

Attachment D: Greater Lowell Stronger Together Goals

STRATEGY 1: ECONOMIC DEVELOPMENT CAPACITY IMPLEMENTATION MATRIX

Action and Subtasks		NMCOG Role	Cost	Timeline	Partners	Outputs
1. Create a collaborative economic development initiative to refine regional activities, agenda-setting, and outcomes across municipalities.		Lead	\$	Short	<ul style="list-style-type: none"> Middlesex 3 UMass Lowell MassHire Greater Lowell Workforce Board + Career Center Greater Lowell Community Foundation Local and regional chambers of commerce Municipal economic development representatives 	<ul style="list-style-type: none"> Host multiple annual convenings of key partners Sign a collaborative MOU or equivalent document
1.1	Convene key economic development partners to analyze, identify, prioritize, and pursue economic development activities and outcomes, including refining performance metrics, timelines, and roles.					
1.2	Build a set of agreements, a memorandum of understanding (MOU), and funding commitments for partners to sign on to.					
1.3	Consider the staffing requirements across organizations that are necessary to see through new activities.					
2. Craft and manage a business attraction strategy focused on emerging and opportunity industries in the Greater Lowell region.		Support	\$\$	Medium	<ul style="list-style-type: none"> Middlesex 3 (Lead) UMass Lowell MassHire Greater Lowell Workforce Board + Career Center Middlesex Community College 	<ul style="list-style-type: none"> Complete a full target industry analysis Finalize a new business attraction campaign
2.1	Study industry data and engage with regional leaders to define the region's target industries, building on MassHire's Northeast Regional Blueprint and Middlesex 3 Industry Clusters.					
2.2	Create a business attraction campaign, including branding materials, to assist with marketing the region at conferences, trade shows, and trade missions to other geographies.					
2.3	Engage with state economic development leaders to build relationships and knowledge that can yield a stronger business attraction pipeline.					
3. Develop an inventory of key sites and parcels to focus on for future development projects in the region, and market these opportunities to corporate site selectors and developers.		Support	\$\$	Short	<ul style="list-style-type: none"> Middlesex 3 (Lead) UMass Lowell 	<ul style="list-style-type: none"> Finalize a study of regional development and redevelopment opportunities Conduct a site pre-planning fund feasibility study
3.1	Commission a study to review key development and redevelopment opportunities, including an understanding of common challenges and solutions to unlocking these projects.					
3.2	Study the feasibility of a site development and pre-planning fund that focuses on pre-construction improvements to jumpstart vacant and underutilized sites.					
3.3	Continue to grow a network of regional and national site selectors that represent companies with an interest in operating in the Greater Lowell region.					
4. Create a business visitation and calling program to understand the ongoing challenges, opportunities, plans, and needs of existing regional businesses.		Cheer	\$\$	Short	<ul style="list-style-type: none"> Middlesex 3 (Lead) MassHire Greater Lowell Municipal economic development representatives Local and regional chambers of commerce 	<ul style="list-style-type: none"> Finalize a database of regional businesses Create a formal business retention and expansion plan
4.1	Create an internal database of regional businesses, including relevant contact information, for use in business outreach.					
4.2	Provide more consistency in business outreach and calling.					
4.3	Target specific industries and business sizes that may be at-risk of closure or interested in regional expansion.					
5. Provide under-resourced communities with increased attention and capacity to gain from regional economic development.		Lead	\$\$	Medium	<ul style="list-style-type: none"> Middlesex 3 Municipal economic development representatives 	<ul style="list-style-type: none"> Improve economic development capacity for smaller towns Create a resource hub of educational materials for municipalities to utilize Build understanding among municipalities of relevant incentives
5.1	Inventory commercial and industrial opportunities within smaller municipalities that lack the capacity to catalyze projects themselves.					
5.2	Assess specific incentives and tools to use for economic development activities in smaller municipalities, such as facade improvement or infrastructure development grants.					
5.3	Represent rural and small communities in regional negotiations and activities related to site selection, business attraction, and business retention and expansion.					
5.4	Work with municipalities to better articulate their economic development vision in alignment with the regional economy and market and share examples of growth-positive scenarios in relation to housing and economic development.					
5.5	Provide access to training and education materials to help appointed and elected officials prepare for economic development opportunities.					

