

Appendix WP

Implementation/Work Plan

The Master Plan is a broad policy document that includes goals and strategies that are intended to lend City officials, administrators, and community leaders support in their daily efforts to manage and shape Newburyport's growth into the future. This Work Plan provides specific actions that, when implemented, will result in the achievement of the goals listed in the Plan.

- **Goals** – the next level in the hierarchy consists of goals, which are broad statements framed to indicate a desired future condition for the City. The goals are organized according to the nine elements of the Master Plan: Land Use Planning & Development; Economic Development; Housing; Transportation & Mobility; Natural Resources, Open Space & Recreation; Municipal Services & Facilities; Energy & Sustainability, and Education.
- **Objectives** – the third level consists of objectives that further define the measures needed to implement the goals.
- **Actions** – the last level consists of specific actions, which further break down the goals and objectives into succinct actions that, when implemented together, will accomplish the objectives and goals for each of the Plan elements.

Responsibility Legend

Acronym Used	City Agency (Department, Board or Public Official)
AD	Assessors Department and/or Board of Assessors
AFT	Affordable Housing Trust
BD	Building Department
BI	Building Inspector / Zoning & Code Enforcement Officer
BOR	Board of Registrars
CC	City Clerk
CD	Commission on Disability
CDT	Commission for Diversity and Tolerance
COA	Council on Aging
CON COM	Conservation Commission and/or Conservation Agent
CPC	Community Preservation Committee
CU	Cultural Council
DPS	Department of Public Services, including the Highway Division, Sewer Division and Commission, and Water Division and Commission
ELC	Emma L. Andrews Library and Community Center Commission
EM	Emergency Management
NFD	Newburyport Fire Department
FSLHDC	Fruit Street Local Historic District Commission
NHA	Newburyport Housing Authority
HM	Harbor Master and/or Harbor Commission
HC	Historical Commission
HD	Health Department and/or Board of Health
HR	Human Resources Department
HRP	Housing Rehabilitation Program
IS	Information Systems
LC	Licensing Commission
NCC	Newburyport City Council
NPL	Newburyport Public Library and/or Trustees
MO	Office of the Mayor
OPD	Office of Planning and Development
OSC	Open Space Committee
PB	Planning Board
OATCA	Office of Arts, Tourism and Cultural Affairs
NPD	Newburyport Police Department
Parks	Parks Department, Parks Commission and the individual park commissions, including but not limited to Atkinson Common Commission, Bartlet Mall Commission and Moseley Woods Commission
NRB	Newburyport Retirement Board
NRA	Newburyport Redevelopment Association
RES	Recycling, Energy and Sustainability Office
SBC	School Building Committee
SD	School Department and/or School Committee
TO	Treasurer's Office
TSAC	Traffic Safety Advisory Committee
TW	Tree Warden and Tree Commission
VS	Veteran's Services

Acronym Used	City Agency (Department, Board or Public Official)
WFT	Waterfront Trust
YS	Youth Services and Youth Commission
ZBA	Zoning Board of Appeals

Acronym Used	Non-City Entity (Organization, Non-Profit, etc)
COC	Chamber of Commerce
MVPC	Merrimack Valley Planning Commission
FR	Newburyport's Federal House and Senate Representatives
HNPO	Housing Non-Profit Organizations, i.e. YWCA, Roof Overhead, CHAPA, etc.
MSP	Maudslay State Park
HPNPO	Historic Preservation Non-Profit Organization, i.e. Newburyport Preservation Trust
PRWR	Parker River Wildlife Refuge
NSR	Newburyport's State House and Senate Representatives
NRNPO	Natural Resource Non-Profit Organization, i.e. Essex County Greenbelt, Audubon and Preservation Land Trust
CNPO	Cultural Non-Profit Organizations, i.e. Firehouse Center for the Performing Arts and Newburyport Arts Association

In each table below, a specific action is listed with Responsible Parties (see legend above), a Priority designation and Funding Source. Responsible parties include Elected Officials, City Staff, Volunteer Board and Commission Members and also Non-Profit Organizations. The Priority designation is as follows:

- "Ongoing" = Continuing to work on the action throughout the life of the Plan;
- "High" = Accomplish the action within years 0-3 of the Plan;
- "Medium" = Accomplish the action within years 4-6 of the Plan; and
- "Low" = Accomplish the action within years 7-10 of the Plan.

The final field in the Action Table relates to funding. While many of the listed actions will not require funding, some will. This field is meant to provide potential funding sources to accomplish the listed action.

Land Use Planning & Development Goals, Objectives and Actions

Goal LU-1:	Maintain and enhance the downtown's role as the City's civic, service, commercial, and cultural center.
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Objective LU-1.1:	Review and revise the City's Zoning Ordinance to allow for mixed-use development downtown, including consideration of greater height and density and more flexible parking requirements, as appropriate.
Action LU-1.1:1	Review the Zoning Ordinance to encourage mixed-use development downtown, including consideration of greater height and density and more flexible parking requirements, as appropriate.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-1.1:2	Incorporate an affordability requirement for mixed-use developments to promote diversity in the housing stock.
Responsible:	OPD, PB, NCC, AFT
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-1.1:3	In all mixed-use structures in the downtown, mandate that first-floor development must be retail or commercial space.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Objective LU-1.2:	Address the quality of design for both new- and re-development to be consistent with downtown's existing character.
Action LU-1.2:1	Examine the current Site Plan Review standards to determine if they adequately address site layout, parking, design, landscaping and signage, and preserve the historic character and scale of buildings and blocks and create design guidelines to address these elements.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-1.2:2	Amend dimensional controls to allow for buildings to be constructed to the lot lines to allow for consistency with the currently-existing downtown streetscape.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-1.2:3	Encourage the incorporation of Low-Impact Development (LID) techniques and other "green" technologies like solar, wind, and geothermal energy generation.
Responsible:	OPD, PB, RES, CON COM
Priority:	Ongoing
Funding Source:	N/A
Action LU-1.2:4	Examine current Downtown Overlay District guidelines to determine if they adequately protect individual historic buildings and collective historic character.
Responsible:	OPD, PB
Priority:	Zoning Revision currently in process
Funding Source:	Funded

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Action LU-1.2:5	Establish a streamlined, uniform sign review process by one City entity for downtown businesses that includes review of A-Frame signs.
Responsible:	OPD, BD
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal LU-2:	Foster a downtown waterfront area that is welcoming to the community, respectful of the City's maritime heritage and complementary to the downtown's commercial core.
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Objective LU-2.1:	Ensure that the waterfront area is inviting to the public.
Action LU-2.1:1	Relocate the majority of public parking spaces from the central waterfront to public parking facilities in upland locations.
Responsible:	MO, NCC, WFT, NRA, CON COM, OPD
Priority:	High
Funding Source:	Public/Private Partnerships, Federal, State, and Local Funding
Action LU-2.1:2	Encourage all land owners to create an interconnected system of clearly-marked public walkways along the entire waterfront from the Gillis Bridge to Joppa Flats.
Responsible:	OPD, WFT, NRA
Priority:	Medium
Funding Source:	CPA, Rail Trail Project, private donations
Action LU-2.1:3	Construct a visitor's center with resources for residents and visitors, including public restrooms and limited commercial space.
Responsible:	OPD, WFT, NRA, CON COM, COC
Priority:	Medium
Funding Source:	Public/Private Partnerships, Municipal Budget, private donations
Action LU-2.1:4	Collaborate with local boating groups, waterfront businesses and neighboring communities to establish a public water shuttle/transit system throughout the harbor and to Plum Island Point.
Responsible:	MO, COC, WFT
Priority:	Low
Funding Source:	Public/Private Partnerships
Action LU-2.1:5	Create an urban square market place and/or plaza facing the water and lined with active uses to ensure year-round activity at the waterfront.
Responsible:	OPD, COC, WFT, NRA, CON COM
Priority:	Low
Funding Source:	CPA (for park-related amenities), private development

Objective LU-2.2:	Preserve the maritime history of the waterfront and respect its current and future water-dependent uses.
Action LU-2.2:1	Review the Zoning Ordinance for possible revisions to further encourage marinas, fishing piers and other marine-dependent uses and businesses while promoting a mix of non-marine dependent uses that are set back from and compatible with the working edge of the waterfront.
Responsible:	OPD, PB, NCC, CON COM
Priority:	Zoning Revision currently in process
Funding Source:	Funded

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Action LU-2.2:2	Ensure adequate regulations for structures along and adjacent to the waterfront, including design criteria, rules regarding the demolition, reconstruction and preservation of historic structures and criteria for new development to ensure compatibility with existing buildings.
Responsible:	OPD, PB, CON COM, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal LU-3:	Assess current downtown parking needs and responsibly plan for future parking demands.
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Objective LU-3.1:	Ensure that the waterfront area is inviting to the public.
Action LU-3.1:1	Explore the creation of a “parking authority” to best ensure efficient parking management downtown.
Responsible:	MO, NCC
Priority:	Low
Funding Source:	N/A
Action LU-3.1:2	Study current public parking usage patterns in the downtown and re-evaluate residential parking restrictions on streets in this area and modify them as appropriate to meet the needs of residents of, workers in and visitors to the downtown.
Responsible:	NCC, TSAC
Priority:	Medium
Funding Source:	N/A
Action LU-3.1:3	Collaborate with the Chamber of Commerce and other downtown event organizers to establish a satellite parking system with shuttles for peak usage.
Responsible:	MO, NCC, COC
Priority:	Ongoing
Funding Source:	N/A
Action LU-3.1:4	Mandate the inclusion of bike parking facilities at all municipal parking lots and encourage their inclusion at commercial properties.
Responsible:	OPD, PB, NCC
Priority:	Ongoing
Funding Source:	N/A

Objective LU-3.2:	Review the Zoning Ordinance regarding parking requirements and amend them as appropriate to optimize downtown parking management to ensure that the system is well-maintained, efficient, safe for users and equitable to residents, visitors and the business community.
Action LU-3.2:1	Amend the Zoning Ordinance to allow shared parking for uses with complementary parking demands.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-3.2:2	Implement a flexible parking waiver provision in the Zoning Ordinance to enable substitutions for off-street parking.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

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Action LU-3.2:3	Create a fee structure for those businesses that utilize parking spaces in municipal parking facilities to satisfy their parking requirements and explore the creation of an “enterprise fund” for these fees that may only be used for maintaining existing public parking facilities and for creating new parking facilities in the downtown.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-3.2:4	Dedicate spaces in all public parking lots for compact cars, hybrid, electric and other energy-efficient vehicles and car-sharing services.
Responsible:	NCC
Priority:	Low
Funding Source:	N/A

Goal LU-4:	Preserve the character of the City’s neighborhoods while encouraging a diverse housing stock.
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Objective LU-4.1:	<p>Ensure the compatibility of infill development by adopting neighborhood design guidelines to protect the general character of the neighborhoods such that:</p> <ul style="list-style-type: none"> • Allow R3 use in the North End including the High and Merrimac Streets corridors and in the South End including the High and Water Streets corridors. • Allow limited mixed-use development in the WMD and WMU districts. • Allow mixed-use development downtown that includes residential use on upper floors and active uses at the ground level. • Continue to prohibit further growth on Plum Island while allowing reconstruction of existing homes, with reformed setback controls, in order to minimize loss from natural hazards and to adapt to ongoing climate change.
Action LU-4.1:1	Encourage limited, mixed-use development in the WMU and WMD districts through allowing a by-right height in the WMU and WMD of 35’.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-4.1:2	Encourage the legalization of unpermitted accessory apartments through a one-time forgiveness program with a one-year grace period and substantial penalties thereafter for unpermitted accessory apartments. Units would be required to meet all applicable code requirements.
Responsible:	OPD, PB, BD, ZBA
Priority:	Medium
Funding Source:	N/A
Action LU-4.1:3	Review and revise the Zoning Ordinance governing in-law apartments to allow new accessory rental apartments both in existing accessory structures as well as in addition to primary structures by special permit.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-4.1:4	Adapt dimensional regulations for residential districts to address climate change and natural hazards near the Merrimack River and the ocean to allow homeowners to protect their properties against the effects of climate change and storm surge.
Responsible:	OPD, PB, CON COM, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-4.1:5	Consider the addition of Floor Area Ratio (FAR) requirements within denser residential districts as a means to ensure compatibility (in scale and massing) of any new or infill development.

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Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal LU-5:	Provide pedestrian, non-motorized, and transit-friendly streetscapes in residential areas, including support for neighborhood amenities such as small retail establishments.
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Objective LU-5.1:	Collaborate with property owners and other stakeholders to encourage “Complete Streets” where such improvements will benefit both vehicular and non-vehicular movement.
Action LU-5.1:1	Encourage the removal of extraneous curb cuts to facilitate safer vehicular and non-vehicular movement through state and local permitting processes.
Responsible:	OPD, PB, DPS, MassDOT
Priority:	Ongoing
Funding Source:	Private Development and Redevelopment
Action LU-5.1:2	On the residential streets of the West End, examine the current traffic conditions and patterns and implement a plan to improve vehicular movement and circulation and discourage through truck traffic.
Responsible:	OPD, PB, DPS
Priority:	Medium
Funding Source:	Municipal Budget, Funding through MVPC
Action LU-5.1:3	State affirmatively in the Zoning Ordinance that existing, small neighborhood retail and restaurant establishments are amenities to the neighborhoods they serve.
Responsible:	OPD, PB, ZBA
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal LU-6:	Enable new and expanded commercial and industrial use at the Business and Industrial Park to generate at least 15% of the City’s property tax revenues.
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Objective LU-6.1:	Promote retention, expansion, and attraction of light industrial uses.
Action LU-6.1:1	Survey existing light industrial uses at the Business Park regarding factors influencing location decisions.
Responsible:	OPD, COC
Priority:	High
Funding Source:	Municipal Budget
Action LU-6.1:2	Formalize and promote partnerships between light industrial users of the Business Park and Whittier Vocational Technical High School, to ensure an adequate supply of skilled labor.
Responsible:	MO, SD, COC
Priority:	Medium
Funding Source:	School Budget

