

Chapter 14

Plan Implementation & Monitoring

Under Massachusetts State Law, the Newburyport Planning Board, in collaboration with the City Council, has the authority to create and update a Master Plan for Newburyport. This Master Plan Update process engaged hundreds of residents in a broad, collaborative effort to develop a Master Plan. Once the Plan is adopted, the community will need to shift energies toward successful implementation of the actions it has identified. The Office of Planning and Development is the primarily city agency responsible for reporting on the progress of various strategies and actions contained within this Plan. The Office will coordinate and communicate with the Planning Board and City departments regarding the status of initiatives and report findings to the City Council on at least an annual basis.

The implementation chapter is a road map for carrying out the Master Plan's major policies and recommendations. It identifies detailed steps for achieving the community's goals, yet at the same time it remains flexible enough to accommodate changing circumstances and priorities. Unambiguous, but not rigid, this chapter attempts to identify problems and outline potential solutions, also recognizing and building upon Newburyport's successes and strong suits. The Master Plan links its goals to future implementation by identifying a range of strategies and recommended actions. Because it focuses on the City's physical development, implementation of the Master Plan is closely linked to strategies that address land use and development, and in particular, the Zoning Ordinance. However, it is important to recognize that there are many other ways in which the City can act to further the goals of the Master Plan. The actions in the Master Plan include recommendations for additional studies and plans on specific areas or topics, and actions that have direct financial implications, such as infrastructure improvements or staffing evaluations.

This chapter of the Plan provides guidance for maintaining accountability, monitoring activities, creating appropriate development regulations and procedures, and involving the community in the implementation of the Plan. It recommends a number of actions to support effective implementation of the Master Plan for the City of Newburyport. This chapter is divided into ~~four~~ three sections:

- A. **How to Use this Plan** – summarizes the basic steps for how the Plan should be used to affect public, including the City Council, City Departments, and Boards and Commissions, and private decision-making in Newburyport.
- B. **Actions** – outlines the actions that will facilitate implementation of the Plan. These actions touch upon the broad implementation considerations.
- C. **Implementation Matrix** – organizes the Plan's Goals, Objectives and Actions into a simplified chart that provides a format for the community to use in moving from a work list to action plans under each area of public interest that identify who will be responsible for and involved in the implementation, and what the priorities should be for undertaking specific strategies.

Section A: How to Use the Plan

The Master Plan is to be used on a regular basis as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives and other matters affecting the community. The following is a summary of how it should be used:

1. **Annual Work Programs and Budgets.** Individual departments and administrators should be cognizant of the recommendations of this Master Plan when preparing annual work programs and budgets. Several actions can be implemented in this way. Review of these work programs by the Mayor, City Council and Department Heads should likewise occur in accordance with the Plan's strategies. Page 5 of this Chapter includes a sample "Annual Master Plan Implementation Checklist" which should be submitted (in a similar format) to the Mayor and City Council along with yearly budget requests for the following fiscal year. Regular use of this checklist will ensure that the City's various agencies are working in harmony to implement the priorities (and individual actions) identified in this plan.
2. **Development Approvals.** Administrative and legislative approvals of development proposals, including rezoning and subdivision plans, should be a central means of implementing the Plan. Zoning codes can and should be updated in response to regulatory strategies presented in the Plan.
3. **Capital Plans.** Annual and long-range capital plans should be consistent with the Plan's land use policies and infrastructure recommendations. New improvements that are not reflected in the Plan – and which could dramatically impact the Plan's land use recommendations – should necessitate at least a minor update to the Plan.
4. **Economic Incentives.** Economic incentives, such as district or tax increment financing, should be reviewed in light of the recommendations of the Plan. These incentives should be integrated with other Plan policies to ensure consistency, particularly with the Plan's land use recommendations.
5. **Private Development Decisions.** Property owners and developers should consider the recommendations of the Plan in their planning and investment decisions. Public decision-makers will be using the Plan as a guide in their development-related deliberations, such as zoning matters and infrastructure requests. Property owners and developers should have an understanding of the Master Plan when submitting proposals to public bodies.
6. **Future Interpretation.** The Planning Board and other responsible entities should provide a written interpretation of major items that are unclear or which are not fully addressed in the Plan.