STRATEGY 2: STRONG PLACES AND TOWNS IMPLEMENTATION MATRIX

Action		NMCOG Role	Cost	Timeline	Partners	Outputs
1. Increase regional awareness of various arts, culture, and outdoor recreation-focused happenings and experiences.		Cheer	\$\$	Medium	<ul style="list-style-type: none"> Revolutionary Valley VB (Lead) Mosaic Lowell GL Community Foundation Lowell National Historical Park Local Cultural Councils MOOR and MOTT Other organizations that support arts, culture, and the outdoors 	<ul style="list-style-type: none"> Finalize a regional Destination Development strategy Complete new signage and digital efforts that increase accessibility to arts and cultural experiences
1.1	Create a Destination Development strategy for the region.					
1.2	Create physical signage and digital applications that allow residents and tourists to better access and experience historic sites, cultural spaces, and public art.					
1.3	Foster meaningful collaboration between arts, culture, and outdoor organizations with one another to jointly apply for funding opportunities and build cross-organizational partnerships that enhance community impact.					
2. Better market Main Street offerings to residents across New England, positioning the region as an attractive place to live, work, and play.		Support	\$\$	Medium	<ul style="list-style-type: none"> Revolutionary Valley VB (Lead) Downtown Lowell Historic District City planners Organizations that support small business and real estate development 	<ul style="list-style-type: none"> Catalyze development and beautification efforts along Main Streets
2.1	Increase regional marketing of Main Streets and the New England charm they offer for a tourist, daily visitor, or full-time resident.					
2.2	Prioritize the development of a variety of third spaces for community gathering along Main Streets and market these assets to younger residents and families.					
2.3	Consider programs such as facade improvements and beautification grants that increase vibrancy along Main Streets.					
2.4	Work to give capacity to region-wide planners for key projects and plans related to placemaking in and around Main Streets.					
3. Uplift the Lowell Forward comprehensive plan's downtown goals. Work to increase connectivity, mobility, and small business success in Downtown, paving the way for a more active, attractive center that benefits the entire region.		Support	\$\$\$	Medium	<ul style="list-style-type: none"> City of Lowell (Lead) Downtown Lowell Historic District UMass Lowell Mosaic Lowell Organizations that support small business and real estate development 	<ul style="list-style-type: none"> Continue to see improvement in Downtown Lowell's infrastructure and livability Increase marketing of Downtown Lowell
3.1	Invest in entertainment venues, green spaces, bike paths, new sidewalks, lighting, public art, cultural sites, outdoor dining, and other placemaking activations to help increase vibrancy in Downtown.					
3.2	Continue to work towards a more attractive, cleaner Downtown District.					
3.3	Create a stronger brand for Downtown Lowell, including a one-stop centralized information hub that provides information about the suite of events happening in and around the area to local community members, regional audiences, and audiences outside the region.					
3.4	Support collaborations and initiatives to plan and grow downtown in collaboration with LINC, including such initiatives as creation of a Business Improvement District.					