Objective LU-6.2:	Encourage low- to mid-rise office and medical buildings in the Business Park.
Action LU-6.2:1	Amend Zoning Ordinance to reduce dimensional limitations on new development in the Business Park, given concurrent limitations of the Wetlands Protection Act.
Responsible:	OPD, PB, CON COM, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal LU-7:	Preserve the existing variety of commercial uses while allowing new, complementary development and redevelopment along the Storey Avenue corridor that creates a safe, hospitable environment for pedestrians, cyclists, and vehicles as they travel and access the properties along the corridor.
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Objective LU-7.1:	Review and revise the Zoning Ordinance to allow for the transformation of the Storey Avenue corridor into a walkable, bike-able, mixed-use neighborhood with the incorporation of the Commonwealth's "Complete Streets" initiative.
Action LU-7.1:1	Explore the use of form-based zoning for this corridor that will address the relationship between building façades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-7.1:2	Revise land use and dimensional controls (e.g. height, setback, etc.) and land use controls (i.e. allowed uses) to encourage mixed-use development.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-7.1:3	Provide incentives, i.e. density bonuses, parking relief, dimensional relief, to encourage commercial and residential investment, development of affordable housing, and redevelopment of underutilized parcels along the corridor.
Responsible:	OPD, PB, AFT, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Objective LU-7.2:	Require quality design for both new- and redevelopment consistent with, but not imitative of, Newburyport's character.
Action LU-7.2:1	Examine current Site Plan Review standards and revise them as necessary regarding site layout, parking, design, landscaping and signage, etc. to encourage pedestrian-oriented design.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-7.2:2	Encourage the removal of extraneous vehicular curb cuts along the corridor to facilitate safer vehicular and non-vehicular movement through local and state permitting processes.
Responsible:	OPD, PB, DPS, MassDOT
Priority:	Ongoing
Funding Source:	Private Development and Redevelopment
Action LU-7.2:3	Through Site Plan Review, encourage the incorporation of Low-Impact Development (LID) techniques and other "green" development practices, including alternative energy generation and the use of alternative paving surfaces for sidewalks and walkways to improve both the visual appearance of the corridor and its functionality.
Responsible:	OPD, PB, CON COM
Priority:	Ongoing
Funding Source:	Private Development and Redevelopment

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Action LU-7.2:4	Allow for shared parking facilities, driveways, utilities, and storm water systems, as appropriate, through site plan review.
Responsible:	OPD, PB, CON COM, DPS
Priority:	Medium
Funding Source:	Private Development and Redevelopment

Objective LU-7.3:	Create a safe, accessible, and efficient environment for pedestrians, cyclists, and vehicles along the Storey Avenue corridor.
Action LU-7.3:1	Collaborate with the Merrimack Valley Planning Commission and the Commonwealth to investigate the current traffic conditions and patterns and to implement a plan to improve vehicular movement and circulation.
Responsible:	OPD, MVPC, MassDOT
Priority:	High
Funding Source:	State, Regional, and Local Funds
Action LU-7.3:2	Collaborate with property owners, the Commonwealth, and the City's Department of Public Services to remove extraneous signage and to implement a comprehensive sign strategy for the corridor.
Responsible:	OPD, DPS, MassDOT
Priority:	Low
Funding Source:	Municipal Budget
Action LU-7.3:3	Through the Site Plan Review process, plan, design, and build for pedestrian and cyclist connections throughout the corridor, from the Park-and-Ride lot at one end to High Street at the other, as well as incorporating adequate pedestrian walkways allowing for safe movement from the street to buildings and from buildings to adjacent parcels.
Responsible:	OPD, PB, MassDOT
Priority:	Ongoing
Funding Source:	Private Development and Redevelopment
Action LU-7.3:4	Through Site Plan Review, require property owners to account for bike parking facilities on site.
Responsible:	OPD, PB
Priority:	Ongoing
Funding Source:	Private Development and Redevelopment
Action LU-7.3:5	Collaborate with Massachusetts Department of Transportation and the Merrimack Valley Regional Transit Authority to encourage adding a bus stop at the Interstate 95 Park-and-Ride lot to connect commuters to and within the Storey Avenue shopping area.
Responsible:	OPD, MassDOT, MVRTA
Priority:	Medium
Funding Source:	State and Regional Transportation Funds

Goal LU-8:	Encourage appropriate redevelopment of the area around the Route 1 traffic circle into a mixed-use neighborhood centered on the MBTA train station and encompassing the characteristics of Transit Oriented Development (TOD).
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Objective LU-8.1:	Support development within the City's Chapter 40R Smart Growth zoning overlay district by maintaining density and design standards to meet housing, transportation, and economic development needs.
Action LU-8.1:1	Through Site Plan Review, mandate pedestrian friendly amenities in all redevelopment projects such as sidewalks, benches, and safe connections among neighboring parcels and to the train station.
Responsible:	OPD, PB
Priority:	Ongoing
Funding Source:	Private Development and Redevelopment

Action LU-8.1:2	Preserve and protect existing neighboring farmland by ensuring that new development does not burden the necessary natural resources or add new hazards and nuisances to the area.
Responsible:	OPD
Priority:	High
Funding Source:	CPA, Private and Public Grants, Private Donations

Goal LU-9:	Foster the use of the MBTA commuter rail and the commuter/intercity I-95 bus terminal as a viable mode of transit for both residents and visitors to the City.
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Objective LU-9.1:	Encourage both motorized and non-motorized vehicle connections to and from the commuter rail station as well as the commuter/intercity I-95 bus terminal.
Action LU-9.1:1	Collaborate with the MBTA, MassDOT, the Town of Newbury and other stakeholders to determine a safe, feasible way to connect the two ends of the Clipper City Rail Trail.
Responsible:	OPD
Priority:	Medium
Funding Source:	N/A
Action LU-9.1:2	Coordinate with car-share and bike-share vendors to provide these services at the MBTA commuter rail parking lots.
Responsible:	MO, OPD, MBTA
Priority:	Low
Funding Source:	N/A
Action LU-9.1:3	Create a wayfinding signage system directing visitors from the train station to the downtown and other points of interest.
Responsible:	OPD, DPS, NPD
Priority:	Low
Funding Source:	Public and Private Grants, Private/Corporate Sponsorships
Action LU-9.1:4	Work with the MBTA to allow overnight parking at the commuter rail station.
Responsible:	MO
Priority:	Low
Funding Source:	N/A
Action LU-9.1:5	Work with the MBTA, private bus lines, and MVRTA to have local transit bus service at the rail and commuter/intercity bus terminals.
Responsible:	MO, OPD
Priority:	Medium
Funding Source:	N/A

Goal LU-10:	Preserve the character of the City's neighborhoods while facilitating the preservation of the City's housing stock within areas affected by FEMA special flood hazard zones.
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Objective LU-10.1:	Ensure the safety and preservation of existing housing stock by allowing these structures to be brought into compliance, or as nearly as possible, with current or revised FEMA special flood hazard areas.
Action LU-10.1:1	Follow the Newburyport Coastal Resiliency Master Plan to provide the City with appropriate information and tools to help protect public investment, guide upcoming waterfront development and to plan for a more resilient future.
Responsible:	OPD, PB, CON COM
Priority:	Medium
Funding Source:	N/A

Action LU-10.1:2	Revise the Zoning Ordinance to allow for the elevating of existing homes located in Special Flood Hazard Areas to an elevation one (1) foot, or greater, as required by the then current state building code above the base flood elevation. This raising of the structure shall only be for an existing structure and any addition or alteration will be required to obtain any necessary permits from the City and or state. Changing of siding, windows and or roofing materials will be allowed as part of the raising.
Responsible:	OPD, PB, CON COM, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action LU-10.1:3	Revise the Zoning Ordinance to allow, by-right, the elevation of structures that are built in areas of wave action (VE designated zones) so that the lowest horizontal structural member elevated two (2) feet above the base flood elevation.
Responsible:	OPD, PB, CON COM, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Economic Development Goals, Objectives and Actions

Goal ED-1:	Increase local economic development capacity, coordination, and leadership.
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Objective ED-1.1:	Expand staffing levels in the Office of Planning & Development in order to meet growing demand for project management, grant writing, and business development related economic development activities.
Action ED-1.1:1	Create Economic Development Coordinator staff position and approve funding for the position in the City budget.
Responsible:	OPD, NCC, MO
Priority:	High
Funding Source:	CIP Taxes

Objective ED-2.1:	Create Economic Development Commission (EDC)
Action ED-2.1:1	Solicit membership to serve on the EDC
Responsible:	MO
Priority:	High
Funding Source:	N/A
Action ED-2.1:2	Create Five-Year Economic Development Strategy for the EDC to carry out.
Responsible:	Newly established EDC with input from MO, NCC, COC, Business Park
Priority:	High
Funding Source:	CIP Taxes, Volunteer Efforts

Goal ED-2:	Build upon the cultural heritage and assets of Newburyport to brand and market the desirability of the City.
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Objective ED-2.1:	Create a Newburyport brand to use to aid in the promotion of the City as a place to live, work, visit, and do business.
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Action ED-2.1:1	Engage the Economic Development Commission (TBD), business community, Chamber of Commerce, Business Park, and residents to serve on a committee dedicated to the branding and marketing of Newburyport.
Responsible:	MO
Priority:	Medium
Funding Source:	N/A
Action ED-2.1:2	Identify which assets and characteristics of Newburyport should be highlighted in the development of a Newburyport brand.
Responsible:	Newly established EDC, COC, Business Park, OATCA
Priority:	Medium
Funding Source:	N/A
Action ED-2.1:3	Obtain consulting services to engage in place-based branding and design work.
Responsible:	MO
Priority:	Medium
Funding Source:	Grants, Municipal Budget
Action ED-2.1:4	Coordinate with residents and the business community to promote the Newburyport Brand.
Responsible:	Newly established EDC, COC, Business Park, OATCA
Priority:	Medium
Funding Source:	Grants and Volunteer Efforts

Objective ED-2.2:	Create a marketing campaign to promote the Newburyport brand.
Action ED-2.2:1	Using the Newburyport branding work, create a comprehensive marketing strategy inclusive of multiple areas of the City and existing market segments to attract new businesses to Newburyport.
Responsible:	Newly established EDC, OATCA, COC, Business Park
Priority:	High
Funding Source:	Grants and Volunteer Efforts
Action ED-2.2:2	Work with the Massachusetts Office of Tourism and the North of Boston Convention & Tourism Bureau to market events like First Fridays, the Farmer's Market, the Cruisin' the 50s car show, public concerts, etc. and promote Newburyport as a destination for regional tourism.
Responsible:	OATCA
Priority:	Low
Funding Source:	N/A
Action ED-2.2:3	Expand investment in the overall marketing and promotion of the amenities and major special events in Newburyport.
Responsible:	Newly established EDC, OATCA, COC
Priority:	Medium
Funding Source:	Grants
Action ED-2.2:4	Improve the existing Visitor Center and expand to include a cultural center to promote visitorship in Newburyport.
Responsible:	COC, CNPO, OATCA
Priority:	Low
Funding Source:	Private Fundraising

Objective ED-2.3:	Improve wayfinding in downtown Newburyport.
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Action ED-2.3:1	Conduct wayfinding study to determine the most appropriate locations for signage, kiosks, and other methods of signaling destinations as well as determine the style and design of wayfinding signage.
Responsible:	DPS, MVPC, OPD
Priority:	Low
Funding Source:	Grants and Volunteer Efforts
Action ED-2.3:2	Install wayfinding signage.
Responsible:	DPS
Priority:	Low
Funding Source:	Grants or Municipal Budget
Action ED-2.3:3	Create a maintenance plan for signage and kiosks to ensure signage is current, in good condition, and is updated as conditions change.
Responsible:	Newly established EDC with input from DPS
Priority:	Low
Funding Source:	Grants or Municipal Budget

Goal ED-3:	Invest in the maintenance and resiliency of the physical infrastructure that supports business development.
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Objective ED-3.1:	Maintain, upgrade, and protect the physical infrastructure of Newburyport to support existing and future needs of the City.
Action ED-3.1:1	Prepare a Master Plan for the Business Park to identify needs for roadway repairs, address storm-water management issues, prioritize and manage drainage issues related to swales in the park, identify wetlands and other environmentally sensitive areas, explore the viability of the construction of sidewalks, and assess the availability of land to maximize the efficiency of land use as build out approaches.
Responsible:	DPS, OPD with input from the Business Park
Priority:	High
Funding Source:	Municipal Budget
Action ED-3.1:2	Actively seek funds for upgrades and increased climate resiliency to protect Newburyport's wastewater system and ensure that increased demands can be met.
Responsible:	MO, Grant Writer
Priority:	High
Funding Source:	N/A
Action ED-3.1:3	Prioritize and fund roadway repairs and drainage maintenance in the Business Park, sidewalk upgrades Downtown, pedestrian crossings at the Route 1 Rotary, and reduce curb cuts and turning sequences in the Storey Avenue commercial area.
Responsible:	DPS
Priority:	High
Funding Source:	Chapter 90 Funds, some projects may be eligible for funding through Complete Streets program
Action ED-3.1:4	Manage construction of the new multi-modal transit facility Downtown to limit impact to businesses, and employ smart parking practices to appropriately price parking to limit parking related circulation and traffic impacts.
Responsible:	DPS, MVPC
Priority:	High
Funding Source:	State funding, municipal bonding, private sector investment

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Action ED-3.1:5	Adjust zoning requirements to ensure that on-site stormwater management and other Low Impact Development standards as well as incentives for upgrades to public infrastructure are incorporated to mitigate stress on city infrastructure.
Responsible:	OPD, NCC, PB, CON COM
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action ED-3.1:6	Promote clean energy installations to offset environmental impacts and reduce energy costs by relaxing zoning standards to increase the viability of such projects.
Responsible:	OPD, NCC, PB, CON COM
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Objective ED-3.2:	Develop infrastructure to meet demand for multi-modal transportation.
Action ED-3.2:1	Consider the development and implementation of a local bikeshare program with seasonal stations located Downtown, at the Commuter Rail, and Plum Island to decrease car dependency for tourism purposes and increase commuting options.
Responsible:	NCC, OATCA, OPD, MVPC
Priority:	Low
Funding Source:	Volunteer efforts for planning stages
Action ED-3.2:2	Improve access to the Newburyport MBTA Commuter Rail station by improving pedestrian access, bicycle facilities, and bus connectivity from Downtown.
Responsible:	OATCA, COC, OPD, MVPC
Priority:	Low
Funding Source:	State funding, possible opportunities through Complete Streets program
Action ED-3.2:3	Continue and publicize the effort to complete the Clipper City Rail Trail extension and plan for connections to the Coastal Trails Network to improve connectivity to neighboring communities.
Responsible:	OPD, MVPC
Priority:	High
Funding Source:	N/A
Action ED-3.2:4	Improve maintenance of sidewalks, particularly the cobblestone sidewalks located Downtown where maintenance issues not yet addressed can create dangerous conditions or precludes accessibility for individuals with disabilities or limited mobility.
Responsible:	DPS
Priority:	High
Funding Source:	John Bromfield Fund

Goal ED-4:	Increase housing diversity to support the housing needs of the workforce.
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Objective ED-4.1:	Provide education regarding the necessity of affordable housing and infill development to serve the needs of the workforce.
Action ED-4.1:1	Conduct housing workshops on a semiannual basis to discuss housing issues in the region as well as within the city and the costs of inaction and excessive opposition.
Responsible:	AHT, MVPC, HNPO
Priority:	High
Funding Source:	Affordable Housing Trust Fund, volunteer efforts

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Action ED-4.1:2	Promote successes of affordable housing development and its beneficiaries to educate the public on how housing creates opportunities to maintain community diversity and provide housing for young families and seniors.
Responsible:	AHT, HNPO
Priority:	High
Funding Source:	N/A

Objective ED-4.2:	Implement the housing goals, objectives, and actions discussed in the housing element of the Master Plan.
Action ED-4.2:1	See housing element.

