMENT & COMMUNITY PRIDE	SOCIAL EQUITY	RECREATIONAL OPPORTUNITY	MULTI-MODAL TRANSPORTATION	RESOURCE & INFORMATION SHARING	COLLABORATIVE PARTNERSHIPS	EDUCATION & TRAINING	LOCAL ECONOMIC DEVELOPMENT & INNOVATION	TRANSPARENCY & ACCOUNTABILITY	JOB CREATION	ENVIRONMENTAL PLANNING & POLICY	NATURAL RESOURCE CONSERVATION	CARBON EMISSION REDUCTION	EFFECTIVE & EFFICIENT OPERATIONS	ARTS & CULTURAL OPERATIONS	SHOPPING & ENTERTAINMENT		
<b>VIBRANT AND UNIQUE URBAN HUB</b>																					
PROMOTE LOWELL AS A WELCOMING, SAFE, AND ATTRACTIVE URBAN HUB THAT SERVES THE NEEDS OF RESIDENTS, BUSINESSES, VISITORS, AND OTHER STAKEHOLDERS.	●		●		●		●	●	●		●	●		●	●		●			●	
CONTINUE TO ENCOURAGE MAJOR REGIONAL AND NATIONAL RETAILERS, ESPECIALLY THOSE WHOSE PRODUCTS ENJOY EXEMPTIONS FROM STATE SALES TAXES, TO LOCATE WITHIN CITY LIMITS TO ALLOW MORE LOWELL RESIDENTS TO MAKE MORE OF THEIR RETAIL PURCHASES IN THE CITY, AS OPPOSED TO SURROUNDING TOWNS AND SOUTHERN NEW HAMPSHIRE.							●							●	●		●			●	
SUPPORT AND PROMOTE A DIVERSITY OF HIGH-QUALITY SHOPPING AND ENTERTAINMENT OPPORTUNITIES, PRIORITIZING LOCALLY-OWNED BUSINESSES WHOSE PROFITS ARE MORE LIKELY TO BE REINVESTED WITHIN THE COMMUNITY.				●			●		●		●	●		●	●		●			●	●
PROMOTE AND MARKET LOWELL AS A COLLEGE TOWN, AND INVEST IN THE FACULTY, STAFF, AND STUDENT POPULATIONS AS MAJOR ECONOMIC DRIVERS.		●			●		●	●	●	●	●			●						●	●
PROMOTE WATERFRONT ACCESS AND DEVELOPMENT DOWNTOWN.			●		●	●	●				●			●	●	●	●			●	●
PROMOTE LOWELL AS A REGIONAL HUB FOR ARTS, CULTURE, AND HISTORY.					●				●		●									●	●

	HISTORIC CHARACTER & PRESERVATION	HOUSING QUALITY & VARIETY	PUBLIC HEALTH & SAFETY	CIVIC ENGAGEMENT & COMMUNITY PRIDE	SOCIAL EQUITY	RECREATIONAL OPPORTUNITY	MULTI-MODAL TRANSPORTATION	RESOURCE & INFORMATION SHARING	COLLABORATIVE PARTNERSHIPS	LOCAL ECONOMIC DEVELOPMENT & INNOVATION	EDUCATION & TRAINING	TRANSPARENCY & ACCOUNTABILITY	JOB CREATION	ENVIRONMENTAL PLANNING & POLICY	NATURAL RESOURCE CONSERVATION	CARBON EMISSION REDUCTION	EFFECTIVE & EFFICIENT OPERATIONS	ARTS & CULTURAL INVESTMENT	SHOPPING & ENTERTAINMENT	
<b>VIBRANT AND UNIQUE URBAN HUB</b>																				
SUPPORT LOCAL ARTISTS AND MEMBERS OF THE CREATIVE CLASS, AND ENCOURAGE MORE TO LIVE AND WORK IN LOWELL.		●				●			●	●	●	●	●						●	
INVEST IN CULTURE WHERE CULTURE HAPPENS.				●	●	●	●			●		●	●		●		●		●	●
ENHANCE ENJOYMENT, APPRECIATION, AND STEWARDSHIP OF LOWELL'S HISTORIC AND CULTURAL RESOURCES.	●					●			●	●	●	●			●				●	●
INCREASE EVERYDAY ARTS, HISTORICAL, CULTURAL, AND RECREATIONAL ENCOUNTERS OF CITY RESIDENTS.	●			●	●	●	●	●	●	●	●	●			●				●	●
DIVERSIFY PARTICIPATION IN THE ARTS.				●	●	●			●		●	●							●	●
INVEST IN AND PROMOTE ARTS, HISTORICAL, AND CULTURAL INITIATIVES SUSTAINABLY.						●			●						●	●	●	●	●	●
ACTIVELY PROMOTE THE REHABILITATION AND REUSE OF REMAINING VACANT MILLS AND UPPER STORIES OF COMMERCIAL BUILDINGS IN DOWNTOWN LOWELL IN WAYS THAT WILL REINFORCE LOWELL'S DOWNTOWN AS AN ATTRACTIVE AND AUTHENTIC URBAN NEIGHBORHOOD WITH A ROBUST DAYTIME AND EVENING/WEEKEND POPULATION, AND A HEALTHY MIX OF RESIDENTIAL, COMMERCIAL, RETAIL, ENTERTAINMENT, AND RECREATIONAL AMENITIES.		●	●						●	●									●	●
INCREASE ACCESSIBILITY TO, FROM, AND WITHIN THE DOWNTOWN.	●								●						●	●		●		●