STRATEGY 3: SIGNATURE OPPORTUNITIES IMPLEMENTATION MATRIX

Action and Subtasks		NMCOG Role	Cost	Timeline	Partners	Outputs
1. Codify the region's target industries to pursue in business attraction, retention, and expansion efforts moving forward.		Support	\$	Short	<ul style="list-style-type: none"> Middlesex 3 (Lead) MassHire Greater Lowell Workforce Board + Career Center Municipal economic development representatives State economic development officials 	<ul style="list-style-type: none"> Host frequent regional task force meetings Increase the attraction of target businesses
1.1	Pursue life sciences, advanced manufacturing, defense, clean tech, health care, technology, defense, and professional, scientific, and technical services as the region's target industries – as echoed by MassHire's Northeast Regional Blueprint and Middlesex 3 Industry Clusters.					
1.2	Work with existing and new regional economic development partners to ensure joint efforts in attracting, retaining, and expanding businesses within these industries.					
1.3	Form a regional task force, composed of leaders from these industries, to lead efforts that support the growth of these industries.					
1.4	Expand upon existing working groups that develop and attract target industries, such as Middlesex 3's advanced manufacturing coalition.					
2. Leverage LINC and projects such as the Hamilton Canal Innovation District to drive the region's prominence as a major innovation economy in New England.		Support	\$\$\$	Short	<ul style="list-style-type: none"> UMass Lowell (Lead) City of Lowell (Co-Lead) Middlesex 3 (Co-Lead) Middlesex Community College MassHire Greater Lowell Workforce Board + Career Center Municipal economic development representatives 	<ul style="list-style-type: none"> Increase the attraction of target businesses Help local businesses win procurement contracts Increase communications channels between LINC and other stakeholders
2.1	Alongside the LINC effort, launch a regional business recruitment and talent attraction campaign targeting life sciences, technology, and advanced manufacturing firms and workers.					
2.2	Continue to build spaces that innovative technology, life science, and manufacturing companies can operate in, expanding the region's economic productivity and workforce in these sectors.					
2.3	Work to build procurement opportunities and connectivity between these signature developments and local small businesses.					
2.4	Invest in transportation and other physical infrastructure throughout the full corridor that increases the capacity of the corridor to accommodate residents and businesses and, most importantly, connects the corridor to adjacent Lowell neighborhoods such as the Acre, the Lower Highlands, and Back Central.					
2.5	Develop additional forums and communication avenues among LINC planners, companies locating in LINC, existing companies and developers, the region's municipalities, and the general public.					
3. Create a regional working group to collectively examine funding opportunities.		Lead	\$	Short	<ul style="list-style-type: none"> UMass Lowell Middlesex 3 Municipal economic development representatives 	<ul style="list-style-type: none"> Host frequent convenings of the advisory committee Pursue more grant opportunities across the region
3.1	Build alignment among key economic development partners on the region's vision and priorities in connection along with potential grants to pursue in the short to long-term.					
3.2	Form a regional advisory committee focused on relevant grant applications in support of regional initiatives and local priorities, giving capacity to local communities as they pursue these opportunities, too.					
3.3	Track funding opportunities that the region and individual municipalities are pursuing over time to gauge the region's competitiveness.					
3.4	Work to assess changes in the Opportunity Zones program and potential use and impacts to the region.					
4. Use innovative tools and incentives to modernize the region's business parks into flexible, in-demand space for various commercial uses.		Lead	\$\$\$	Medium	<ul style="list-style-type: none"> Middlesex 3 Business park owners and tenants Real estate developers Municipal economic development representatives 	<ul style="list-style-type: none"> Host regional task force meetings Finalize an incentive or other financial product that helps to catalyze business park redevelopment
4.1	Create a financial support product for commercial retrofits of existing spaces in business parks.					
4.2	Develop upstream relationships with brokers and the Commonwealth of Massachusetts to coordinate the process of identifying and connecting with potential tenants.					
4.3	Form a regional task force focused on the reuse of business parks and commercial areas, including local economic development partners and real estate developers, which may evaluate incentives and land use policy such as expedited permitting and flexible zoning.					
5. Focus on connecting local residents with regional employment opportunities within in-demand target industries.		Cheer	\$\$	Medium	<ul style="list-style-type: none"> MassHire Greater Lowell Workforce Board + Career Center (Lead) Middlesex Community College UMass Lowell Secondary education institutions Local and regional chambers of commerce 	<ul style="list-style-type: none"> Increase workforce development programming related to target industries Increase more live-work opportunities
5.1	Form municipal and stakeholder partnerships that align with the MassHire's Northeast Regional Blueprint on all regional workforce development activities, building on the Middlesex 3 Industry Clusters and implement the MassHire Greater Lowell WIOA Local 4-Year Plan.					
5.2	Expand local Connecting Activities to help educate local youth, under and unemployed, and racial and ethnic minority residents, on in-demand professions and connect them to available jobs within the region.					
5.3	Create more opportunities for matchmaking between regional educational institutions and jobs.					
5.4	Continue to support companies and educational entities in putting together customized training programs for manufacturers, such as those offered through the Northeast Advanced Manufacturing Consortium (NAMC).					