Goal ED-5:	Become more 'friendly' to businesses.
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Objective ED-5.1:	Assist businesses in Newburyport by making the process to establish or expand a business more clear.
Action ED-5.1:1	Create a how-to guide for starting a business in Newburyport.
Responsible:	COC, OPD, CC
Priority:	Medium
Funding Source:	Volunteer efforts and business sponsorships to produce paper copies.
Action ED-5.1:2	Create an economic development webpage on the City's website. Clearly identify an economic development ombudsman and all other City staff involved with permitting and filing requirements needed to establish a new business, and provide links to economic development resources.
Responsible:	OPD, IS
Priority:	Medium
Funding Source:	Municipal Budget
Action ED-5.1:3	Review permitting policies and requirements to simplify and streamline submission requirements, public hearings, and licensing standards.
Responsible:	OPD
Priority:	Low
Funding Source:	N/A

Goal ED-6:	Ensure that the supply and character of commercial space can adapt to a changing economy.
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Objective ED-6.1:	Increase the supply of commercial space to accommodate startup businesses.
Action ED-6.1:1	Identify properties (publicly or privately owned) that have potential to be converted to co-working and shared flexible use spaces to serve as informal incubators for fledgling businesses.
Responsible:	Newly established EDC, COC, Business Park
Priority:	Medium
Funding Source:	Some projects potentially fundable through CDBG Economic Development Fund
Action ED-6.1:2	Encourage the creation of larger subdividable manufacturing spaces that can accommodate the needs of business seeking small spaces, as well as those that need room for expansion.
Responsible:	Newly established EDC, OPD, PB, Business Park
Priority:	Low
Funding Source:	Some projects potentially fundable through CDBG Economic Development Fund

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Action ED-6.1:3	Coordinate with local landlords to discuss impacts of lease terms on the local economy and explore tax incentives to offset costs.
Responsible:	COC, MO
Priority:	Medium
Funding Source:	N/A

Objective ED-6.2:	Ensure that public policies encourage redevelopment of underutilized properties and the construction of new, high quality commercial buildings.
Action ED-6.2:1	Adjust dimensional requirements and reduce parking requirements in the Zoning Ordinance to incentivize redevelopment of obsolete commercial properties in the Business Park.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action ED-6.2:2	Provide adequate public parking facilities to support larger offices in Downtown Newburyport that increase the daytime population and help support retailers.
Responsible:	NCC, TSAC
Priority:	Medium
Funding Source:	N/A
Action ED-6.2:3	Protect upper story office units from conversion to residential units.
Responsible:	OPD, PB
Priority:	Low
Funding Source:	N/A

Objective ED-6.3:	Protect the character of historic buildings in commercial use and ensure that new development is complementary to the architectural character of the City and promotes sustainable site design.
Action ED-6.3:1	Protect historic buildings from demolition, while allowing enough flexibility for alterations to make necessary modifications to meet current building and health codes for commercial use.
Responsible:	HC, PB, ZBA, OPD, BD, BI
Priority:	Medium
Funding Source:	N/A
Action ED-6.3:2	Adopt design guidelines to encourage the progressive redevelopment of the Storey Avenue commercial area into a walkable and attractive Gateway District.
Responsible:	OPD, PB
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action ED-6.3:3	Seek funding to maintain high quality street furniture, lighting, waste management, banners, flowers, and other amenities that contribute to an attractive and functional Downtown.
Responsible:	OPD, Grant Writer, COC
Priority:	Medium
Funding Source:	Grant funds (possibly MDI funds), municipal budget, gifts

Goal ED-7:	Promote the development of a skilled workforce to meet the future employment needs of the business community.
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Objective ED-7.1:	Support the Newburyport Public Schools and local colleges and trade schools in making linkages to local businesses through providing programs that create internships.
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Action ED-7.1:1	Identify and solicit local businesses that would like to participate in an internship program in partnership with the public school district and area colleges and trade schools.
Responsible:	Newly established EDC, COC, OPD, Business Park
Priority:	Low
Funding Source:	N/A
Action ED-7.1:2	Create and maintain a database of available internships and students interested in internship opportunities to assist employers and interns in located opportunities.
Responsible:	Newly established EDC, OPD, COC, Business Park
Priority:	Low
Funding Source:	N/A

Housing Goals, Objectives and Actions

Goal H-1:	Increase the variety of housing options to promote a lively, active, and diverse population and to accommodate households with varying housing needs and family structures.
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Objective H-1.1:	Identify zoning districts and/or geographic areas in which the City may modify current regulations to allow for the development and redevelopment of a variety of housing types.
Action H-1.1:1	Allow for by-right two-family residential development in the City's R2 zoning district
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action H-1.1:2	Support the building of more multi-family housing in a variety of neighborhoods, in a variety of ways supporting opportunities for housing construction that is consistent with existing neighborhood patterns and densities through the local permitting authorities.
Responsible:	OPD, PB, ZBA
Priority:	Ongoing
Funding Source:	N/A

Objective H-1.2:	Promote create housing development strategies to meet the needs of the entire community.
Action H-1.2:1	Examine current Accessory Apartment ordinance and determine appropriateness in relaxing the regulations applying to non-family related occupants as well as allowing units within existing accessory structures and additions to primary structures.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action H-1.2:2	Explore and allow live/work options, with conditions and standards that protect the quality of life of residents and the character of existing neighborhoods.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action H-1.2:3	Expand the range of options for detached housing, such as cottage housing development, where appropriate.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

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Action H-1.2:4	Support the construction of accessible units, the adaptation of existing units and the preservation of existing ones to meet the needs of disabled individuals through permitting and zoning processes and when appropriate, funding mechanisms.
Responsible:	OPD, AHT, ZBA, PB
Priority:	Ongoing
Funding Source:	N/A
Action H-1.2:5	Explore possibility of developing Single Room Occupancy (SRO) housing to quickly house those individuals who become homeless.
Responsible:	AHT, HNPO, OPD
Priority:	Low
Funding Source:	Affordable Housing Trust Fund, Municipal Budget, Community Preservation Act Funds, Community Development Block Grants, Section VI-C cash-in-lieu payments

Objective H-1.3:	Prioritize mixed-use development projects that support the business community and the City's housing goals.
Action H-1.3:1	Examine zoning regulations to determine how to modify to more easily allow mixed-use development, including examining dimensional regulations to allow for greater height and higher density as appropriate.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal H-2:	Continue to implement the strategies found in the City's 2013 Housing Production Plan to achieve the State-mandated goal of having at least 10% of the City's year-round housing stock defined as affordable through both the creation of new affordable housing options as well as the preservation of Newburyport's existing affordable housing stock by the year 2017.
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Objective H-2.1:	Review and revise the City's Zoning Ordinance to allow for the creation of affordable rental and home ownership units.
Action H-2.1:1	Consider including incentives (i.e. density bonuses, dimensional relief, parking relief, etc.) to private developers that create permanently affordable rental and home ownership units.
Responsible:	AHT, OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action H-2.1:2	Modify Zoning Ordinance section VI-C so that affordable unit(s) are included within a proposed development and/or a cash-in-lieu of the affordable unit(s) is based on a formula that will result in a meaningful contribution to the Affordable Housing Trust.
Responsible:	AHT, OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action H-2.1:3	Review the current In-Law Apartment ordinance and consider allowing occupancy of non-family members, development in existing detached structures, design guidelines and the like, which will create smaller, more affordable apartments that will allow households at or below 80 percent AMI to remain in their homes through the sharing of the burdens of home ownership as well as create smaller, affordable apartments that will help meet the variety of housing needs in the community.
Responsible:	AHT, OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

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Action H-2.1:4	Consider adopting inclusionary zoning to mandate the creation of affordable units throughout the City, or at a minimum, within certain zoning districts.
Responsible:	AHT, OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Objective H-2.2:	Encourage and support the development of deed-restricted affordable rental units.
Action H-2.2:1	Modify the Zoning Ordinance to allow developer incentives to create deed-restricted affordable units.
Responsible:	AHT, OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action H-2.2:2	Partner with local housing and service organizations to create affordable rental units for individuals, young families, seniors and special needs populations, including subdividing living space in larger homes to promote options for smaller residential units.
Responsible:	AHT, HNPO, OPD
Priority:	Ongoing
Funding Source:	Affordable Housing Trust Fund
Action H-2.2:3	Create a forgivable loan program, administered and funded by the Affordable Housing Trust, for small non-profit organizations who create affordable housing to offset the costs associated with the process of listing these units on the State's Subsidized Housing Inventory.
Responsible:	AHT, OPD
Priority:	Low
Funding Source:	Affordable Housing Trust Fund, Community Preservation Fund
Action H-2.2:4	Explore opportunities for the City to sell surplus public land for the development of affordable housing.
Responsible:	AHT, OPD, MO, NCC
Priority:	Ongoing
Funding Source:	N/A

Objective H-2.3:	Ensure adequate funding for the Affordable Housing Trust so that it may continue to create affordable units, preserve the existing affordable housing stock, and support private affordable housing developments through subsidies and grant matching programs.
Action H-2.3:1	Make City funding available for the 'local match' funding needed by affordable housing developers
Responsible:	AHT, MO, NCC, CPC
Priority:	Ongoing
Funding Source:	Affordable Housing Trust Fund, Municipal Budget, Community Preservation Fund, Community Development Block Grants (CDBG), Section VI-C cash-in-lieu payments
Action H-2.3:2	Create and maintain partnerships between City departments, agencies and local non-profit organizations to allow for collaboration and the efficient use of affordable housing funds through the pooling of resources to address the varied affordable housing needs and demands of the community.
Responsible:	AHT, OPD, MO, HNPO
Priority:	Ongoing
Funding Source:	N/A
Action H-2.3:3	Preserve affordable housing through the retention of expiring affordable use properties where financially feasible.
Responsible:	AHT, HNPO
Priority:	Ongoing
Funding Source:	Affordable Housing Trust Fund, Community Preservation Fund, Public/Private Partnerships

Objective H-2.4:	Work to end homelessness in Newburyport
Action H-2.4:1	Increase the supply of affordable, supportive housing to quickly re-house those who do become homeless through partnerships with local property owners, non-profit organizations, City agencies and the local housing authority.
Responsible:	AHT, MO, HNPO, NHA
Priority:	High
Funding Source:	Affordable Housing Trust Fund, Municipal Budget, Community Preservation Fund, Community Development Block Grants (CDBG), Section VI-C cash-in-lieu payments
Action H-2.4:2	Broaden the community dialog beyond the social services community, regarding the root cause of homelessness and solutions through community education, events and speaker series.
Responsible:	AHT, HNPO, OPD
Priority:	Ongoing
Funding Source:	Affordable Housing Trust Fund, Public/Private Partnerships
Action H-2.4:3	Provide financial and/or informational assistance regarding services available for food and shelter to at-risk populations.
Responsible:	AHT, HNPO
Priority:	Ongoing
Funding Source:	Affordable Housing Trust Fund, Public/Private Partnerships
Action H-2.4:4	Support local organizations, including but not limited to, Pennies for Poverty and the YWCA, that are making strides to tackle issues of poverty and homelessness, through in-kind donations of time and expertise as well as financial support.
Responsible:	AHT, OPD, MO, NCC
Priority:	Ongoing
Funding Source:	Affordable Housing Trust Fund, Community Preservation Fund

Goal H-3:	Ensure that new residential development and redevelopment is compatible in terms of location, size, scale, and massing in addition to complementary to the historic character of the neighborhood.
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Objective H-3.1:	Promote the preservation of the historic character of the City's older neighborhoods (e.g. the North End, South End, High Street, etc.) and ensure that the design of both new- and redevelopment complements their historic character.
Action H-3.1:1	Collaborate with the Historical Commission and local non-profit preservation organizations to develop an inventory of historic structures and their defining characteristics.
Responsible:	OPD, HC, HPNPO
Priority:	Medium
Funding Source:	N/A
Action H-3.1:2	Once the above-referenced inventory is complete, establish and implement design review procedures to evaluate proposed development and redevelopment in the neighborhoods that preserve historic characteristics of the inventoried structures.
Responsible:	OPD, PB, HC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action H-3.1:3	To support historic preservation, explore allowing Form-Based zoning for identified neighborhoods, which will address the relationship between building façades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal H-4:	Housing development and redevelopment shall be designed to protect the City's natural and cultural resources, to preserve open space corridors, and to allow for safe pedestrian movement within and among the City's neighborhoods.
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Objective H-4.1:	Ensure proposed developments are designed in such a way as to protect open spaces.
Action H-4.1:1	Utilize a design and site plan review process for the review of new housing development that is appropriately calibrated to the surrounding neighborhood.
Responsible:	OPD, PB
Priority:	Low
Funding Source:	N/A
Action H-4.1:2	Facilitate review of new housing proposals among City departments to ensure that open space goals and objectives are being appropriately addressed.
Responsible:	OPD, PB, OSC
Priority:	Ongoing
Funding Source:	N/A
Action H-4.1:3	Review the City's Subdivision Rules and Regulations and update the document to reflect changes in preferred planning practices and technologies, especially as they relate to street sizes, widths and paving materials.
Responsible:	OPD, PB
Priority:	Medium
Funding Source:	N/A