Section B: Actions

Outlined below are the strategies which support the implementation of the Plan. The responsibility for these strategies fall primarily on the City's staff with oversight by the Mayor and the City Council:

1. **Provide resources for implementing the Plan:** The City should continually work to secure and allocate the funding necessary to implement the actions listed within the document through updating capital plans and annual departmental budgets.
 - i. Develop a process for determining short- and long-term financial priorities for the operating and capital budget needs of the community in coordination with the policies, objectives and strategies of the Plan.
 - ii. Update capital plans each year that reflect the recommendations of the Master Plan.
 - iii. Prepare annual departmental work programs and operating budgets with awareness of the Master Plan.
 - iv. Identify and secure funds for prioritized initiatives, i.e. grants, tax measures, bonds, private investments, etc.
 - v. Award economic and regulatory incentives based on consistency with the Master Plan.
 - vi. Monitor and ensure fiscal responsibility
2. **Monitor and evaluate implementation:** Implementation will be monitored on a regular basis, including evaluating, reporting results, promoting successes, and maintaining public and media relations. The

Planning Board, through the Office of Planning and Development shall prepare an annual report to the Mayor and the City Council that summarizes the status of the various Master Plan Goals, Objectives and Actions. The Planning Board shall also dedicate at least one meeting (or portion thereof) each year to a presentation and open discussion regarding the progress the City has made in implementing this Master Plan and where to focus energies in the coming year.

3. **Involve a wide variety of stakeholders in implementation:** Residents, elected officials, City staff, and other stakeholders shall be actively involved with implementing the Plan.
 - i. Identify and engage non-governmental partners to assist with implementation.
 - ii. Establish a program to provide ongoing public education on the Plan.
 - iii. Provide ongoing educational opportunities on innovative planning and development practices for the Planning Board, City Council, and other elected and appointed officials.
 - iv. Provide final copies of the Master Plan on the City's web site and at its libraries.
4. **Develop appropriate regulatory tools to implement the Plan:** The City of Newburyport should update key development regulations and processes for Plan review, monitor the implementation of new regulations and correct them as needed.
5. **Concurrence with the Plan:** The City, through appropriate public processes, shall endeavor for concurrence with the Master Plan in rezoning or development approvals.
6. **Provide annual progress reports:** The Planning Board, through the Office of Planning and Development shall provide progress reports on the various actions undertaken throughout the year to the Mayor and the City Council.
7. **Update the Plan every ten years:** The City of Newburyport should develop a community process to update the Plan at a minimum of every ten years.

Section C: Implementation Matrix

Recommendations found in this Master Plan are structured as a hierarchy, which includes the guiding principles, goals, objectives and actions.

- **Guiding Principles** – as described in the Executive Summary, these principles provide the foundation of the Plan and are based on the concept of sustainability – environmental, social, economic, and fiscal – and are interrelated, equally important conditions.
- **Goals** – the next level in the hierarchy consists of goals, which are broad statements framed to indicate a desired future condition for the City based upon the Key Issues identified in the Executive Summary. The overall plan goals build upon and advance the goals identified within each individual element of the Master Plan.
- **Objectives** – the third level consists of objectives that further define the measures needed to implement the goals.
- **Strategies** – the fourth level consists of individual strategies that can be used to achieve each objective.
- **Actions** – the last level consists of specific actions, which further break down the strategies into succinct actions that, when implemented together, will accomplish the overall Master Plan Goals.

Matrix Legend

In each table below, specific objectives are identified to advance individual overall Master Plan goals. Below each objective is a bar indicating which Master Plan elements are impacted by the objective; elements impacted are shaded green. In addition, actions are listed in order of importance below each strategy and the

readiness of the City to respond to each set of actions (based upon availability of funding, staff, and other resources) is indicated to the right of each set of actions.