STRATEGY 4: INFRASTRUCTURE IMPLEMENTATION MATRIX

Action and Subtasks		NMCOG Role	Cost	Timeline	Partners	Outputs
1. Serve as a regional convenor to advocate and plan for regional growth in coordinated planning and zoning; advocacy between local, state, and federal representatives; collaboration between utility providers and municipal planners, developers, and local leaders; transit providers; renewable energy providers; and broadband access.		Lead	\$\$	Short	<ul style="list-style-type: none"> • Municipal planners • National Grid • LRTA • Broadband providers • Other utility providers 	<ul style="list-style-type: none"> • Finalize a Regional Growth plan • Increase regional funding for infrastructure maintenance and development
1.1	Create a 5-year master plan for regional growth that encompasses existing municipal plans.					
1.2	Work with municipalities to identify key areas for commercial, industrial, and residential growth and density.					
1.3	Target expanded infrastructure projects – roadway, transit, sewer, wastewater, energy, digital—to growth areas while maintaining other systems in a state of good repair.					
1.4	Apply for funding to expand infrastructure to targeted growth areas.					
1.5	Consider business retention and expansion incentives that can support businesses through longer-term infrastructure investments.					
1.6	Explore a more regional, collaborative approach to fund infrastructure development, following the lead of towns on Cape Cod.					
2. Improve the transportation network to connect all modes across the region and to markets in other regions. Strengthen connections between housing and employment centers to connect people to opportunity. Expand connectivity to dense population areas and job centers within and outside of the region, increasing mobility for live-work opportunities.		Lead	\$\$\$	Long	<ul style="list-style-type: none"> • LRTA • Municipal planners • Northern Middlesex Metropolitan Planning Organization (NMMPO) 	<ul style="list-style-type: none"> • Create better access of regional transit • Increase live-work opportunities • Complete a jobs-accessibility analysis
2.1	Advance recommendations in Envision 2050 and the next long-range transportation plan for Greater Lowell, Greater Lowell Vision Zero, and the Greater Lowell Bicycle and Pedestrian Plan.					
2.2	Support municipalities in identifying and applying for funding to design and implement roadway and transit improvements, including funds to repair and maintain the region's bridges.					
2.3	Complete jobs-accessibility analysis, Comprehensive Regional Transit Plan, and Fixed Route System Analysis, and work with transit providers (LRTA and Merrimack Valley Transit (MeVA) service, MBTA commuter rail, and RoadRunner) to improve connections, frequency, and hours of service between where people live and work in and outside of the region.					
2.4	Continue to pursue regional collaboration on transportation infrastructure related to sidewalks, bike paths, trails, and more.					
2.5	Leverage micro and multi-modal transit to catalyze active, attractive spaces throughout the region.					
3. Upgrade water, sewer, and stormwater infrastructure to expand capacity for new industrial, commercial, and residential growth.		Lead	\$\$\$	Long	<ul style="list-style-type: none"> • Municipal planners and boards • Town Meetings • Legislative delegation • LRWWU, LRWU, and MWRA • Other utility providers 	<ul style="list-style-type: none"> • Finalize a study of water infrastructure constraints in the region • Increase regional funding for water systems and infrastructure
3.1	Identify specific constraints on the system and obtain intermunicipal agreements on necessary improvements.					
3.2	Secure funding to upgrade and expand sewer, water, and stormwater infrastructure, particularly at developable sites and neighborhoods.					