Objective H-4.2:	Promote safe and efficient pedestrian and cyclist movement throughout the City's residential neighborhoods.
Action H-4.2:1	Encourage the creation of new streets in subdivisions that connect to others to promote both vehicular and pedestrian/cyclist circulation among the neighborhoods rather than the creation of dead ends.
Responsible:	OPD, PB
Priority:	Ongoing
Funding Source:	N/A
Action H-4.2:2	Carefully consider requests to waive the requirements relative to sidewalks within proposed residential subdivisions as reducing the number of sidewalks will prohibit safe pedestrian movement.
Responsible:	OPD, PB
Priority:	Ongoing
Funding Source:	N/A

Objective H-4.3:	Evaluate adequacy of City infrastructure and public services to account for present and future residential growth.
Action H-4.3:1	Examine current capacity of the City's utilities (water and sewer systems) determine capacity of same that may limit housing development opportunities.
Responsible:	DPS
Priority:	High
Funding Source:	N/A
Action H-4.3:2	Conduct a residential build-out analysis to determine how future residential growth will impact the municipal budget, the school system and the provision of City services to residents.
Responsible:	OPD
Priority:	High
Funding Source:	N/A

Goal H-5:	Promote energy conservation and renewable energy production in both the creation of new housing and the redevelopment of existing housing.
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Objective H-5.1:	Utilize green and sustainable design techniques when designing new residential structures
Action H-5.1:1	Require new construction that exceeds 3,000 square feet per residential unit to meet or exceed Energy Star certification and/or offset energy consumption through renewable energy generation.
Responsible:	BD, PB, RES
Priority:	Medium
Funding Source:	N/A
Action H-5.1:2	Encourage the incorporation of Low Impact Development (LID) techniques to address stormwater issues, including permeable pavement, rain gardens, green roofs, and the use of rain barrels through the Site Plan Review process.
Responsible:	OPD, DPS, PB
Priority:	Ongoing
Funding Source:	N/A
Action H-5.1:3	Explore ways to incorporate the use of gray water systems into residential building standards.
Responsible:	RES, OPD, BD
Priority:	Medium
Funding Source:	N/A
Action H-5.1:4	Modify zoning regulations to allow for the appropriate construction of homes within flood zones so that they are environmentally resilient and can withstand storm surge and potential sea level rise.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Objective H-5.2:	Educate the community regarding energy conservation and promote the use of financing programs to encourage conservation.
Action H-5.2:1	Work with Community Action, Inc. and other local and regional agencies to prioritize Newburyport for the Weatherization Assistance Program (WAP) for low income households.
Responsible:	RES, AHT, NHA
Priority:	Medium
Funding Source:	WAP is funded through an annual grant from the U.S. Department of Energy and administered by a network of local agencies.
Action H-5.2:2	Promote public/private partnerships that will enable residents to purchase and/or install renewable energy systems for their homes as well as weatherization programs so that homes are more energy efficient.
Responsible:	RES, HNPO
Priority:	Low
Funding Source:	Local, State and Federal grant programs, Community Development Block Grants (CDBG)
Action H-5.2:3	Engage with local agencies, non-profits and the community to lobby at both the state and Federal levels to increase funding for green development in housing production programs as well as for energy tax credit programs.
Responsible:	MO, NCC
Priority:	Ongoing
Funding Source:	N/A

Objective H-5.3:	Allow for renewable energy generation for both larger residential development projects and for the individual homeowner.
Action H-5.3:1	Promote additional solar, wind and geothermal energy production through the modification of pertinent zoning regulations.
Responsible:	PB, OPD, NCC
Priority:	Medium
Funding Source:	N/A
Action H-5.3:2	Create a minor review process for the design and installation of renewable energy structures (solar panels, wind turbines, etc.) on historically significant homes.
Responsible:	OPD, PB, HC, NCC
Priority:	Medium
Funding Source:	N/A
Action H-5.3:3	Work with financial institutions to offer financing incentives to enable an increased use of sustainable technology by City residents, such as green mortgages.
Responsible:	RES
Priority:	Medium
Funding Source:	Local financial institutions, Affordable Housing Trust Fund

Transportation & Circulation Goals, Objectives and Actions

Goal T-1:	Improve roadway infrastructure and enhance vehicular circulation throughout the City.
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Objective T-1.1:	Increase annual budgets and dedicated funding streams for road maintenance.
Action T-1.1:1	Refine winter snow and ice removal policies and management.
Responsible:	DPS
Priority:	High
Funding Source:	N/A

Objective T-1.2:	Improve local planning, communication, and coordination of transportation issues.
Action T-1.2:1	Explore feasibility of hiring a dedicated Transportation Planner to focus on the City's transportation issues.
Responsible:	MO, NCC, OPD, DPS
Priority:	Medium
Funding Source:	Municipal Budget
Action T-1.2:2	Make a comprehensive 5-year City paving plan transparent , web-based, and accessible to the citizens.
Responsible:	DPS, IS
Priority:	High
Funding Source:	N/A
Action T-1.2:3	Conduct holistic review of impact of civic and cultural events on residents' circulation and parking routines.
Responsible:	TSAC, MVPC, OATCA
Priority:	Low
Funding Source:	MVPC's Local Technical Assistance Program

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Action T-1.2:4	Adopt 'Complete Streets' approach for all roadways in the City.
Responsible:	NCC, DPS, OPD
Priority:	High
Funding Source:	N/A

Objective T-1.3:	Improve regional planning, communication, and coordination of transportation issues.
Action T-1.3:1	Advocate for better maintenance of bridges in the City by MassDOT
Responsible:	MO, SR
Priority:	Ongoing
Funding Source:	N/A
Action T-1.3:2	Improve representation and coordination with MVPC and the Metropolitan Planning Organization.
Responsible:	OPD
Priority:	Ongoing
Funding Source:	N/A

Objective T-1.4:	Reduce impact on residential neighborhoods of commercial truck access to the business park.
Action T-1.4:1	Improve signage and enforcement of truck bans.
Responsible:	NPD, DPS
Priority:	High and Ongoing
Funding Source:	Municipal Budget
Action T-1.4:2	Continue status of former I-95 roadbed as the Little River Nature Trail non-vehicular recreation and transportation facility as opposed to a new interchange and business park access.
Responsible:	MO, NCC, SR
Priority:	Ongoing
Funding Source:	N/A
Action T-1.4:3	Explore feasibility of adding a sidewalk and/or dedicated bicycle lane along Hale Street that will serve as a safe connection from Newburyport's West End to the City's other neighborhoods.
Responsible:	DPS
Priority:	Low
Funding Source:	Municipal Budget

Objective T-1.5:	Improve safety, appearance, and functionality of major intersections.
Action T-1.5:1	Improve the primary gateway to the City of Storey Avenue based upon 'complete streets' principles.
Responsible:	DPS, MassDOT, OPD
Priority:	Ongoing
Funding Source:	Federal funds allocated through the Massachusetts Transportation Improvement Plan; developer-funded improvements as parcels are redeveloped
Action T-1.5:2	Work with local, regional and state agencies to signalize and improve intersection of Merrimac Street, Route 1 on- and off-ramps, Winter and Summer Streets.
Responsible:	MO, DPS, MVPC, MassDOT
Priority:	High
Funding Source:	Federal funds allocated through the Massachusetts Transportation Improvement Plan

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Action T-1.5:3	Work with local, regional, and state agencies to reconfigure, reduce pavement, and improve the gateway '3 roads' intersection of High Street, Moseley Avenue, and Ferry Road.
Responsible:	MO, DPS, MVPC, MassDOT
Priority:	Medium
Funding Source:	Federal funds allocated through the Massachusetts Transportation Improvement Plan
Action T-1.5:4	Work with local, regional, and state agencies to explore re-configuration and improvement of the southern gateway of the Route 1 rotary.
Responsible:	MO, DPS, MVPC, MassDOT
Priority:	Low
Funding Source:	Federal funds allocated through the Massachusetts Transportation Improvement Plan
Action T-1.5:5	Investigate improved land use policies to enhance the City's transportation network.
Responsible:	MO, DPS, MVPC, MassDOT
Priority:	Low
Funding Source:	Federal funds allocated through the Massachusetts Transportation Improvement Plan
Action T-1.5:6	Improve the vehicular and pedestrian safety of the western end of Merrimac Street, especially the area near Pioneer Fields, through sidewalk reconstruction, travel lane striping, demarcation of crosswalks and crossing signals, clear entry and exit points from Merrimac Street into the Pioneer Field parking area, renovating/reconfiguring the parking area, and additional speed limit signage.
Responsible:	DPS
Priority:	High
Funding Source:	Municipal Budget

Goal T-2: Improve public parking facilities and management.

Objective T-2.1:	Establish structured parking facilities to support the downtown commercial district and allow for increased removal of 'interim' waterfront parking.
Action T-2.1:1	Continue to seek funding and site control for a downtown structured garage at Titcomb and Merrimac Streets.
Responsible:	MO
Priority:	High
Funding Source:	State funding, municipal budget, public/private partnerships
Action T-2.1:2	Conduct long-term consideration of second downtown structured parking facility.
Responsible:	OPD
Priority:	Low
Funding Source:	N/A

Objective T-2.2:	Develop both short- and long-term plans for central waterfront parking.
Action T-2.2:1	Improve waterfront parking lot maintenance through the consolidation of controlling entities.
Responsible:	MO, NCC
Priority:	Medium
Funding Source:	N/A
Action T-2.2:2	Pursue long-term reduction in waterfront parking to allow for waterfront park expansion and redevelopment of lots currently owned by the Newburyport Redevelopment Authority while retaining appropriate parking for public access to the river.
Responsible:	MO, NCC, OPD, NRA, WFT
Priority:	High
Funding Source:	Municipal budget, state and local grant programs (i.e. PARC and CPA)

Objective T-2.3:	Maintain and improve downtown paid parking system.
Action T-2.3:1	Create and maintain a unified parking system with NRA, WFT, and the City.
Responsible:	MO, NRA, WFT, CC
Priority:	Medium
Funding Source:	N/A
Action T-2.3:2	Periodically review paid parking policies and pricing.
Responsible:	NCC, CC
Priority:	Ongoing
Funding Source:	N/A
Action T-2.2:3	Consider incorporating on-street paid parking downtown.
Responsible:	MO, NCC, CC
Priority:	Low
Funding Source:	N/A
Action T-2.3:4	Explore and implement smart technologies to improve system and user interface (sensors, wireless communication, mobile aps).
Responsible:	MO, CC, DPS
Priority:	High
Funding Source:	Receipts from paid parking

Objective T-2.4:	Improve management of parking around significant events.
Action T-2.4:1	Research feasibility of satellite parking lots and frequent shuttle services.
Responsible:	OATCA, COC
Priority:	Low
Funding Source:	N/A
Action T-2.4:2	Conduct comprehensive downtown parking and circulation analysis during events, during peak tourist season, and during the 'off-season'.
Responsible:	TSAC
Priority:	Medium
Funding Source:	MVPC Technical Assistance funding

Goal T-3:	Promote walkability and pedestrian safety throughout the City.
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Objective T-3.1:	Improve the City's system of sidewalks.
Action T-3.1:1	Expand DPS annual budget resources for sidewalk maintenance.
Responsible:	MO, NCC, DPS
Priority:	High
Funding Source:	Municipal Budget
Action T-3.1:2	Make a comprehensive 5-year sidewalk plan transparent, we-based, and accessible to citizens.
Responsible:	DPS, IS
Priority:	High
Funding Source:	N/A
Action T-3.1:3	Research and secure funding to add new sidewalks where needed.
Responsible:	MO, DPS
Priority:	Medium
Funding Source:	N/A

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Action T-3.1:4	Prioritize and implement universal access upgrades.
Responsible:	DPS, CD
Priority:	Medium
Funding Source:	State and local grants, municipal budget
Action T-3.1:5	Expand Safe Routes to Schools program and network to improve pedestrian routes to schools.
Responsible:	SD, NPD
Priority:	Low
Funding Source:	School budget
Action T-3.1:6	Conduct comprehensive analysis and create a City-wide pedestrian improvement plan.
Responsible:	TSAC
Priority:	Medium
Funding Source:	Municipal budget, MVPC Technical Assistance Program

Objective T-3.2:	Extend off-road pathways and trails for pedestrians, cyclists, and other non-motorized trail users.
Action T-3.2:1	Work with New England Development, the Massachusetts Chapter 91 program, and other stakeholders to construct a safe and welcoming multi-use pathway linking Phase I of the Clipper City Rail Trail and Harborwalk to the central waterfront.
Responsible:	OPD, MO
Priority:	High
Funding Source:	Privately funded, triggered by permitting processes
Action T-3.2:2	Work with Newbury to extend Phase III of the Clipper City Rail Trail to the MBTA commuter rail station.
Responsible:	OPD, MO
Priority:	High
Funding Source:	Federal transportation funds administered through the Massachusetts Transportation Improvement Plan
Action T-3.2:3	Extend the Harborwalk/Merrimack River Trail upriver.
Responsible:	OPD
Priority:	Ongoing
Funding Source:	Privately funded as Chapter 91 is triggered by development
Action T-3.2:4	Rehabilitate the pathway connection between North Atkinson Street neighborhood and the Senior Community Center.
Responsible:	DPS
Priority:	Low
Funding Source:	Municipal budget
Action T-3.2:5	Work with neighboring communities and regional and state partners to physically connect trails to other municipalities.
Responsible:	OPD, MO
Priority:	Medium
Funding Source:	Municipal budget, regional and local grants

Goal T-4:	Promote bicycle use throughout the City as a viable alternative mode of transportation.
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Objective T-4.1:	Improve both on- and off-street bicycle facilities.
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Action T-4.1:1	Work with NRA, WFT, and other stakeholders to construct a dedicated, safe, and appropriate bicycle path across the central waterfront.
Responsible:	MO, OPD, NRA, WFT
Priority:	Low
Funding Source:	NRA and WFT budgets
Action T-4.1:2	Review, prioritize, fund, and construct a more comprehensive system of bicycle lanes on major roads with adequate width.
Responsible:	TSAC, OPD, MO, NCC
Priority:	Medium
Funding Source:	Chapter 90 funding, federal transportation funds administered through the Massachusetts TIP
Action T-4.1:3	Establish way-finding signage and pavement markings for bicycle routes, e.g., the 'Middle Way' route in the North End of the City.
Responsible:	NCC, TSAC, DPS
Priority:	Low
Funding Source:	Municipal budget

Objective T-4.2:	Explore other systems and infrastructure to promote bicycle use.
Action T-4.2:1	Explore feasibility, and implement as appropriate, downtown covered bicycle parking for commuters.
Responsible:	TSAC, NCC, OPD
Priority:	Low
Funding Source:	State and local grant programs, public/private partnerships
Action T-4.2:2	Explore feasibility of an appropriately scaled bicycle sharing system.
Responsible:	OPD, TSAC, NCC
Priority:	Low
Funding Source:	State and local grant programs, public/private partnerships
Action T-4.2:3	Develop a comprehensive bicycle master plan.
Responsible:	OPD, TSAC
Priority:	Medium
Funding Source:	State and local grant programs, public/private partnerships

Goal T-5: Improve public transit and shuttle services.