Readiness designation is as follows:

- “Green” = The City is either currently working to address these actions, or will be in the next 0-3 years.
- “Yellow” = The City will work to accomplish these actions within years 4-6 of the Plan;
- “Red” = The City will work to accomplish these actions with years 7-10 of the Plan, or sooner should resources become available.

Annual Master Plan Implementation Checklist

Department:

Fiscal Year:

Date:

Please refer to the detailed Work Plan in the Appendix of the Master Plan and cite all completed goals and actions during the prior fiscal year to be submitted as part of the budget proposal for the following fiscal year:



Goal	Objective	Action




Please describe how the goals, objectives, or actions listed above were completed:

Signature:




Date:



Goal 1: Preserve Newburyport's Sense of Place



Objective 1:		Foster downtown and waterfront areas that are welcoming to the community, respectful of the City’s maritime heritage and complementary to the downtown’s commercial core.							
Strategy 1		Ensure that Downtown and the Waterfront are safe and attractive places to live, work, and visit.							
Action 1	Preserve and enhance public spaces within Downtown and along the Central Waterfront to provide access to greenspace, viewsheds, parklands, recreation trails, and areas to hold public events.								
Action 2	Seek funding to maintain high quality street furniture, lighting, waste management, banners, flowers, sidewalks, and other amenities that contribute to an attractive and functional Downtown.								
Action 3	Explore <u>Streamline</u> permitting processes for signs, façade alterations, as well as new development established in the Zoning Ordinance and ensure the processes are clear and consistent.								
Action 4	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 and install signage prioritizing downtown and the waterfront first.								
Strategy 2		Protect the character of Downtown and the Waterfront, while accommodating change and new development.							
Action 1	Create and Utilize architectural and design review guidelines and standards during permitting processes site plan review for new commercial development to ensure that new buildings “fit in” <u>complement</u> to their surroundings <u>in terms of architecture, scale, massing, form, and materials.</u>								
Action 2	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.								
Action 3	Encourage marinas, fishing piers and other marine-dependent uses and businesses through regulatory incentives while promoting a mix of non-marine dependent uses that are set back from and compatible with the working edge of the waterfront.								
Action 4	Review parking policies and to the extent possible, remove parking from the waterfront to ensure higher and better uses of the Central Waterfront lands and vistas, while increasing availability of multimodal transportation and parking facilities for bicycles.								
Action 5	Explore sensitive encourage redevelopment of the ‘Waterfront West’ area that is compatible with the surrounding downtown architecture and uses. Support <u>Consider</u> permitting <u>with design and architectural review</u> for new mixed-use development and a hotel that will support downtown’s vibrancy while adding new tax revenue, public access along the waterfront, new affordable residential units, and other public benefits <u>without overburdening municipal infrastructure like water, sewer and roadway systems.</u>								
Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education





Objective 2:	Preserve the character of historic streets and enhance the quality of life within the City’s neighborhoods.		
Strategy 1	Promote and support an increased level of preservation efforts to protect Newburyport’s historic built environment for future generations.		
Action 1	Promote the preservation of the historic character of the City’s older neighborhoods (e.g. North End, South End, High Street, etc.) and ensure that the design of new- development and re-development complements their historic character and promotes sustainable design through <u>all public permitting processes. Site Plan Review.</u>		
Action 3	Establish and consistently apply additional protections within the National Register District including the protection of key, character-defining architectural features on Contributing Structures.		
Action 4	Consistently enforce existing ordinances within the National Register District, specifically the Demolition Control Overlay District (DCOD) and the Downtown Overlay District (DOD) <u>by exploring additional Board/Commission trainings on roles and jurisdictions and supporting the City’s Zoning Administrator/Enforcement Officer through annual funding of the position.</u>		
Action 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.		
Action 6	Promote the addition of street trees throughout the City, but especially to replace removed trees <u>upon consultation with the Tree Commission and the Tree Warden during</u> as a condition of all <u>public-permitting processes.</u>		
Strategy 2	Business Park/Route 1 Traffic Circle		
Action 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.		
Action 2	Utilize Federal and state housing initiatives and programs like Chapter 40R (“Smart Growth”) and Chapter 40S (financial incentives for compact growth) to create market-rate and affordable housing and mixed-use development around the Route 1 traffic circle.		
Action 32	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.		
Action 43	Work with state and local officials and authorities to create a safe environment for both pedestrians and vehicles in this area with an emphasis on installing traffic calming measures.		
Strategy 3	Transform the Storey Avenue area into a Gateway to the City		
Action 1	<u>Consider R</u> reviewing and revis <u>ing</u> e 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 2		Reduce curb cuts and turning sequences in the Storey Avenue commercial area <u>to promote both pedestrian and vehicular safety.</u>							
Action 3		Work with local, regional and state agencies to re-configure, reduce pavement, and improve the gateway “3-roads” intersection of High Street, Moseley Avenue, Ferry Road, and Storey Avenue.							
Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education