STRATEGY 4: INFRASTRUCTURE IMPLEMENTATION MATRIX, CONTINUED

Action and Subtasks		NMCOG Role	Cost	Timeline	Partners	Outputs
4. Increase the future capacity of energy and electricity across the region to support business attraction and growth.		Support	\$\$\$	Long	<ul style="list-style-type: none"> State Agencies (EEA, DPU) (Lead) National Grid Municipal planners Other utility providers Municipal planning boards 	<ul style="list-style-type: none"> Increase energy capacity across the region Consistently study energy demand as it relates to region-wide commercial and industrial development
4.1	Directly work with utility providers to better project energy demand and expand capacity around key economic development sites.					
4.2	Study and assist in grid improvements that can meet the needs of advanced manufacturing and all-electric residential development.					
4.3	Support appropriate siting of large and small scale energy generation alongside land use and hazard mitigation planning.					
4.4	Work to lower energy costs for residences and businesses.					
5. Work to ensure that all local residents and businesses have access to broadband.		Support	\$\$\$	Medium	<ul style="list-style-type: none"> Municipal planners (Lead) Broadband providers Municipal planning boards 	<ul style="list-style-type: none"> Expand broadband accessibility across the region
5.1	Advance recommendations in the Greater Lowell Digital Infrastructure Plan.					
6. Create a larger variety of housing at all levels of affordability through investment and policy, including modern zoning tools to allow for more flexibility in creating housing choice and affordability.		Lead	\$\$\$	Medium	<ul style="list-style-type: none"> Municipal planners (Co-Lead) Municipal planning boards Municipal housing authorities Community based and regional development organizations 	<ul style="list-style-type: none"> Increase regional housing development Increase the utilization of form-based zoning
6.1	Prioritize the implementation of all recommendations of the <i>At Home in Greater Lowell</i> Regional Housing Strategy and municipal-level housing and master plans.					
6.2	Amend zoning in growth areas to allow neighborhood-level mixed-use and mixed-income development, enabling housing choice and new growth.					
6.3	Advance and implement MBTA Communities Zoning district adoption and development within the districts.					
6.4	Advance production in alignment with <i>A Home For Everyone</i> - the Massachusetts' State Housing Plan, and share information and resources that emerge from the <i>Building For Tomorrow</i> report to unlock housing production					

PRIORITY PROJECTS

The project team circulated a call for priority projects with the CEDS Committee, municipal economic development planners, the NMCOG Council, and Town and City Administrators and Managers, requesting submissions of potential projects that advance one or more of the *Greater Lowell Stronger Together* strategy pillars and one or more EDA Investment Priorities. This call was opened on May 21, 2025 and closed at the end of the Public Comment period on June 30, 2025. The project team confirmed alignment with one or more priorities and added additional priorities based on existing planning documents.

The table below does not represent all possible projects that could be funded by economic development grants, but rather a sample of projects that align with the plan's four strategic pillars that would be good candidates for economic development grants. Stakeholders are encouraged to bring additional priorities to NMCOG to evaluate their alignment with this CEDS and their suitability for funding from the Economic Development Administration or other economic development funding sources.

PRIORITY PROJECTS

ID	Location	Name of Project	Short Description	Economic Development Pillars				Infrastructure and Resilience Pillars				
				Creating Economic Development Capacity	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Critical Infrastructure	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience
1	Region-wide	AHGL Implementation	Implement At Home in Greater Lowell Regional Housing Strategy elements	x	x	x	x					x
2	Region-wide	Capital Corridor Expansion	Extend MBTA line to Nashua, NH or beyond				x	x			x	x
3	Region-wide	Greater Lowell Bike/Ped Implementation	Implement the Greater Lowell Bicycle and Pedestrian Plan		x		x	x				x
4	Region-wide	Greater Lowell Workforce Board Priorities	Implement the Greater Lowell Workforce Board 2025-2029 Strategic Plan	x		x			x	x	x	x