Objective T-5.1:	Continue to refine public bus service.
Action T-5.1:1	Advocate for improved public transportation for low-income residents and workers without personal vehicles.
Responsible:	MO, NCC
Priority:	Low
Funding Source:	N/A
Action T-5.1:2	Promote smart phone technology capacity and public awareness regarding timing and availability of buses.
Responsible:	MVRTA, MO, NCC
Priority:	Medium
Funding Source:	N/A

Objective T-5.2:	Explore feasibility, and implement as appropriate, shuttle services.
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Action T-5.2:1	Explore feasibility of frequent shuttle services from satellite parking areas for large downtown events.
Responsible:	MO, NCC, COC, OATCA
Priority:	Medium
Funding Source:	Public/private partnerships
Action T-5.2:2	Explore water-based transit to Salisbury and beyond.
Responsible:	MO, NCC, COC, OATCA
Priority:	Medium
Funding Source:	Public/private partnerships

Goal T-6:	Promote and model sustainability.
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Objective T-6.1:	Improve vehicular efficiency in both the public and private sectors.
Action T-6.1:1	Improve energy efficiency of municipal fleet of vehicles by implementing the 'Green Communities' vehicle replacement policy.
Responsible:	MO
Priority:	High
Funding Source:	Municipal budget
Action T-6.1:2	Promote residential and municipal use of electric and hybrid vehicles by establishing electric charging stations in public lots and at municipal facilities.
Responsible:	NCC, CC
Priority:	Medium
Funding Source:	Paid parking receipts
Action T-6.1:3	Explore facilitation of car-sharing services.
Responsible:	NCC, OPD
Priority:	Medium
Funding Source:	N/A

Natural Resources, Open Space & Recreation Goals, Objectives and Actions

Goal NR-1:	Protect and enhance lands of public conservation and recreational interest, including the City's defining scenic heritage landscapes and areas that support essential wildlife habitat and ecosystems, water protection, flood management, and a variety of recreational interests.
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Objective NR-1.1:	Protect pastoral character and scenic views and support natural resources including: agricultural uses, a wide range of bird, marine, and estuarine life for migrating, native, endangered, and threatened species; and a largely un-treated habitat corridor including bald eagle habitat.
Action NR-1.1:1	Advocate for the protection and preservation of scenic vistas and working farms, water systems, vernal pools and priority habitats, Great Marsh ecosystem and other marshlands, and scenic trail systems throughout the City through open space purchase, conservation restrictions and management
Responsible:	OSC, CON COM, Parks, OPD, NRNPO
Priority:	Ongoing
Funding Source:	State and local grants (i.e. PARC, CPA), public/private partnerships
Action NR-1.1:2	Advocate for the protection and enhancement of scenic byways and roadways as both public and private projects along these ways go through zoning, park improvements and maintenance.
Responsible:	DPS, Parks, OPD
Priority:	Ongoing
Funding Source:	N/A

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Action NR-1.1:3	Encourage and support private land conservation measures through assistance to landowners who want to develop conservation restrictions or other land preservation techniques.
Responsible:	OPD
Priority:	Ongoing
Funding Source:	CPA, public/private partnerships, state grants
Action NR-1.1:4	Encourage and support volunteer stewardship groups who care for public open space through outreach to groups and individuals such as Clean Sweep and the Support-a-Spot program.
Responsible:	Parks
Priority:	Ongoing
Funding Source:	CPA, public/private partnerships, state grants
Action NR-1.1:5	Support active farming and farming-related uses of land through zoning and permitting.
Responsible:	OPD
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Objective NR-1.2:	Enhance management and stewardship of open spaces and recreational areas.
Action NR-1.2:1	Continue to maintain a list of lands of recreation and conservation interest.
Responsible:	OPD, Parks, CON COM, OSC
Priority:	Ongoing
Funding Source:	N/A
Action NR-1.2:2	Support actions of Open Space Committee and enhance engagement with City staff through regular joint meetings with the OPD, Parks and CON COM.
Responsible:	OPD, Parks, CON COM
Priority:	Ongoing
Funding Source:	N/A
Action NR-1.2:3	Coordinate a periodic review of city-owned land to identify potential changes of management and/or use.
Responsible:	OPD, Parks
Priority:	Medium
Funding Source:	N/A
Action NR-1.2:4	Encourage partnerships between City Hall and schools to maximize use of athletic facilities through coordination of scheduling and usage fees.
Responsible:	Parks, SD
Priority:	High
Funding Source:	N/A

Goal NR-2:	Maintain a high quality of parks, recreation areas, trails and other open spaces that are safe, attractive, preserve historic resources, and provide a range of active and passive recreational opportunities for all residents and visitors.
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Objective NR-2.1:	Provide high level of maintenance and management of park and recreational facilities. Support opportunities to expand and enhance open space and recreational areas and facilities.
Action NR-2.1:1	Increase number of dedicated Parks staff
Responsible:	MO, NCC
Priority:	High
Funding Source:	Municipal budget

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Action NR-2.1:2	Expand budget capacity for parks and recreational facilities management in order to optimize the use of existing athletic facilities by improving field conditions and maintenance practices.
Responsible:	MO, NCC, Parks
Priority:	High
Funding Source:	Municipal budget, user fees, and/or donations
Action NR-2.1:3	Continue to formalize and encourage volunteerism through volunteer events, programs, and “friends of park” groups.
Responsible:	Parks
Priority:	Ongoing
Funding Source:	N/A
Action NR-2.1:4	Identify reliable and consistent revenue stream for parks and open space maintenance; continue to build public-private partnerships and grow the Newburyport Parks Conservancy.
Responsible:	Parks
Priority:	High
Funding Source:	Municipal budget, public/private partnerships, Federal, state, and local grants
Action NR-2.1:5	Maintain walking trails throughout the City, including in the City Forest.
Responsible:	Parks, DPS
Priority:	Ongoing
Funding Source:	Municipal budget, volunteer efforts
Action NR-2.1:6	Continue to plan for, budget for, and execute renovations to existing parks and facilities to create safe, accessible, and enjoyable parks and facilities.
Responsible:	Parks
Priority:	Ongoing
Funding Source:	Municipal budget, state and local grants
Action NR-2.1:7	Optimize use of existing athletic facilities by making capital improvements to fields and making lasting changes to maintenance practices.
Responsible:	Parks, SD
Priority:	High
Funding Source:	Federal, state and local grants, municipal budget, user fees
Action NR-2.1:8	Incorporate provision of public open space and/or recreation areas in any commercial and mixed use development projects and projects that are subject to Site Plan Review.
Responsible:	OPD, PB
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action NR-2.1:9	Identify and act on opportunities for adding new neighborhood parks to provide access within walking distance of all residents.
Responsible:	Parks
Priority:	Ongoing
Funding Source:	Federal, state, and local grants, municipal budget
Action NR-2.1:10	Coordinate with the City’s Grant Writer to identify and secure funding for land acquisition and protection.
Responsible:	OPD, Parks, CON COM, OSC
Priority:	Ongoing
Funding Source:	CPA, open space reserves, municipal budget
Action NR-2.1:11	Evaluate active or passive recreational use potential for Crow Lane areas associated with landfill and former compost facility.
Responsible:	Parks, MO
Priority:	Low
Funding Source:	N/A

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Action NR-2.1:12	Revitalize underutilized or degraded parks such as Atwood Park, 270 Water Street, Cushing Park, and Bartlet Mall Park, including cleanup of Frog Pond.
Responsible:	Parks, DPS
Priority:	Ongoing
Funding Source:	Federal, state, and local grants, public/private partnerships, fundraising/donations
Action NR-2.1:13	Preserve and enhance public access to and enjoyment of the Central Waterfront and its vistas by increasing the amount of green space and adding amenities like benches, signage and a visitor's center with restrooms.
Responsible:	Parks, CON COM, WFT, NRA, MO, NCC
Priority:	High
Funding Source:	WFT and NRA budgets, municipal budget, Federal, state, and local grants, public/private partnerships
Action NR-2.1:14	Support efforts to create and maintain community gardens in appropriate areas of the City by identifying and/or acquiring vacant land, and seeking resources to initiate a program.
Responsible:	Parks
Priority:	Low
Funding Source:	Public/private partnerships, volunteer efforts

Goal NR-3:	Improve access to, connections between, awareness and use of public open space and recreation areas.
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Objective NR-3.1:	Improve public awareness of, access to, and use of the City's open space and recreation areas.
Action NR-3.1:1	Collaborate with conservation and education organizations to provide natural history and educational programming at City open space properties.
Responsible:	Parks, SD, NRNPO
Priority:	Medium
Funding Source:	Volunteer efforts
Action NR-3.1:2	Expand City web site to provide more complete and efficient access to information on parks, fields, programming, open spaces and conservation lands.
Responsible:	Parks, IS, MO
Priority:	Medium
Funding Source:	Municipal budget
Action NR-3.1:3	Create a guide for recreation areas and paths and including profiles of the historic farms of Newburyport.
Responsible:	Parks, OPD, OSC, NRNPO
Priority:	Low
Funding Source:	CPA, public/private partnerships, volunteer efforts
Action NR-3.1:4	Explore additional locations for interpretive panels and other signage at historic and natural sites in public open space and recreation areas.
Responsible:	Parks, OSC, OPD, DPS
Priority:	Low
Funding Source:	N/A
Action NR-3.1:5	Identify additional locations for adding "ways to the water" markers as recommended in the Strategic Waterfront Plan.
Responsible:	WFT, NRA, CON COM, OPD
Priority:	Low
Funding Source:	WFT and NRA budget, CPA

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Action NR-3.1:6	Regularly assess and provide for recreation needs and interests of residents of all ages, incomes, and abilities and adapt offerings to address evolving needs including formal and informal, active and passive recreation in our parks and open spaces.
Responsible:	Parks, CD
Priority:	Ongoing
Funding Source:	N/A
Action NR-3.1:7	Investigate parking solutions for use of City Forest and other nature trails.
Responsible:	Parks, DPS
Priority:	Medium
Funding Source:	Municipal budget and grant funding

Objective NR-3.2:	Improve and create new connections between existing open space areas wherever possible.
Action NR-3.2:1	Continue to explore publicly accessible trail extension from Maudslay State Park to Moseley Woods Park via trail route beneath I-95 Whittier Bridge.
Responsible:	Parks, OPD
Priority:	Medium
Funding Source:	N/A
Action NR-3.2:2	Explore opportunities to utilize unpaved public rights of way for habitat sensitive recreational trails.
Responsible:	Parks, OSC, OPD
Priority:	Medium
Funding Source:	N/A
Action NR-3.2:3	Support implementation/completion of Clipper City Rail Trail and Merrimack River Trail through the provision of adequate funding and resources.
Responsible:	MO, NCC, CON COM, OPD, Parks
Priority:	High
Funding Source:	Local, state and Federal grants, Commonwealth TIP, municipal budget
Action NR-3.2:4	Through Site Plan Review, work with developers in the Route 1 Traffic Circle area and along the Clipper City Rail trail to maintain existing open space connections and create and/or complete new connections between open space and trail systems.
Responsible:	PB, OPD
Priority:	Ongoing
Funding Source:	Privately funded through the development and redevelopment of properties

Objective NR-3.3:	Improve bike and pedestrian access throughout the City.
Action NR-3.3:1	Improve bike safety along High and Hale Streets, including vegetative management to improve sight lines and undertake regular street cleaning to clear obstructions.
Responsible:	TSAC, DPS
Priority:	High
Funding Source:	Municipal budget
Action NR-3.3:2	Schedule and fund annual re-striping of Plum Island Turnpike and High Street bike lanes.
Responsible:	DPS
Priority:	Ongoing
Funding Source:	Municipal budget

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Action NR-3.3:3	Improve bike and pedestrian access and safety across Route 1 traffic circle through incorporation of sidewalks and traffic improvements with development and redevelopment projects going through Chapter 40R permitting process.
Responsible:	PB, OPD
Priority:	Ongoing
Funding Source:	N/A
Action NR-3.3:4	Improve bike and pedestrian access and safety to travel along (east to west) and across (north to south) Storey Ave with particular focus at high traffic locations between Belleville Cemetery and Daniel Lucy Way.
Responsible:	DPS, OPD, PB (through Site Plan Review)
Priority:	High
Funding Source:	Municipal budget
Action NR-3.3:5	Support the use of additional boardwalks or other structured walkways for pedestrian access in environmentally sensitive areas, such as Plum Island and other wetland resource areas.
Responsible:	CON COM, OPD
Priority:	High
Funding Source:	CPA, municipal budget

Goal NR-4:	Improve management of the City's natural resources, including water bodies, forested areas, wetlands, coastal dunes and the barrier beach.
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Objective NR-4.1:	Encourage and support the use of Low Impact Design (LID) techniques and stormwater best management practices in new developments and redevelopments throughout the City, especially the business park and other environmentally sensitive areas.
Action NR-4.1:1	Consider creating a Stormwater Management Utility.
Responsible:	MO, NCC, DPS
Priority:	High
Funding Source:	N/A
Action NR-4.1:2	Encourage Boards and Commissions to require that applicants proposing new or redevelopment projects incorporate LID techniques into their designs.
Responsible:	CON COM, OPD, DPS
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action NR-4.1:3	Maintain position of Conservation Administrator to administer and enforce the state and local wetlands protection regulations and to coordinate with other City staff, boards and commissions on natural resource management issues.
Responsible:	CON COM, MO, NCC
Priority:	High
Funding Source:	Municipal budget
Action NR-4.1:4	Work with conservation partners to educate local landowners about reducing and eliminating invasive plant species and incorporating native plant species into landscape designs.
Responsible:	CON COM, PB (through Site Plan Review process), NRNPO
Priority:	Ongoing
Funding Source:	N/A
Action NR-4.1:5	Educate landowners about stormwater management techniques, and maintenance of new and existing stormwater management features, such as swales, detention basins, and rain gardens.
Responsible:	CON COM, DPS, PB
Priority:	Medium
Funding Source:	N/A

