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**LOWELL** USA'S  
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Project Governance Model – Urban Transformation  
*A Decentralized, Strategic, and Innovative Framework*

**Frontrunner City Lowell**  
(Within the Framework of the Secretariat)

Urban Economy Forum  
September 2025



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## Overall Vision

- The proposed model for the **URBAN TRANSFORMATION** project in **LOWELL** is based on **centralized leadership with decentralized objectives**, operating within the framework of a **Central Secretariat**. The goal is to create a **transparent, innovative, data-driven, and participatory structure** to guide large-scale urban transformation initiatives in Lowell.

This framework integrates smart infrastructure, innovation, sustainable development, and community engagement, while enabling international investment and strategic partnerships.



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# Key Components of the Governance Model

- Centralized Leadership with Strategic Oversight
- Central Secretariat
- International Investment Fund
- Data and Digital Governance
- International Partnerships and Open Innovation
- Transparent and Accountable Governance
- Resource Management and Sustainable Development



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1.

## Centralized Leadership with Strategic Oversight

- The **Lowell Urban Transformation Management Office** serves as the **central decision-making body**, reporting directly to the Mayor and City Council.
- Responsible for **setting priorities, allocating resources, managing risks, and evaluating project performance**



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## 2.

### Central Secretariat

- Functions as the **coordinating and operational hub** for the Urban Transformation project and is planned to evolve into an **independent institution**.
- Oversees **stakeholder coordination, program development, data management, and internal and international communications**.



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### 3.

## Frontrunner Finance Platform (Investment & Sustainability) International Investment Fund

- Public-private investment facility hosted under UEF/WUP umbrella.
- Role: mobilize capital through PPPs, impact investors, ESG funds, and philanthropic partners.
- Decentralized project financing (neighborhood-driven proposals reviewed by Taskforce).
- Establishment of a **dedicated fund for urban transformation and international-scale infrastructure projects**, headquartered in Lowell.
- Provides financial resources for major initiatives, including **smart mobility, clean energy, sustainable development**, and supports large-scale international collaborations.



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4.

## Data and Digital Governance

- A **unified urban data platform** to collect, analyze, and provide access to economic, social, environmental, and infrastructure data.
- Supports **smart city services, transparent decision-making, and enhanced citizen experience.**



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5.

## Neighborhood Transformation Councils (Decentralized Pillar for projects)

- Each neighborhood or transformative project (e.g., knowledge, industrial transformation, digital quarter, etc.,) establishes its **local council or representation**.
- **Composition:** residents, youth, community organizations, small businesses, cultural groups.
- **Role:** Identify priorities, co-design pilot projects, monitor progress, and ensure inclusion of marginalized groups.



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## 6.

### Urban Innovation Lab (Knowledge & Innovation Hub)

- Hosted by **UMass Lowell** in partnership with **WUP**.
- Role:
  - Provide data, foresight, and digital platforms for decision-making.
  - Incubate new ideas (startups, SDG-focused ventures).
  - Test smart city solutions, resilience strategies, and participatory tools.



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7.

## **Citizen Assembly on Urban Futures (Participatory Mechanism)**

- A **deliberative democracy body** of randomly selected citizens and local association (rotating annually).
- Role: discuss long-term issues (climate, housing, cultural heritage, digital futures).
- Feed recommendations directly into the Neighborhood transformation Teams and the Centralized Leadership.



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8.

## International Partnerships and Open Innovation

- Collaboration with international companies and research centers for **technology development, clean energy, and smart mobility solutions.**
- Implementation of **open innovation models** and piloting new urban development approaches.



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9.

## ■ Monitoring and evaluation oversight

- Establishment of **KPIs and reporting mechanisms** for stakeholders
- Compliance with ethical, legal, and management frameworks to ensure **transparency and fairness.**



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. 10.

## ■ Resource Management and Sustainable Development

- Emphasis on **circular economy, clean energy, and environmental protection** across all projects.
- Long-term planning to ensure **social, economic, and environmental sustainability**.



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## ■ Global Peer Network (International Dimension)

- Lowell positioned as the U.S. node of the **Frontrunner Cities Network**.
- Role: exchange with Richmond Hill (Canada), Ras Al Khaimah (UAE), and other frontrunners.
- Host international conferences (starting with UEF7 and WUF events)



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## Conclusion

- This governance model provides a **flexible, innovative, and participatory framework** for the Urban Transformation project in LOWELL.

By integrating centralized leadership, a central secretariat, an international investment fund, data-driven governance, transparency, open innovation, and sustainable development, it enables the **implementation of a large-scale, frontrunner urban transformation pilot project**, inspired by NEOM but fully adapted to Lowell's local context.



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