PRIORITY PROJECTS

PRIORITY PROJECTS				Creating Economic Development Capacity				Critical Infrastructure				
Location	Name of Project	Short Description	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience			
5	Region-wide	Intermunicipal Trail Connections	Deisgnate, prioritize, design, and implement new bike and pedestrian connections to close gaps in trail network and connect housing, recreation, and jobs	X	X	X	X		X			
6	Region-wide	Nashua River Rail Trail Connections	Develop trail connections along Route 113 or other routes to connect town centers to the Nashua River Rail Trail	X		X	X		X			
7	Region-wide: LRTA	Bus Stop Accessibility Improvements	Improve accessibility of bus stops as indicated by bus stop study			X	X	X	X			
8	Region-wide: LRTA	Comprehensive Regional Transit Plan	Update 2020 Comprehensive Regional Transit Plan including public outreach and service, policy, capital, and other recommendations.			X		X	X			
9	Region-wide: LRTA	Route System Analysis and Service Expansion	Undertake study to provide roadmap to better serve people who live and work in the region, including possible expansion of frequency and days of service of LRTA busses.			X		X	X			
10	Region-wide: Middlesex 3 Coalition	Business Retention, Expansion, and Attraction	Create business attraction campaign and engage with regional leaders to strengthen the region's target industries, improving business attraction. Coordinate and connect companies with resources and development sites. Maintain internal database of businesses. Expand to understand challenges, opportunities, plans, and needs. Connect with regional job-seeking resources.	X	X	X	X	X	X			

PRIORITY PROJECTS

Location	Name of Project	Short Description	Creating Economic Development Capacity				Critical Infrastructure				
			Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience		
11	Region-wide: Middlesex 3 Coalition	Emerging and Key Industry Clusters	<p>Outreach to companies in key clusters to attract, retain, and expand development, including roundtables, networking, and other targeted events. Build upon M3 regional task force of public and private sector leaders to support industrial growth. Work with existing and new economic development partners to ensure joint efforts in attracting, retaining, and expanding businesses within these industries. Connect target industries with local residents and the Connecting Activities program to improve workforce development and enhance job opportunities.</p>		X	X	X	X	X	X	
12	Region-wide: Middlesex 3 Coalition	Site Selection, Development, and Promotion	<p>Build upon the M3 Priority Development Sites to develop a comprehensive inventory of key sites and parcels to focus future development projects in the region, including promoting and marketing these opportunities to corporate site selectors and developers and building a network of regional/national selectors that represent companies with an interest in operating in the region. Work with developers to study opportunities, challenges, and solutions to develop vacant and underutilized sites.</p>		X		X		X		
13	Billerica	Billerica Town Center improvements	<p>Improve infrastructure and placemaking at Billerica Town Center to support small business and other town goals.</p>				X	X		X	
14	Billerica	Gateway Mixed Use Districts along Route 3	<p>Develop master plans and make recommended infrastructure improvements to mixed use centers on MA-3 including Republic Road and other areas.</p>			X	X	X	X	X	
15	Billerica	North Billerica Station Underpass	<p>Improve roadways including the Mt. Pleasant Street underpass under the MBTA rail line and plan and implement mixed use development at MBTA Station.</p>		X		X	X		X	

PRIORITY PROJECTS

PRIORITY PROJECTS				Creating Economic Development Capacity	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Critical Infrastructure	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience
Location	Name of Project	Short Description										
16	Billerica	Yankee Doodle Trail	Complete Phase 2 and design and advance a Phase 3 from North Billerica to Lowell of a major bicycle/pedestrian trail for recreation and commuters.		x		x	x				x
17	Chelmsford	Center Village Revitalization	Support infrastructure and placemaking to promote safety, small businesses, and other town goals at a traditional neighborhood center.		x			x				x
18	Chelmsford	Chelmsford Route 3 Highway Interchange	Make improvements to the interchanges at Route 3 and MA-40, MA-4, MA-110, and MA-129.				x	x				
19	Chelmsford	Chelmsford Wastewater Study	Study and develop plan to increase wastewater capacity for Town of Chelmsford.				x	x	x	x		x
20	Chelmsford	North Chelmsford Commuter Rail Station	Plan, design, and develop a rail station in North Chelmsford if and when MBTA service is extended.		x		x	x				
21	Chelmsford	Route 110 complete streets to Westford Border	Enhance multimodal infrastructure along Route 110 from Chelmsford Center Village to Westford border to link job and housing centers.		x		x	x				x
22	Chelmsford	Vinal Square Revitalization	Support infrastructure and placemaking to promote safety, small businesses, and other town goals at a traditional neighborhood center.		x			x				x

