



City of Newburyport: Strategic Plan

4/5/2022

Mission and Key Objectives

Position Newburyport to continue thriving as a strong, vibrant community that is a welcoming and desirable place for residents, businesses, and visitors.

Secure and Invest in
City's Infrastructure

Provide High Quality
Public Services

Guide Future
Development of the
City

Lead in Building a
Collaborative and
Engaged City

Secure and Invest in City's Infrastructure

Improve quality and maintenance of roadways and sidewalks across the City

Increase funding to address the state of streets and sidewalks and institute a new planning and outreach cycle through a five-year rolling plan.

Work with Traffic Safety Advisory Committee to improve traffic issues across City.

Together with state partners, find ways to address the most dangerous intersections.

Find opportunities for multimodal transportation, with more access to cycling and public transit.

Respond to immediate needs for critical City infrastructure

Invest in the the long-term security of our water infrastructure.

Identify funding for and begin repair of Central Bulkhead.

Address key neighborhoods with failing infrastructure, beginning with Phillips Drive.

Work with the Parks Department and Department of Public Services to meet critical needs for Parks and for the Highway and Waste Water Divisions.

Invest in medium to long-term capital assets to meet City's needs

Create a Capital Facilities Plan that catalogues all City needs.

Work with the Newburyport Public Schools to understand their facility needs.

Use the Capital Improvement Planning process to identify funding for assets in need of replacement.

Research opportunities for savings or regionalization by comparing to facilities plans of similar communities.

Position the City's assets to reduce energy use and mitigate risks of climate change

Integrate net-zero goals into all public building construction and promote incentives and consider for energy efficient private buildings.

Use Green Communities Grants and other sources to improve energy efficiency of current buildings.

Begin planning for the upgrade of city vehicles to energy efficient models.

Study and begin to implement strategies for securing city assets from effects of climate change.

Provide High Quality Public Services

Support the City's budget and capital assets to provide excellent public and community services

Support Newburyport Youth Services and help them find a new home.

Continue to support Newburyport Public Schools to provide a first-rate educational experience.

Work with the Department of Public Services to improve the year-round customer service experience for residents.

Maintain a high level of service and maintenance in parks and find a new facility for the Department's headquarters.

Maintain the City's financial position

Creatively use available debt sources and financial tools like DIF to reduce liability.

Apply for and use all available grant sources to reduce debt.

Look for ways to increase government efficiency to keep spending level.

Commit to making the City a desirable employer to reduce staff turnover and improve hiring.

Maintain excellence in Public Safety and security services

Provide updated equipment and facilities for the Fire Department, including a new Fire Station 2 and renovated Headquarters.

Meet the needs of the Police Department, including station upgrades.

Support the Harbormaster's office and promote continued State and Federal partnerships for harbor safety.

Keep the City's Information Technology well-funded and work to prevent against cyber-attacks.

Look for ways to serve more vulnerable populations

Advance the City's Diversity, Equity, and Inclusion initiatives through hiring, contracting, and convening abilities.

Grow the outreach and programming offerings of the Council on Aging to support the city's elderly population.

Find opportunities to support mental health in the community as we deal with the next stages of the pandemic.

Use the Building and Health Departments to ensure safety standards are met for all.

Guide Future Development of the City

Work with Planning Department and others to reach best outcomes in major development opportunities

Convene a fair process at Waterfront West that leads to a project that furthers the City's goals and responds to the residents' interests.

Work with the City Council and the community to find the best use for the former Brown School.

Continue to look for high quality projects in the Smart Growth District.

Find other re-use opportunities for large public and private sites.

Promote Affordable Housing and respond to demand for housing locally

Follow and renew the Housing Production Plan to stay above 40B requirement of 10% affordable housing.

Update zoning to allow for more housing in priority areas and to comply with state's MBTA Communities Policy.

Work with developers to have new housing exceed the 12% affordability requirement.

Look to make the best use of city-owned land that could be used for new housing.

Achieve an effective economic development strategy in the city

Create an economic development master plan.

Look for workforce development opportunities to create more high-quality jobs of all skill levels for Newburyport residents.

Support local small businesses through targeted initiatives and strategic partnerships with the Chamber of Commerce and others.

Look for ways to further the City's identity as a historic, environmental, and arts and culture hub to drive tourism and increased visits to the city.

Protect open space and promote sustainability efforts

Preserve open space and conservation areas in priority sites.

Work with the Resiliency Committee to plan for future sea level rise and protect City assets.

Protect the waterfront by investing in the bulkhead, docks, and long-term sea level rise mitigation.

Work with the Harbormaster, DPS, US Army Corps of Engineers and others to mitigate Plum Island erosion through jetty adjustments and dredging.

Lead in Building a Collaborative and Engaged City

Provide transparent communication on City functions to residents

Improve the City website so it is engaging and easy to maintain.

Use social media, email lists, and other technology effectively to reach audiences where they are.

Work with partners like Newburyport Community Media to provide new ways of presenting information to engage more deeply on important topics.

Continue to meet all public records and open meeting law requirements and practices, including in the offering of hybrid and virtual public meetings.

Engage more residents in local government

Fill the City's Boards and Commissions and look for opportunities to bring in new volunteers.

Educate residents on the role and activities of our Boards and Commissions.

Increase the visibility of the City Council's activity and agendas, and make more people aware of how to get involved.

Increase the number of residents voting in municipal elections.

Find new opportunities for resident feedback and build it into City processes

Hold Office Hours every month to engage with residents.

Use new tools, including surveys and other options to receive resident feedback on City actions.

Hold public charrettes around large projects in non-traditional formats to reach more residents.

Work with youth and other groups that are not typically engaged by government.

Make City Hall more accessible

Look for opportunities to bring more processes and government functions online and easier to complete.

Hold more events and activities outside of City Hall to meet the community in different environments.

Complete an audit of building technology and physical appearance to consider the visitor experience.

Convene non-profit partners to find ways to work together on key issues.

Five Strategic Priorities: Year 1

Streets and
Sidewalks

Waterfront
West

Capital
Facilities
Planning

Affordable
Housing

Resiliency and
Sustainability