Objective 3: Work toward improving Newburyport’s resiliency for a sustainable future.		
Strategy 1 Reduce energy consumption within the City of Newburyport.		
Action 1	Procure and install renewable resources, energy efficiency improvements, and conservation measures in public facilities. Such measures could <u>may</u> include: solar PV and solar thermal for municipal facilities including parking lots (solar canopies), garages, parks, schools, treatment plants, and other municipal facilities.	
Action 2	Utilize the City website to provide links to state resources for rebates, tax credits, technical assistance, residential and commercial energy retrofits, and clean energy source information.	
Action 3	Reduce energy use in transportation by promoting bike and pedestrian safety and mobility, walkable neighborhoods, and electric vehicle use.	
Action 4	Establish electric vehicle charging stations in public lots and at municipal facilities.	
Strategy 2 Increase the availability of locally produced food.		
Action 1	Encourage use of vacant land, parkland, backyards, rooftops and schools for food production and community gardens and support Farmers’ Markets and Community Supported Agriculture (CSA)	
Action 2	Explore Aa <u>mending</u> City regulations, including the Zoning Ordinance, to support agricultural production, community gardens and urban farms.	
Strategy 3 Improve resiliency against climate change by protecting the natural environment.		
Action 1	Consider prioritization of land on Plum Island for Oo <u>pen</u> Ss <u>pace</u> acquisition and protection as a means of protecting the health and stability of the Bb <u>arrier</u> Bb <u>each</u> and preventing storm related damage to private property.	
Action 2	Educate landowners about stormwater management techniques, and maintenance of new and existing stormwater management features, such as swales, detention basins, and rain gardens.	
Action 3	Assist the National Wildlife Federation and Ipswich River Watershed Association in finalizing their Coastal Resiliency and Adaptation Plan being prepared under the Hurricane Sandy Resiliency Grant Program.	
Action 4	Increase green space throughout the City through reducing asphalt and replacing it with lawn and garden space.	
Strategy 4 Reduce waste produced within the City.		

Action 1	Institute a citywide recycling ordinance applicable to businesses and institutions and update the existing solid waste and recycling ordinances applicable to residents to decrease waste.								
Action 2	Reduce per capita waste generation and investigate economic incentives to reduce waste such as Pay as You Throw programs.								
Action 3	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.								
Action 4	Support diverting organics from the waste stream, including composting food waste programs and residential and commercial organics drop-off.								
Strategy 5	Protect natural habitats and vegetation from pollutants, loss, and destruction.								
Action 1	Integrate land use and development plans and projects with the actions of both the Open Space & Recreation Plan and the Natural Resources, Open Space & Recreation Master Plan chapter to minimize habitat destruction and maximize habitat value.								
Action 2	Identify trees, plants, 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.								
Action 3	Educate residents, businesses and marine facilities about toxic materials and alternatives for use and disposal to protect marine and land based wildlife.								
Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education