PRIORITY PROJECTS

Location		Name of Project	Short Description	Creating Economic Development Capacity	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Critical Infrastructure	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience
23	Dracut	Collinsville - Lakeview and Mammoth Improvements	Plan, design, and implement safety improvements at intersection and placemaking/village center improvement in Collinsville neighborhood near mill.		X		X	X				X
24	Dracut	Dracut Farm and Agricultural Support Initiatives	Plan and develop initiatives such as marketing, workforce support, regional agricultural connections, or other "soft infrastructure" to support farm stands and agritourism in Dracut, a right-to-farm community.	X	X				X		X	X
25	Dracut	Navy Yard Safety and Beautification	Design and complete capital placemaking and safety improvements in the Navy Yard Business District of Dracut, a vibrant district that lacks cohesiveness. A lack of sidewalks and a dangerous intersection at Lakeview Avenue and Pleasant Street also detract from the area.	X	X			X				X
26	Dunstable	Dunstable Town Center Improvements	Improve town-owned properties (Union Building, Fire Station, others) and support other placemaking, safety, and policy improvements to support small businesses and other town goals.		X		X	X				X
27	Dunstable	Town Center Trail Loop	Create a safe, offroad pedestrian pathway loop in Town Center making important connections to elementary school, library, and municipal buildings, along with recreational and conservation opportunities.	X	X		X	X	X			

PRIORITY PROJECTS

PRIORITY PROJECTS				Creating Economic Development Capacity				Critical Infrastructure				
Location	Name of Project	Short Description	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience			
28	Dunstable	Route 113 Complete Street Improvements	Redesign and reconstruct Route 113 to improve pedestrian and bicycle access, safety, and to encourage additional private investment along Route 113.	x	x	x	x	x	x			
29	Lowell	495 at Woburn Street Improvements	Design and construct traffic improvements for safety and capacity for nearby commercial/industrial district.		x	x	x	x	x			
30	Lowell	Appleton/Church/Gorham/Central Street Improvements	Complete city-initiative project to improve safety near and at the intersection of several streets in Lowell's downtown.	x	x	x	x		x			
31	Lowell	Combined Sewer Overflow Project	Complete all phases of Lowell's Combined Sewer Overflow project, separating sewer and adding storage tanks to reduce storm event runoff into Merrimack River.			x	x		x			
32	Lowell	Lowell Innovation Network Corridor (LINC) Improvements	Make infrastructure improvements for Lowell Innovation Network Corridor including but not limited to bridge improvements and complete streets at Father Morrisette.	x	x	x	x		x			
33	Lowell	Lord Overpass/Thorndike Street Improvements	Complete design and construction of improvements at junction of Lowell Connector and Thorndike Street.			x	x		x			

PRIORITY PROJECTS

PRIORITY PROJECTS			Creating Economic Development Capacity	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Critical Infrastructure	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience
Location	Name of Project	Short Description									
34	Lowell	Ayer's City Industrial Park (ACIP) and Tanner Street Implementation	Implement Lowell Ayer's City Industrial Park (ACIP/Tanner Street) Urban Renewal Plan, as updated as part of Urban Renewal study	x	x	x	x	x			x
35	Lowell	Connector at Gorham Improvement	Complete MassDOT initiated project to improve the intersection of the Lowell Connector at Gorham, a major gateway to the City of Lowell.		x	x	x	x			x
36	Lowell	Hamilton Canal Innovation District (HCID) Implementation	Implement the Lowell Hamilton Canal Innovation District Master Plan, as updated through coordination with developers and stakeholders.	x	x	x	x	x			x
37	Lowell	Jackson Appleton Middlesex (JAM) Plan Implementation	Implement Lowell Jackson Appleton Middlesex Plan Urban Renewal Plan, as updated as part of Urban Renewal study.	x	x	x	x	x			x
38	Lowell	Lowell Neighborhood Business Improvements	Support infrastructure and placemaking to promote safety, small businesses, and other town goals at a traditional neighborhood center.		x		x	x			x
39	Lowell	Multimodal Connection Improvements	Improve streets and sidewalks near Gallagher Terminal and other transit stops.			x	x	x			x