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Action NR-4.1:6	Identify trees and urban forest as natural resources to be protected and enhanced; act to promote tree health and replacement on public and private land; and ensure enforcement of city's tree ordinance.
Responsible:	DPS, TW
Priority:	Medium
Funding Source:	Volunteer efforts

Objective NR-4.2:	Improve protection of the coastal environment on and around Plum Island.
Action NR-4.2:1	Continue to research and pilot test new environmentally sensitive methods for capturing sand and building dune volume and stability (e.g., biomimicry, sand fencing, beach grass planting).
Responsible:	CON COM, OPD
Priority:	Ongoing
Funding Source:	CPA, public and private grants
Action NR-4.2:2	Continue to update and implement the recommendations of the Newburyport Beach Management Plan.
Responsible:	CON COM, OPD, DPS, HM
Priority:	Medium
Funding Source:	CPA, public and private grants
Action NR-4.2:3	Continue to participate in the Merrimack River Beach Alliance and other local groups working to protect the coastal environment.
Responsible:	OPD, CON COM
Priority:	Ongoing
Funding Source:	N/A
Action NR-4.2:4	Consider prioritization of land on Plum Island for Open Space acquisition and protection as a means of protecting the health and stability of the Barrier Beach and preventing storm related damage to private property.
Responsible:	CON COM, OSC, OPD
Priority:	Medium
Funding Source:	State and local grants (i.e. PARC and CPA)

Objective NR-4.3:	Protect the City's natural resources and public open space and recreation areas from the damaging effects of projected climate change, sea level rise (SLR), and associated storm damage through comprehensive 'coastal resiliency' planning.
Action NR-4.3:1	Undertake a comprehensive city-wide SLR risk assessment and vulnerability analysis and develop and adopt a strategic Community Resiliency Master Plan, including recommendations for protection and/or adaptation of public infrastructure, natural resources and open space/recreation areas.
Responsible:	CON COM, OPD, RES
Priority:	High
Funding Source:	Federal, state and local grants, municipal budget

Cultural, Historical and Natural Heritage Resources Goals, Objectives and Actions

Goal CR-1:	Expand existing arts education opportunities for school age children, adults, children and adults with special needs, and seniors across the visual and performing arts.
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Objective CR-1.1:	Ensure every child receives quality arts education in the Newburyport public schools.
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Action CR-1.1:1	Secure and retain consistent funding for qualified arts instruction across the grade levels.
Responsible:	SC, SD
Priority:	Ongoing
Funding Source:	School department budget, public and private grants
Action CR-1.1:2	Foster collaborations and partnerships with local cultural organizations to develop visual and performing arts programming to meet the needs of the community, especially programs involving on-site visits for students.
Responsible:	SC, SD, CNPO
Priority:	Ongoing
Funding Source:	N/A

Goal CR-2:	Increase awareness of Newburyport as a destination for arts, tourism, and cultural affairs.
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Objective CR-2.1:	Market and brand Newburyport as a cultural destination.
Action CR-2.1:1	Develop a strategic marketing and promotional plan focused on how to draw cultural tourists to Newburyport.
Responsible:	OATCA
Priority:	High
Funding Source:	Public and private cultural tourism grants
Action CR-2.1:2	Create, and periodically update, advertising and marketing collateral including traditional advertising (print, radio, etc.), signage, billboards, public transportation, and social media, to distribute to tourism industry organizations.
Responsible:	OATCA, CNPO
Priority:	Ongoing
Funding Source:	Public and private grants

Objective CR-2.2:	Expand cultural and arts activities to enhance tourism which, in turn, contributes to the economic base and vitality of the City.
Action CR-2.2:1	Develop and maintain greater coordination and collaboration among cultural resources in Newburyport such as an expanded municipal cultural department or a centralized arts and cultural coordinating organization.
Responsible:	OATCA, COC, CNPO
Priority:	Ongoing
Funding Source:	N/A
Action CR-2.2:2	Create, and periodically update, an inventory of performance, assembly and exhibit venues of local organizations and resources in all fields of arts and cultural-related endeavors.
Responsible:	OATCA, COC
Priority:	Ongoing
Funding Source:	Volunteer efforts
Action CR-2.2:3	Develop collaborative relationships between members of the Cultural District as well as the Historical Society of Old Newbury, Custom House Maritime Museum, Archival Center, and the business sector to cooperatively explore funding sources like grants, joint fundraisers and events to enhance the City's public enrichment programs, including those in both public and private schools.
Responsible:	OATCA, CU, HPNPO, CNPO
Priority:	Ongoing
Funding Source:	Public and private partnerships, volunteer efforts

Goal CR-3:	Support a rich variety of cultural opportunities and activities for all individuals and groups in the City.
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Objective CR-3.1:	Secure consistent funding to sustain arts, tourism, and cultural affairs.
Action CR-3.1:1	Encourage the collective involvement of City leaders and cultural organizations to embrace and fully fund the Office of Arts, Tourism and Cultural Affairs.
Responsible:	OATCA, MO, NCC
Priority:	High
Funding Source:	Municipal budget
Action CR-3.1:2	Collaborate with the City's Grant Writer to seek and secure local, state and Federal grants that support cultural resources.
Responsible:	OATCA, MO
Priority:	Ongoing
Funding Source:	N/A

Objective CR-3.2:	Ensure that cultural opportunities are available to all segments of the population.
Action CR-3.2:1	Ensure that cultural events, when possible, are held in locations that individuals of all abilities are able to access.
Responsible:	OATCA, CNPO, HPNPO, COC, CD
Priority:	Ongoing
Funding Source:	N/A
Action CR-3.2:2	Collaborate with non-profit and service organizations to offer a variety of cultural events at discounted prices to individuals and families at various economic levels.
Responsible:	OATCA, CNPO, HPNPO, COC
Priority:	Ongoing
Funding Source:	Public/private partnerships

Goal CR-4:	Promote the preservation, appreciation, and sustainable use of Newburyport's natural resources for residents and visitors.
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Objective CR-4.1:	Empower the City's Office of Arts, Tourism and Cultural Affairs to support, promote, and coordinate the endeavors of all natural resource preservation and educational organizations in Newburyport.
Action CR-4.1:1	Massachusetts Audubon Society, the Massachusetts Executive Office of Energy and Environmental Affairs, and other environmental preservation and educational organizations through collaborative programming and cross-promotion.
Responsible:	OATCA, NRNPO
Priority:	Ongoing
Funding Source:	Public/private partnerships
Action CR-4.1:2	Develop and periodically update, outreach tools (marketing strategies, print publications and websites, etc.) to disseminate knowledge of Newburyport's natural resources and educational organizations.
Responsible:	OATCA, COC, NRNPO
Priority:	Ongoing
Funding Source:	Local, regional, and private grants

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Action CR-4.1:3	Create an expanded base of business and other community financial support for natural resource preservation and educational organizations through establishing collaborative partnerships.
Responsible:	OATCA, COC, NRNPO
Priority:	Medium
Funding Source:	Public/private partnerships
Action CR-4.1:4	Support existing policies and procedures that promote natural resource appreciation and preservation through direct advocacy with elected officials and City staff.
Responsible:	OATCA, MO, NCC, CON COM
Priority:	Ongoing
Funding Source:	N/A
Action CR-4.1:5	Foster an ongoing conversation ethic in future generations by funding school programs and facilities that increase awareness and education about local natural resources, and promote programs for appreciation and preservation of natural resources within the school system for children and adults.
Responsible:	OATCA, SD, NRNPO
Priority:	Ongoing
Funding Source:	School budget, grant funding, endowments

Goal CR-5:	Promote and support an increased level of preservation to protect Newburyport's historic built environment for future generations.
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Objective CR-5.1:	Consistently enforce existing ordinances within the National Register District, specifically the Demolition Control Overlay District (DCOD) and the Downtown Overlay District (DOD).
Action CR-5.1:1	Ensure that all boards, commissions and City offices obtain advisory information from the local Historical Commission when DCOD and DOD applications are considered.
Responsible:	PB, ZBA, BD, OPD
Priority:	Ongoing
Funding Source:	N/A
Action CR-5.1:2	Add an individual with historical preservation expertise to both the Zoning Board of Appeals and the Planning Board, which will be especially useful when DCOD and DOD applications are considered.
Responsible:	MO, NCC, OPD
Priority:	High
Funding Source:	N/A

Objective CR-5.2:	Establish and consistently apply additional protections within the National Register District including the protection of key, character-defining architectural features on 'Contributing Structures'.
Action CR-5.2:1	Consider adopting Neighborhood Conservation Overlay District(s) (NCOD) to allow for the protection of significant, character-defining features of the particular neighborhood.
Responsible:	NCC, OPD, PB, MO
Priority:	Medium
Funding Source:	Grant funding
Action CR-5.2:2	Create locally-based incentives for owners of historic structures, such as energy conservation subsidies, weatherization initiatives and stewardship programs, which encourage retention of historically-significant architectural features while realizing community goals of energy conservation.
Responsible:	RES, HC, HPNPO
Priority:	Low
Funding Source:	N/A

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Action CR-5.2:3	Encourage owners of Contributing Structures within the National Register District to participate in the Stewardship Easement Program established by Historic New England.
Responsible:	HC, AD, OPD, HPNPO
Priority:	Low
Funding Source:	N/A
Action CR-5.2:4	Create a database of Contributing Structures, Preservation Restrictions, and properties within the National Historic District in order to better track building permits to ensure that all exterior work is meeting local, state and Federal historic regulations.
Responsible:	BD, OPD, HC
Priority:	Medium
Funding Source:	Volunteer efforts
Action CR-5.2:5	Update National Register Historic District Form B's to ensure that all Contributing Structures within the National Historic District are included and expand the number of properties, structures, objects, landscapes, etc. that have been surveyed for inclusion on the Massachusetts State and National Registers of Historic Places.
Responsible:	HC, HPNPO
Priority:	Low
Funding Source:	Volunteer efforts
Action CR-5.2:6	Create an "exchange program" of historic Newburyport building components so that as properties are renovated and redeveloped, their historic fabric may be properly documented, stored and reused on other historic or new structures. To ensure that the physical, historical components of the City's structures remain within the City, a volunteer Commission shall be established to document the materials and manage the "exchange program."
Responsible:	RES, HC, MO, NCC
Priority:	High
Funding Source:	Volunteer efforts

Goal CR-6:	Promote and protect Newburyport Public Library's Archival Center resources.
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Objective CR-6.1:	Recognize and support the Library Archival Center as the only openly-accessible repository of local historic documents, photos and other resources.
Action CR-6.1:1	Continue to fund the positions of one full-time and one part-time professional archivists who are accredited and meet the relevant professional standards of the profession.
Responsible:	NCC, NPL
Priority:	Ongoing
Funding Source:	Library budget
Action CR-6.1:2	Ensure that the Archival Center has adequate resources, including funding (City budget and grants) and physical space, to protect resources from deterioration, theft, and other threats to the City's historic documents.
Responsible:	NCC, NPL
Priority:	High
Funding Source:	Library budget
Action CR-6.1:3	Proactively solicit materials (whether donated, loaned or digitally reproduced) from the Newburyport community for the Archival Center.
Responsible:	NPL, HPNPO
Priority:	Ongoing
Funding Source:	Volunteer efforts

Master Plan

Action CR-6.1:4	Explore joining the Digital Commonwealth through the Boston Public Library to digitize and record all of the images within the Archival Collection. This is a free service with the Archival Center retaining the rights to all images.
Responsible:	NPL
Priority:	Low
Funding Source:	Volunteer efforts
Action CR-6.1:5	Inventory the Archival Center collection – books, maps, images, correspondence – and develop an online central portal to increase public access to the collection.
Responsible:	NPL
Priority:	Medium
Funding Source:	CPA
Action CR-6.1:6	Organize and present annual public exhibitions on Newburyport history featuring items from the Archival Center’s collection to further engage the public in the Center and in Newburyport history.
Responsible:	NPL, HPNPO
Priority:	Ongoing
Funding Source:	Volunteer efforts
Action CR-6.1:7	Develop collaborative relationships with the Cultural District members as well as the Historical Society of Old Newbury/Museum of Old Newbury and the Custom House Maritime Museum.
Responsible:	NPL, HPNPO
Priority:	Medium
Funding Source:	Staff and volunteer efforts

Municipal Facilities Goals, Objectives and Actions

Goal MFS-1:	Maintain all municipal facilities and services and provide funding to protect their long-term value.
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Objective MFS-1.1:	Continue to implement and refine the Capital Improvement Program (CIP).
Action MFS-1.1:1	Incorporate adequate funding in annual operating budget to cover planned capital expenditures (i.e. minimize bonding and reliance on Free Cash/grants).
Responsible:	DPS, MO, NCC
Priority:	Ongoing
Funding Source:	Municipal budget
Action MFS-1.1:2	Continue to aggressively pursue grant opportunities with the assistance of City’s Grant Writer.
Responsible:	MO
Priority:	Ongoing
Funding Source:	N/A

Objective MFS-1.2:	Provide adequate funding to ensure long-term maintenance of facilities.
Action MFS-1.2:1	Continue to refine implementation of unified facilities maintenance staff.
Responsible:	DPS, SD
Priority:	Medium
Funding Source:	N/A

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Action MFS-1.2:2	Conduct cost/benefit analysis of staff arrangements including: hiring additional in-house staff based on demand/need and consolidating School/City maintenance staff.
Responsible:	MO, NCC, HR
Priority:	High
Funding Source:	N/A
Action MFS-1.2:3	Incorporate Total Cost of Ownership analysis into CIP and use data to inform funding decisions.
Responsible:	MO, DPS
Priority:	Ongoing
Funding Source:	N/A
Action MFS-1.2:4	Coordinate service contracts across the City to ensure improved consistency and cost savings.
Responsible:	MO
Priority:	Ongoing
Funding Source:	N/A

Objective MFS-1.3:	Evaluate existing facilities for alignment with City's needs and consider adaptive reuse or disposal of surplus properties as appropriate.
Action MFS-1.3:1	Address existing facilities at the Brown School and 115 Water Street.
Responsible:	MO, NCC, OPD
Priority:	High
Funding Source:	N/A

Objective MFS-1.4:	Create dedicated Zoning Enforcement Officer in either the Building Department or Office of Planning and Development.
Action MFS-1.4:1	Create and fund a staff-level position to address resident concerns and review projects for compliance.
Responsible:	MO, NCC
Priority:	High
Funding Source:	Building permit fees