Objective 4: Improve and Invest in Infrastructure		
Strategy 1 Protect and conserve the City’s water quality and supply.		
Action 1	Protect the Artichoke Reservoir and other water supply sources by identifying and protecting natural areas that function to protect and preserve water quality using the SWAP report as guidance.تج	
Action 2	Maximize water conservation and minimize water use and waste. Develop a plan to minimize negative impacts of herbicides, pesticides, and other toxic chemicals within our water supply watersheds and increasing the use of water meters and low-flow devices, the practice of water collecting and recycling, and maintain infrastructure in good working condition to reduce leakage.	
Action 3	Manage rivers, streams, creeks, and ponds for high water quality and habitat.	
Action 4	Investigate alternative water sources to irrigate parks and public spaces that will reduce impact on the public drinking water supply.	
Action 5	Conduct a comprehensive study of the City’s public drinking water facilities and capacity, which will provide guidance when evaluating new- and re-development project proposals. Consistently monitor capacity of the system as new developments come online.	
Strategy 2 Provide wastewater collection and treatment facilities that are adequate to serve existing and projected development and to protect the environment.		
Action 1	Conduct a comprehensive study of the City’s public sewer system and capacity, which will provide guidance when evaluating new- and re-development project proposals. Examine the current capacity of the City’s utilities (water and sewer systems) and	


	continue to Consistently monitor capacity <u>of the system</u> as new developments come online.	
Action 2	Review and update City's water use, wastewater, wetlands protection and stormwater policies, regulations and ordinances <u>to ensure compliance with state and federal regulations, case law, and best management practices.</u>	
Action 3	Include adequate funding in annual operating budget for infiltration/inflow ongoing capital investment in system	
Action 4	Continue to include adequate funding in annual operating budget for maintenance of new-the wastewater treatment facility, <u>including odor control measures</u> , and pump stations.	
Strategy 3	Improve connectivity and transportation within Newburyport by encouraging multi-modal use.	
Action 1	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.	
Action 2	Make a comprehensive 5-year City paving plan transparent, web-based, and accessible for citizens.	
Action 3	Improve signage and enforcement of truck bans.	
Action 4	Work with the MBTA, private bus lines, and MVRTA to have local transit bus service at the commuter rail and commuter/intercity bus terminals, including the I-95 Park and Ride lot.	
Action 5	Improve access to the Newburyport MBTA Commuter Rail station by improving pedestrian access, bicycle facilities, and bus connectivity from Downtown.	
Action 6	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.	
Strategy 4	Reduce vehicular traffic and improve circulation.	
Action 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, <u>and safety.</u>	
Action 2	Work with local, regional and state agencies to signalize and improve safety and circulation at key intersections.	
Strategy 5	Follow the "Complete Streets" model to facilitate transportation needs.	
Action 1	Explore the adoption of a "Complete Streets" ordinance for <u>major city roadways</u> the corridor that will address vehicular traffic, bike lanes and sidewalks.	
Action 2	Improve maintenance of sidewalks and create new sidewalks in areas not currently served (i.e. Business Park), and make a comprehensive 5-year sidewalk plan transparent, web-based, and accessible for citizens.	
Action 3	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.	
Strategy 6	Improve public parking throughout the City.	
Action 1	Explore feasibility of frequent shuttle services from satellite parking areas for large downtown events <u>and summer weekends.</u>	
Action 2	<u>Continue to P</u> pursue long-term reduction in waterfront parking to allow for waterfront park expansion <u>and redevelopment of on</u> lots currently owned by the Newburyport Redevelopment Authority while retaining appropriate parking for public access to the river.	
Action 3	<u>Consider F</u> forming a public-private partnership between the City and downtown businesses (or consider the creation of a	


Master Plan



	Parking Authority) to construct, operate and maintain structured parking facilities downtown.								
Action 4	Employ smart parking practices to <u>and</u> appropriately by price structures ed <u>and for</u> street parking to limit parking related circulation and traffic impacts, ensure a supply of revenue to maintain facilities, and provide an adequate supply of parking for nearby residences, businesses, civic, and recreational uses.								
Action 5	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, <u>and</u> visitors to the downtown.								
Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education