PRIORITY PROJECTS

PRIORITY PROJECTS			Creating Economic Development Capacity	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Critical Infrastructure	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience
Location	Name of Project	Short Description									
40	Lowell	Upper Merrimack Street Transformative Development Initiative (TDI) District Support program improvements including small business coordination, arts and culture, and other "soft infrastructure" promoted by the TDI District on Merrimack Street.	x	x			x				x
41	Pepperell	Fitz Community Center Support improvements at the Fitz in Pepperell, including its community programming, commercial kitchen, and other potential uses.		x				x		x	x
42	Pepperell	Food Hub Support developing a food hub, i.e., a distribution center for small farms to farm-to-table programs.						x			x
43	Pepperell	Railroad Square/Town Center Support infrastructure and placemaking to promote safety, small businesses, and other town goals at a traditional neighborhood center.		x		x	x				x
44	Tewksbury	Complete Streets Route 38 Complete project to enhance multimodal facilities on Route 38 in Tewksbury.				x		x			x
45	Tewksbury	Reuse of Old Center Fire Station Study Explore the commercial viability of possible reuse of the Old Center Fire Station building and site.	x	x				x			

PRIORITY PROJECTS

				Creating Economic Development Capacity				Critical Infrastructure				
Location	Name of Project	Short Description	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience			
46	Tyngsborough	MBTA Communities District Infrastructure Complete master plan and infrastructure study to create potential for transit-oriented development near Pheasant Lane Mall in Tyngsborough.	x		x	x			x			
47	Tyngsborough	Update of Special Rules & Regs Streamline processes and reduce regulatory burdens can serve as powerful tools to attract development by updating Special Rules and Regulations to create a more efficient, predictable, and transparent permitting process.				x			x			
48	Westford	12 North Main Street Complete selective building demolition and stabilization, remaining hazardous material cleanup, and an off-site wastewater connection to utilize an approximately 32,000 square-foot vacant granite mill.	x	x	x	x	x	x	x			
49	Westford	Discover Westford Business Initiative Continue efforts of branding and marketing, town-wide business database, and business community focus groups. Continue momentum with local businesses, find opportunities business efforts to grow, and attract new businesses to fill vacant commercial space in town.	x	x			x	x	x			
50	Westford	Graniteville Revitalization Plan Conduct a robust study that including several key properties in the area, with the 12 North Main Street project acting as a catalyst project for revitalizing this area of Westford.	x	x	x	x	x	x	x			

PRIORITY PROJECTS

Priority Projects			Economic Development				Infrastructure & Resilience				
Location	Name of Project	Short Description	Creating Economic Development Capacity	Developing Strong Places and Towns	Leveraging Signature Opportunities	Infrastructure that Supports Workers and Residents	Critical Infrastructure	Innovation and Entrepreneurship	Manufacturing	Workforce	Economic Recovery Resilience
51	Westford	MCMOD Pedestrian Improvements Plan Implementation Implement the pedestrian improvement plan in and around its MBTA Communities Overlay District to improve its infrastructure and make the district more walkable and better support existing and future residents and businesses.	x	x	x	x	x				x
52	Westford	Neighborhood Business Revitalization Make targeted investments in its neighborhood businesses in a global effort to boost economic vitality in its commercial districts where unique and local businesses can thrive.	x	x	x	x	x	x	x	x	x
53	Westford	Power Capacity Needs – Route 110 Work with National Grid to address the existing availability and stability of electrical power for redevelopment, particularly high-tech industries.	x		x	x	x		x		x