Goal MFS-2:	Manage municipal facilities and services to fit the needs of residents.
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Objective MFS-2.1:	Maximize use of all municipal facilities, regardless of the management entity.
Action MFS-2.1:1	Continue to foster close collaboration and coordination between the School Department and City Departments (Parks Department, DPS, etc.) to maximize the efficient utilization of existing facilities and field spaces.
Responsible:	SD, MO
Priority:	Ongoing
Funding Source:	N/A
Action MFS-2.1:2	Continue to market existing municipal meeting space to external groups.
Responsible:	MO, COC
Priority:	Ongoing
Funding Source:	N/A

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Action MFS-2.1:3	Evaluate fee structure and policies for municipal facility rental.
Responsible:	MO, Parks, DPS
Priority:	Ongoing
Funding Source:	N/A
Action MFS-1.2:4	Improve tracking/reporting of usage of municipal facilities.
Responsible:	MO, Parks, DPS
Priority:	Low
Funding Source:	N/A

Objective MFS-2.2:	Establish level of service standards and use metrics to track performance.
Action MFS-2.2:1	Forecast demand for services and identify appropriate goals and objectives on an annual basis as part of the operating budget building process.
Responsible:	MO, DPS
Priority:	Ongoing
Funding Source:	N/A

Goal MFS-3:	Promote conservation of water supplies while working to maintain adequate water supply capacity to account for average and peak demand levels and public safety needs.
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Objective MFS-3.1:	Conserve water supplies and implement policies that promote continued conservation.
Action MFS-3.1:1	Continue to explore alternative rate structures (i.e. peak demand) in order to encourage conservation.
Responsible:	MO, DPS, RES
Priority:	Ongoing
Funding Source:	N/A
Action MFS-3.1:2	Continue to recommend against installation of second 'deduct' meters.
Responsible:	DPS
Priority:	Ongoing
Funding Source:	N/A
Action MFS-3.1:3	Transition from a quarterly to a monthly billing cycle.
Responsible:	DPS
Priority:	Medium
Funding Source:	N/A
Action MFS-3.1:4	Continue to include adequate funding in annual operating budget for long-term capital replacement of monitoring equipment to automated radio read technology.
Responsible:	DPS, MO, NCC
Priority:	Ongoing
Funding Source:	Municipal budget
Action MFS-3.1:5	Continue to encourage residents to install water savings technologies/devices (i.e. rain barrels) and to implement water saving techniques in all municipal facilities.
Responsible:	RES
Priority:	Ongoing
Funding Source:	N/A

Objective MFS-3.2:	Maintain the quality of the City's water supply system.
Action MFS-3.3:1	Update the Water System Master Plan on a regular basis to coincide with Master Plan Update process and continue to implement recommendations.
Responsible:	DPS
Priority:	Ongoing
Funding Source:	Municipal budget, Federal, state, and local grants
Action MFS-3.2:2	Continue to post water quality test results online and in hard copy to residents.
Responsible:	DPS
Priority:	Ongoing
Funding Source:	Municipal budget
Action MFS-3.2:3	Continue to include adequate funding in annual operating budget for maintenance of new water treatment plant.
Responsible:	DPS, MO, NCC
Priority:	Ongoing
Funding Source:	Municipal budget
Action MFS-3.2:4	Annually review the recommendations presented in the City's Source Water Assessment Program (SWAP) report and implement as appropriate and economically feasible.
Responsible:	DPS, MO, NCC
Priority:	Ongoing
Funding Source:	Municipal budget

Goal MFS-4:	Provide wastewater collection and treatment facilities that are adequate to serve existing and projected development and to protect the environment.
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Objective MFS-4.1:	Evaluate the current system, monitor its functionality and maintain a high level of service and performance.
Action MFS-4.1:1	Update the Wastewater System Master Plan on a regular basis to coincide with Master Plan Update process and continue to implement recommendations.
Responsible:	DPS
Priority:	Ongoing
Funding Source:	N/A
Action MFS-4.1:2	Continue to monitor capacity of existing sewer system as new developments come online.
Responsible:	DPS, OPD
Priority:	Ongoing
Funding Source:	N/A
Action MFS-4.1:3	Continue to include adequate funding in annual operating budget for ongoing capital investment in system.
Responsible:	MO, NCC, DPS
Priority:	Ongoing
Funding Source:	Municipal budget
Action MFS-4.1:4	Continue to include adequate funding in annual operating budget for maintenance of new wastewater treatment facility and pump stations.
Responsible:	DPS, MO, NCC
Priority:	Ongoing
Funding Source:	Municipal budget

Goal MFS-5:	Properly address stormwater issues in both the private and the public sectors.
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Objective MFS-5.1:	Ensure continued adherence to stormwater regulations and prepare for significant policy changes.
Action MFS-5.1:1	Update the Stormwater Master Plan on a regular basis and continue to implement recommendations.
Responsible:	DPS
Priority:	Ongoing
Funding Source:	Municipal budget, Federal, state, and local grants
Action MFS-5.1:2	Enforce the relevant City ordinances and related rules and regulations in coordination with the Stormwater Advisory Committee.
Responsible:	DPS, OPD, BD
Priority:	High
Funding Source:	N/A
Action MFS-5.1:3	Continue to plan for implementation of more stringent federal standards and evaluate funding mechanisms.
Responsible:	DPS
Priority:	High
Funding Source:	N/A

Goal MFS-6:	Provide a high quality of public safety services throughout the City.
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Objective MFS-6.1:	Evaluate the current levels of service for all public safety entities and determine how to maintain and improve upon them to ensure they are meeting the needs of the community.
Action MFS-6.1:1	Continue to facilitate communication with all members of public safety leadership team.
Responsible:	MO
Priority:	Ongoing
Funding Source:	N/A
Action MFS-6.1:2	Implement the all hazards response model, including public health.
Responsible:	MO, DPS, NPD, NFD
Priority:	High
Funding Source:	Municipal budget
Action MFS-6.1:3	Evaluate feasibility of centralizing public safety dispatch and implement accordingly.
Responsible:	MO, NCC, NPD, NFD
Priority:	Low
Funding Source:	N/A
Action MFS-6.1:4	Evaluate feasibility of centralizing public safety dispatch and implement accordingly.
Responsible:	NFD
Priority:	Medium
Funding Source:	Fire Department budget

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Action MFS-6.1:5	Maintain ISO rating (public fire protection rating) and Police Department Accreditation.
Responsible:	NFD, NPD
Priority:	Ongoing
Funding Source:	N/A

Objective MFS-6.2:	Ensure that all public facilities are accessible to disabled persons.
Action MFS-6.2:1	Undertake a comprehensive rewrite of the existing ADA Transition Plan and ensure that this document is updated annually to reflect current conditions.
Responsible:	CD, BD
Priority:	Medium
Funding Source:	Municipal budget, volunteer efforts
Action MFS-6.2:2	Continue to support the work of the Commission on Disabilities with adequate staffing resources and a baseline level of funding in the operating budget.
Responsible:	MO, NCC, BD
Priority:	Ongoing
Funding Source:	Municipal budget
Action MFS-6.2:3	Seek input from Commission on Disabilities on priority projects and incorporate recommendations into CIP and Sidewalk Master Plan.
Responsible:	DPS, CD, BD
Priority:	Ongoing
Funding Source:	N/A
Action MFS-6.2:4	Support the Commission on Disabilities on an improved outreach and education campaign around ADA issues.
Responsible:	MO, CD, DPS
Priority:	High
Funding Source:	N/A

Goal MFS-7: Continue to invest in and leverage Information Technology

Objective MFS-7.1:	Conduct regular outreach to the community using various communication platforms.
Action MFS-7.1:1	Continue to refine use of City's content-management website.
Responsible:	IS, MO
Priority:	Ongoing
Funding Source:	N/A
Action MFS-7.1:2	Implement social media policy and use social media platforms to reach broader and more diverse resident and visitor audience.
Responsible:	MO, NCC
Priority:	High
Funding Source:	N/A
Action MFS-7.1:3	Continue to account for technology upgrades in the CIP.
Responsible:	MO, NCC
Priority:	Ongoing
Funding Source:	Municipal budget

Action MFS-7.1:4	Explore a potential fiber network.
Responsible:	MO, NCC, IS
Priority:	Medium
Funding Source:	N/A

Objective MFS-7.2:	Implement CMMS Asset Management and Work Order System.
Action MFS-7.2:1	Enable residents to report and track complaints/issues in more transparent manner.
Responsible:	MO, NCC, IS
Priority:	High
Funding Source:	Municipal budget
Action MFS-7.2:2	Increase staff's ability to integrate use of mobile technologies in managing daily operations.
Responsible:	MO, NCC, IS
Priority:	High
Funding Source:	Municipal budget

Goal MFS-8:	Continue to develop and implement City's commitment to sustainability.
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Objective MFS-8.1:	Continue to identify areas where efficiencies can be gained in terms of energy consumption and move forward with energy efficiency projects in line with 'Green Communities' designation.
Action MFS-8.1:1	Apply for grant funding to support continued investment in energy efficiency upgrades.
Responsible:	MO, RES, DPS
Priority:	High
Funding Source:	N/A
Action MFS-8.1:2	Design and implement energy efficiency upgrades to municipal buildings and equipment including lighting, HVAC, streetlights, etc.
Responsible:	DPS, RES
Priority:	Ongoing
Funding Source:	Municipal budget, state and local grants

Objective MFS-8.2:	Review critical infrastructure and establish a prioritized plan for facilities that are at risk from increased flooding and sea level rise.
Action MFS-8.2:1	Prepare and implement a Climate Change Resiliency Plan including review of properties and buildings in critical locations.
Responsible:	DPS, RES, OPD
Priority:	High
Funding Source:	Federal, state and local grants

Energy and Sustainability Goals, Objectives and Actions

Goal ES-1:	Be a net zero energy community by 2050.
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Objective ES-1.1:	Join the Mass Community Electricity Aggregation program.
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Master Plan

Action ES-1.1:1	Request City Council to vote to join the MassMEC program.
Responsible:	RES, EAC, MO, NCC
Priority:	High
Funding Source:	N/A
Action ES-1.1:2	Require all new municipal projects that use energy (i.e. buildings, public restrooms, pumping stations, etc.) to install a renewable energy source(s) to fulfill its energy needs.
Responsible:	RES, EAC, MO, NCC, OPD
Priority:	Medium
Funding Source:	N/A

Objective ES-1.2:	Create City website with links to state resources for rebates, tax credits, technical assistance, residential and commercial energy retrofits, and clean energy source information.
Action ES-1.2:1	Identify collaborators on these projects (e.g. Energy Sage or 1BOG), and funding sources.
Responsible:	RES, EAC
Priority:	Medium
Funding Source:	N/A
Action ES-1.2:2	Hire website designer, researcher, and writer to create content and update site regularly.
Responsible:	RES, BD, MO, IS
Priority:	Medium
Funding Source:	Partnerships and grants

Objective ES-1.3:	Procure and install renewable resources, energy efficiency improvements, and conservation measures.
Action ES-1.3:1	Purchase land for purposes of installing a renewable energy solar or windfarm.
Responsible:	RES, EAC, OPD, MO, NCC
Priority:	High
Funding Source:	Municipal budget, Federal, state, and local grants
Action ES-1.3:2	Collaborate with MVPC and their consultants on procurement of renewable energy.
Responsible:	RES, EAC
Priority:	High
Funding Source:	Municipal budget, Federal, state, and local grants
Action ES-1.3:3	Install solar PV and solar thermal for municipal facilities including parking lots (solar canopies), garages, schools, treatment plants, and other municipal facilities.
Responsible:	RES, EAC, OPD, BD, DPS
Priority:	High
Funding Source:	N/A
Action ES-1.3:4	Explore geothermal, cogeneration, hydrokinetic turbines, anaerobic digestion, biomass, and energy storage for municipal facilities.
Responsible:	RES, EAC, OPD, BD, DPS
Priority:	Medium
Funding Source:	Public and private grants
Action ES-1.3:5	Use ratepayer funds associated with aggregation process to implement energy efficiency measures city wide.
Responsible:	RES, EAC, MO, NCC
Priority:	Medium
Funding Source:	N/A

Objective ES-1.4:	Launch grassroots energy efficiency ('EE') outreach campaign.
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Action ES-1.4:1	Reach out to utility EE representatives and EE contractors about outreach and marketing efforts and develop outreach and marketing plan.
Responsible:	RES, EAC, MO
Priority:	High
Funding Source:	Municipal budget, public and private grants
Action ES-1.4:2	Work with volunteers and identified partners to implement the outreach and marketing plan, which will likely include developing website and on-line marketing platforms and tracking performance metrics.
Responsible:	RES, EAC, MO
Priority:	High
Funding Source:	Municipal budget, Federal, state, and local grants
Action ES-1.4:3	Develop a “building energy certificate” (similar to a Certificate of Occupancy”), which will be available upon the sale of the building, and disclose energy use, insulation, window ratings, and heating and cooling system efficiency levels.
Responsible:	RES, EAC, MO, OPD, PB, BD
Priority:	Medium
Funding Source:	Municipal budget
Action ES-1.4:4	Educate the community about benefits of green roofs, white roofs, and tree shading to reduce energy consumption and costs.
Responsible:	RES, EAC, OPD, PB
Priority:	Ongoing
Funding Source:	Public and private grants

Objective ES-1.5:	Reduce energy use in transportation by promoting bike and pedestrian safety and mobility, walkable neighborhoods, and electric vehicle use.
Action ES-1.5:1	Develop a comprehensive Bicycle and Pedestrian Infrastructure Plan.
Responsible:	DPS, NCC, MO, OPD, OSC, PB, Parks, RES, TSAC
Priority:	High
Funding Source:	Municipal budget
Action ES-1.5:2	Include electric vehicle charging stations in new and re-developments through the City’s Site Plan Review process.
Responsible:	OPD, PB, EAC, RES
Priority:	Ongoing
Funding Source:	N/A

Goal ES-2:	Work toward net zero waste by reducing solid waste, hazardous waste and toxic substances, and increasing recycling and organic waste diversion.
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Objective ES-2.1:	Reduce per capita waste generation.
Action ES-2.1:1	Establish baseline household, business, municipal buildings, and public barrels waste generation and shift from disposal to recycling.
Responsible:	RES, DPS
Priority:	Medium
Funding Source:	N/A