Goal 2: Ensure Economic Stability

Objective 1: Expand the local economy and increase economic opportunities									
Strategy 1 Increase local economic development capacity, coordination, and leadership.									
Action 1 Consider <u>creat</u> <u>ing an</u> Economic Development Commission (EDC)									
Action 2 Consider <u>creat</u> <u>ing an</u> e Economic Development Coordinator staff position and approve funding for the position in the City budget.									
Action 3 Explore <u>creat</u> <u>ing a</u> e Five-Year Economic Development Strategy for the <u>municipality (or the newly-created</u> EDC] to carry out.									
Strategy 2 Ensure that the supply and character of commercial space can adapt to a changing economy.									
Action 1 Explore strategies where the City may help to <u>in</u> crease the supply of commercial space to accommodate startup businesses.									
Action 2 Ensure that public policies encourage redevelopment of underutilized properties and the construction of new, high quality commercial buildings <u>that complement the character of the surrounding neighborhood in architecture, form, massing, and scale.</u>									
Action 3 Protect the character of historic buildings <u>through the creation of architectural standards and design guidelines</u> in commercial use and ensure that <u>all infill and new—and re—</u> development is complementary to the architectural <u>and historical</u> character of the city <u>as well as while promoting and promotes</u> sustainable site design.									
Strategy 3 Promote the development of a skilled workforce to meet the future employment needs of the business community.									
Action 1 Support the Newburyport Public Schools, local colleges, and trade schools in making linkages to local businesses to assist in the creation of internships, job training, and educational opportunities that meet the needs of the local economy.									
Action 2 Create and maintain a database of available internships and students interested in internship opportunities to assist employers and interns in locating opportunities.									
Strategy 4 Attract businesses, workers, visitors, and residents to Newburyport									
Action 1 Create a Newburyport brand to use to aid in the promotion of the city as a place to live, work, play, visit, and do business.									
Action 2 Create a comprehensive marketing strategy inclusive of multiple areas of the City and market segments to attract new businesses to Newburyport.									
Action 3 Improve the existing Visitor Center and expand to include a cultural center to promote visitorship in Newburyport.									
Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education





Objective 2: Ensure the housing supply meets the needs of residents and employers									
Strategy 1 Increase the variety of housing options to accommodate households with varying housing needs and family structures.									
Action 1 Explore <u>Identify</u> zoning districts and/or geographic areas in which the City may <u>review and consider modify</u> current zoning regulations to allow for <u>appropriate the</u> development and redevelopment of <u>properties to create</u> a variety of housing types <u>to</u>									

	<u>meet the housing needs of the entire community.</u>									
Action 2	Explore creative housing development strategies (accessory units, cottages, live/work space, conversions of existing buildings, etc.) to diversify housing options.									
Action 3	Support the construction and adaption of accessible units to meet the needs of households with disabled individuals.									
Action 4	Prioritize mixed-use development projects in selected <u>geographical</u> areas <u>of the city</u> to support the business community and the City’s housing goals.									
Action 5	Support the <u>appropriate</u> development of workforce housing to provide quality affordable housing options for the community’s service- and industrial-based employees <u>without compromising or negatively impacting the City’s historical character or stressing municipal infrastructure like water, sewer, and roadway systems.</u>									
Strategy 2 Support, preserve, and expand the inventory of Affordable Housing in Newburyport										
Action 1	Ensure adequate funding for the Affordable Housing Trust so that it may continue to <u>support the creation of</u> new affordable units, preserve the existing affordable housing stock and <u>offer down payment assistance and similar grant programs.</u> support private affordable housing developments through subsidies and grant matching programs.									
Action 2	Preserve affordable housing through the retention of expiring affordable use properties where financially feasible.									
Action 3	Partner with local housing and service organizations to create affordable rental units for individuals, young families, seniors and special needs populations, including subdividing <u>interior</u> living space in larger homes to promote options for smaller residential units <u>in two- and multi-family zoning districts.</u>									
Action 4	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.									
Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education	

Goal 3:	Provide a Healthy and Connected Community										
Objective 1:	Improve community health and physical connectivity.										
Strategy 1	Enhance the pedestrian experience in the City.										
Action 1	Conduct comprehensive analysis and create a City-wide pedestrian <u>safety</u> improvement plan.										
Action 2	Expand Safe Routes to Schools program and network to improve <u>and promote</u> pedestrian routes to schools for children.										
Action 3	Identify additional locations for adding “ways to the water” markers as recommended in the Strategic Waterfront Plan.										
Action 4	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.										
Action 5	Maintain walking trails throughout the City, including in the City Forest.										
Strategy 2	Increase the quality and amount of bicycle facilities.										
Action 1	Develop a comprehensive Bicycle and Pedestrian Infrastructure Plan.										

Action 2	Review, prioritize, fund, and construct a more comprehensive system of bicycle lanes on major roads with adequate width.	
Action 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	
Action 4	Create a safe route for cyclists from Maudslay State Park, to the Park-and-Ride lot, down Storey Avenue and onward to downtown Newburyport.	
Action 5	Improve bike safety along High and Hale Streets and Storey Avenue (with particular focus at high traffic locations between Belleville Cemetery and Daniel Lucy Way), including vegetative management to improve sight lines and undertake regular street cleaning to clear obstructions.	
Action 6	Mandate the inclusion of bike parking facilities at all municipal parking lots and encourage their inclusion at commercial properties.	
Strategy 3 Maximize use of all municipal parks and recreation facilities.		
Action 1	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.	
Action 2	Continue to formalize and encourage volunteerism through volunteer events, programs, and “friends of park” groups.	
Action 3	Continue to plan for, budget for, and execute renovations to existing parks and facilities to create safe, accessible, and enjoyable parks and facilities as well as plan for emerging new sports.	
Action 4	Optimize use of existing athletic facilities by making capital improvements to fields and making lasting changes to maintenance practices.	
Action 5	Expand City website to provide more complete and efficient access to information on parks, fields, programming, open spaces and conservation lands.	
Strategy 4 Preserve and protect current and future open spaces.		
Action 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.	
Action 2	Maintain high quality 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.	
Action 3	Improve and create new connections between existing open space areas wherever possible, including Maudslay State Park to Moseley Woods Parks and the completion of the Clipper City Rail Trail and Merrimack River Trail.	
Strategy 5 Conservation		
Action 1	Improve management of the City’s natural resources, including water bodies, forested areas, wetlands, coastal dunes and the barrier beach <u>to ensure long-term protection and conservation.</u>	
Action 2	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 3	Educate landowners about stormwater management techniques, and maintenance of new and existing stormwater	

management features, such as swales, detention basins, and rain gardens.									
Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education

Objective 2: Provide high-quality educational opportunities and experiences for all residents		
Strategy 1 Maintain a high quality of school system that enriches the lives of students and prepares them for their futures.		
Action 1	Implement the Newburyport Public Schools’ Strategic Plan (2016).	
Action 2	Ensure that all academic and athletic facilities are maintained to provide a safe, productive environment for students and educators.	
Action 3	Continue to develop a curriculum that meets the needs of all students and prepares them for the next phase of their lives, whether this includes attending an institute of higher education, pursuing a trade or entering the work force.	
Strategy 2 Expand access to cultural resources and education.		
Action 1	Support the Library Archival Center as the-onlyan openly-accessible repository of local historic documents, photos and other resources.	
Action 2	Expand existing arts education opportunities for school age children, adults, children-and-adultsindividuals with special needs, and seniors across the visual and performing arts.	
Strategy 3 Improve educational opportunities to learn about natural resources.		
Action 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 2	Support the preservation and educational efforts of the U.S. Fish and Wildlife Service, the 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.	
Strategy 4 Improve communication between the City and residents to connect people to events, civic leadership opportunities, and increase the flow of information in a timely and transparent manner.		
Action 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 2	Effectively share and receive information from residents and businesses using current communication technology.	
Action 3	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, parks, and Council on Aging). Such a page might also provide a space for links to other community organizations that seek volunteers.	
Action 4	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.	

Master Plan

Land Use	Economic Development	Housing	Transportation	Natural Resources	Cultural Resources	Municipal Services	Energy & Sustainability	Community Engagement	Education
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