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Action ES-2.1:2	Investigate economic incentives to reduce waste, such as Pay As You Throw and rate structures.
Responsible:	RES
Priority:	Medium
Funding Source:	N/A
Action ES-2.1:3	Support recommendations of the Recycling Advisory Committee
Responsible:	RES, NCC, applicable City Departments
Priority:	Ongoing
Funding Source:	N/A
Action ES-2.1:4	Expand outreach and education on recycling, composting, Styrofoam, e-waste, household goods, clothing and furnishings.
Responsible:	RES
Priority:	Ongoing
Funding Source:	Public and private grants and partnerships

Objective ES-2.2:	Increase recycling and waste diversion.
Action ES-2.2:1	Propose Citywide recycling ordinance applicable to businesses and institutions and update the existing solid waste and recycling ordinances.
Responsible:	MO, NCC, RES
Priority:	Medium
Funding Source:	N/A
Action ES-2.2:2	Increase salvage and reuse of construction and demolition materials through coordination with the Building Department and the Office of Planning and Development as they process demolition applications and associated permitting.
Responsible:	MO, NCC, BD, OPD, RES
Priority:	Ongoing
Funding Source:	N/A
Action ES-2.2:3	Support diverting organics from the waste stream, including composting food waste programs and residential and commercial organics pickup.
Responsible:	RES, NCC, applicable City Departments
Priority:	Ongoing
Funding Source:	N/A

Objective ES-2.3:	Reduce litter and illegal dumping.
Action ES-2.3:1	Review and update City littering and dumping ordinances, e.g., require property owners to pick up litter on their property or face a fine. Establish an enforcement mechanism.
Responsible:	HD, DPS, NCC, MO, PC, PRD, RES
Priority:	High
Funding Source:	N/A
Action ES-2.3:2	Work with Parks Department and Department of Public Services to reduce litter.
Responsible:	Parks, DPS, RES
Priority:	Medium
Funding Source:	Wheelabrator Funding, public/private partnerships

Objective ES-2.4:	Reduce use of pesticides, herbicides, and toxic chemicals.
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Action ES-2.4:1	Educate residents, businesses and marine facilities about toxic materials and alternatives for use and disposal.
Responsible:	HD, MO, RES, DPS, HM
Priority:	Ongoing
Funding Source:	N/A
Action ES-2.4:2	Expand hazardous waste collection dates and opportunities for disposal.
Responsible:	RES
Priority:	Medium
Funding Source:	Volunteer efforts
Action ES-2.4:3	Educate landowners about benefits of meadows versus lawns and consider regulating application of pesticides, herbicides and fertilizers.
Responsible:	HD, RES
Priority:	Medium
Funding Source:	N/A

Goal ES-3:	Protect and conserve the City's water quality and supply. Integrate sustainability goals in water and sewer department planning.
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Objective ES-3.1:	Protect the Artichoke Reservoir and other water supply sources.
Action ES-3.1:1	Prepare urban forest, green acres and wetlands analysis to identify natural areas that function to protect and preserve water quality; identify priority areas for protection; restore, increase and manage forest, green acres and wetlands around the City's water supply sources.
Responsible:	OPD, CON COM, DPS, HD, OSC, PB, TW
Priority:	High
Funding Source:	Federal, state, and local grants, public/private partnerships, volunteer efforts
Action ES-3.1:2	Prepare a pollutant/contaminant analysis to determine threats to water quality and how to deal with them. Consider prohibiting the use of herbicides, pesticides, and other toxic chemicals within our water supply watersheds.
Responsible:	DPS
Priority:	High
Funding Source:	N/A
Action ES-3.1:3	Coordinate with the City Council to research environmental and health impacts associated with coal tar use as a protective coating on driveways and parking lots for the purposes of considering a ban on its use in the City.
Responsible:	NCC, DPS, DPH
Priority:	Low
Funding Source:	N/A

Objective ES-3.2:	Maximize water conservation and minimize water use and waste.
Action ES-3.2:1	Prepare a capacity/use limits analysis to determine level of population/industry/business the City's water supply can support.
Responsible:	DPS
Priority:	High
Funding Source:	N/A

Master Plan

Action ES-3.2:2	Develop water conservation and water recycling best practices for both municipal and residential water use.
Responsible:	DPS
Priority:	Medium
Funding Source:	N/A
Action ES-3.2:3	Investigate tiered water pricing to encourage conservation.
Responsible:	DPS, MO, NCC
Priority:	Medium
Funding Source:	N/A
Action ES-3.2:4	Incorporate water conservation measures and reuse of gray-water into building code and/or the Zoning Ordinance
Responsible:	OPD, PB, BD, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded
Action ES-3.2:5	Provide free water audits and upgrade water meters on a regular basis.
Responsible:	DPS
Priority:	Medium
Funding Source:	Public and private grants
Action ES-3.2:6	Engage the Water and Sewer Commission to develop incentives for gray water recycling, black water discharge reduction, including composting toilets, and aggressive water conservation systems.
Responsible:	DPS
Priority:	Medium
Funding Source:	N/A

Objective ES-3.3:	Manage rivers, streams, creeks, and ponds for high water quality and habitat.
Action ES-3.3:1	Review and update City's water use, wastewater, wetlands protection and stormwater policies, regulations and ordinances.
Responsible:	OPD, CON COM, DPS, HD, PB, NCC
Priority:	Medium
Funding Source:	N/A
Action ES-3.3:2	Educate City departments, residents and businesses of vegetation and natural landscaping techniques to reduce stormwater runoff, tree planting, permeable paving, and non-toxic alternatives to sealcoating products help protect water quality.
Responsible:	CON COM, DPS, HD, TW, OSC
Priority:	Ongoing
Funding Source:	N/A

Goal ES-4:	Increase and support local food production to begin to meet the needs of residents.
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Objective ES-4.1:	Encourage use of vacant land, backyards, rooftops, and schools for food production and community gardens and support Farmers' Markets and Community Supported Agriculture (CSA).
Action ES-4.1:1	Amend City regulations, including the Zoning Ordinance, to support agricultural production, community gardens and urban farms.
Responsible:	OPD, PB, NCC
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Master Plan

Action ES-4.1:2	Update City laws and regulations to allow for small-scale animal production and bee keeping
Responsible:	HD, NCC, PB
Priority:	Zoning Revision currently in process
Funding Source:	Funded

Goal ES-5: Achieve and maintain good air quality for public health.

Objective ES-5.1:	Ensure that air quality exceeds Federal and state standards on an ongoing basis.
Action ES-5.1:1	Publish on the City's Health Department website information about emissions from mobile and stationary point and area sources in the City, and information from the Newburyport air quality monitoring station.
Responsible:	HD
Priority:	Medium
Funding Source:	N/A
Action ES-5.1:2	Support policies to improve air quality locally.
Responsible:	HD
Priority:	Ongoing
Funding Source:	N/A
Action ES-5.1:3	Develop policies to increase clean fuel vehicles in the City and decrease individual miles traveled, including expanded bike and pedestrian paths and interconnections.
Responsible:	MO, NCC, RES
Priority:	Medium
Funding Source:	N/A

Goal ES-6: Minimize habitat destruction and maximize habitat value to preserve biological diversity, sequester carbon, protect natural systems, and enhance quality of life.

Objective ES-6.1:	Collect, organize, develop, and utilize current and historic information on habitats and biodiversity.
Action ES-6.1:1	Partner with other organizations and government agencies (e.g. Audubon Society, Parker River Wildlife Refuge), and with education groups, to collect habitat and biodiversity data and establish a mechanism to secure funding and identify a lead agency to ensure that data on City's biodiversity is collected, organized, continually updated and disseminated.
Responsible:	OPD, CON COM, NRNPO, SD
Priority:	Medium
Funding Source:	Volunteer efforts

Goal ES-7: Plan for environmental resilience in the face of climate change through implementation of a Newburyport Resiliency Plan.

Objective ES-7.1:	Finalize Resiliency Adaptation Plans.
Action ES-7.1:1	Using the Coastal Resiliency and Adaptation Plan as a template, prepare and adopt our own local Climate Resiliency Plan.
Responsible:	RES
Priority:	Ongoing
Funding Source:	Variable depending upon recommendation

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Action ES-7.1:2	Integrate goals from Resiliency Plans into the City's Capital Improvement Program and continually update the five-year CIPs along with updating the Resiliency Plan as necessary.
Responsible:	RES, DPS
Priority:	Ongoing
Funding Source:	Variable depending upon recommendation

Community Engagement Goals, Objectives, and Actions

Goal CE-1:	Effectively disseminate City information.
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Objective CE-1.1:	Continue to maintain the City's website with a consistent calendar of public meetings and City events, community announcements, department information, documents, and other relevant information.
Action CE-1.1:1	Seek input from users to collect feedback and make improvements on the website(s) to be more user-friendly.
Responsible:	All City departments are responsible for website maintenance
Priority:	Ongoing
Funding Source:	N/A
Action CE-1.1:2	Consolidate timely information such as event calendars and volunteer opportunities in highly visible, centralized locations.
Responsible:	OATCA, NRNPO, CNPO
Priority:	Ongoing
Funding Source:	N/A

Objective CE-1.2:	Effectively share and receive information from residents and businesses using current communication technology.
Action CE-1.2:1	Promote and expand the options for residents to receive alerts via various notification methods and to customize the type of information they receive.
Responsible:	IS
Priority:	Medium
Funding Source:	N/A
Action CE-1.2:2	Consider adopting a program such as Commonwealth Connect/See Click Fix/311 to allow easy reporting and tracking of problems.
Responsible:	IS, MO
Priority:	Medium
Funding Source:	N/A

Objective CE-1.3:	Support enhanced use and expansion of local media and communication resources.
Action CE-1.3:1	Continue to utilize a variety of media, such as Cable TV, internet livestream, social media, local newspapers, radio, etc. to share information about community issues and events.
Responsible:	NCC, City departments
Priority:	Ongoing
Funding Source:	N/A
Action CE-1.3:2	Expand public awareness, coordination, and education about media through schools, Library, Council on Aging, PortMedia, local newspapers, etc.
Responsible:	All City departments
Priority:	Medium
Funding Source:	N/A

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Action CE-1.3:3	Support expansion, upgrade of City's and PortMedia's media resources.
Responsible:	NCC, MO
Priority:	High
Funding Source:	N/A

Goal CE-2:	Increase public participation in civic activities.
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Objective CE-2.1:	Provide a variety of opportunities for public input in policy decisions.
Action CE-2.1:1	Increase the presence of city participation in local events to solicit input on policy issues and provide information to those who do not regularly attend meetings.
Responsible:	MO, NCC, COC
Priority:	Low
Funding Source:	N/A
Action CE-2.1:2	Conduct listening forums or information nights in varying locations around the city for discussion of local issues and neighborhood impacts.
Responsible:	MO, NCC
Priority:	Medium
Funding Source:	N/A
Action CE-2.1:3	Routinely share information and survey residents on policy issues. Utilize existing media like PortMedia, Facebook, newspapers, and organizations like the Chamber of Commerce, etc., to publicize and facilitate policy discussion.
Responsible:	MO, NCC, CC
Priority:	Ongoing
Funding Source:	N/A
Action CE-2.1:4	Establish leadership on communications within the City.
Responsible:	MO, NCC
Priority:	High
Funding Source:	N/A

Objective CE-2.2:	Promote public participation through City website.
Action CE-2.2:1	Create a page on the City's website to advertise openings on City boards and commissions and opportunities for residents to volunteer for City departments (such as schools, library, and Council on Aging). Such a page might also provide a space for links to other community organizations that seek volunteers.
Responsible:	IS, MO, CC
Priority:	High
Funding Source:	N/A
Action CE-2.2:2	Consolidate the City and non-city events calendars (City, library, schools, Council on Aging, Chamber of Commerce, etc.) into a single calendar.
Responsible:	CC, MO, COC
Priority:	Low
Funding Source:	N/A

Objective CE-2.3:	Encourage active engagement of students in community forums and civic life.
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Action CE-2.3:1	Appoint student members ex-officio to selected boards and commissions where they will have an opportunity to contribute their perspective and gain technical experience in government.
Responsible:	MO, NCC, SD
Priority:	Low
Funding Source:	N/A
Action CE-2.3:2	Promote opportunities for student internships and volunteer work with cable and newspaper media to report on local government and community events.
Responsible:	SD
Priority:	Medium
Funding Source:	N/A
Action CE-2.3:3	Invite and encourage students to participate in public meetings, forums, and planning activities.
Responsible:	MO, NCC, SD
Priority:	Low
Funding Source:	N/A

Goal CE-3:	Reduce barriers to participation.
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Objective CE-3.1:	Ensure that meeting spaces are convenient and accessible for people of all ages and abilities.
Action CE-3.1:1	Provide and utilize quality meeting space for public gatherings in various locations and times across the city.
Responsible:	MO, NCC, OPD
Priority:	Ongoing
Funding Source:	N/A
Action CE-3.1:2	Ensure that cultural, civic, and community events are held in accessible buildings and have available hearing and visual aids for those who need them.
Responsible:	OATCA, COC
Priority:	High
Funding Source:	N/A

Objective CE-3.2:	Enhance the customer-service experience of residents and businesses interacting with City departments.
Action CE-3.2:1	Consider ways to improve the ease of navigating the website, phone, or City Hall offices for residents and businesses to efficiently access the services they require.
Responsible:	IS
Priority:	Low
Funding Source:	N/A
Action CE-3.2:2	Ensure each department has a clearly identified ombudsman for residents or businesses to contact with questions, comments, or issues.
Responsible:	Individual City departments
Priority:	Medium
Funding Source:	N/A
Action CE-3.2:3	Actively monitor the City's website for broken links and outdated information and consistently update with information regarding new or ongoing projects, forms, and other useful information.
Responsible:	IS
Priority:	High
Funding Source:	N/A

Objective CE-3.3:	Ensure that all official websites and electronic communication meet accessibility standards for local government websites. Websites should meet Section 508 standards, utilizing guidelines available through the Department of Justice and the Access Board to provide content that is compatible with assistive technology and/or offers varying levels of accessibility features.
Action CE-3.3:1	Conduct a web accessibility audit to identify any deficiencies.
Responsible:	IS
Priority:	High
Funding Source:	N/A

Objective CE-3.4:	Continue coordination among City departments and boards and the business community to ensure the implementation of best practices.
Action CE-3.4:1	Enhance coordination between COC, Planning, Building Department, Commission on Diversity and Tolerance, Historical Commission, Arts & Cultural Commission, etc.
Responsible:	Individual City departments
Priority:	High
Funding Source:	N/A
Action CE-3.4:2	Share educational information with business-owners and community members to encourage a more inclusive civic environment.
Responsible:	MO, NCC, COC
Priority:	Medium
Funding Source:	N/A