

Gloucester Municipal Harbor Plan Update

Public Meeting #2: Economic Framework & Strategy

March 7th, 2022



Welcome from the City

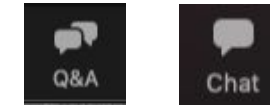


Agenda

- **Welcome from City**
- **Consultant Presentation**
 - Where we are in the Process
 - Engagement to Date
 - Foundational Trends & Influences
 - Infrastructure & Flood Risk Needs
 - Sector-Specific Economic Opportunities
 - Economic Development Goal Setting
 - Live Zoom Opinion Polling: Observations, Questions & Initial Ideas
- **Next Steps**
- **Q&A Discussion**

Zoom Etiquette

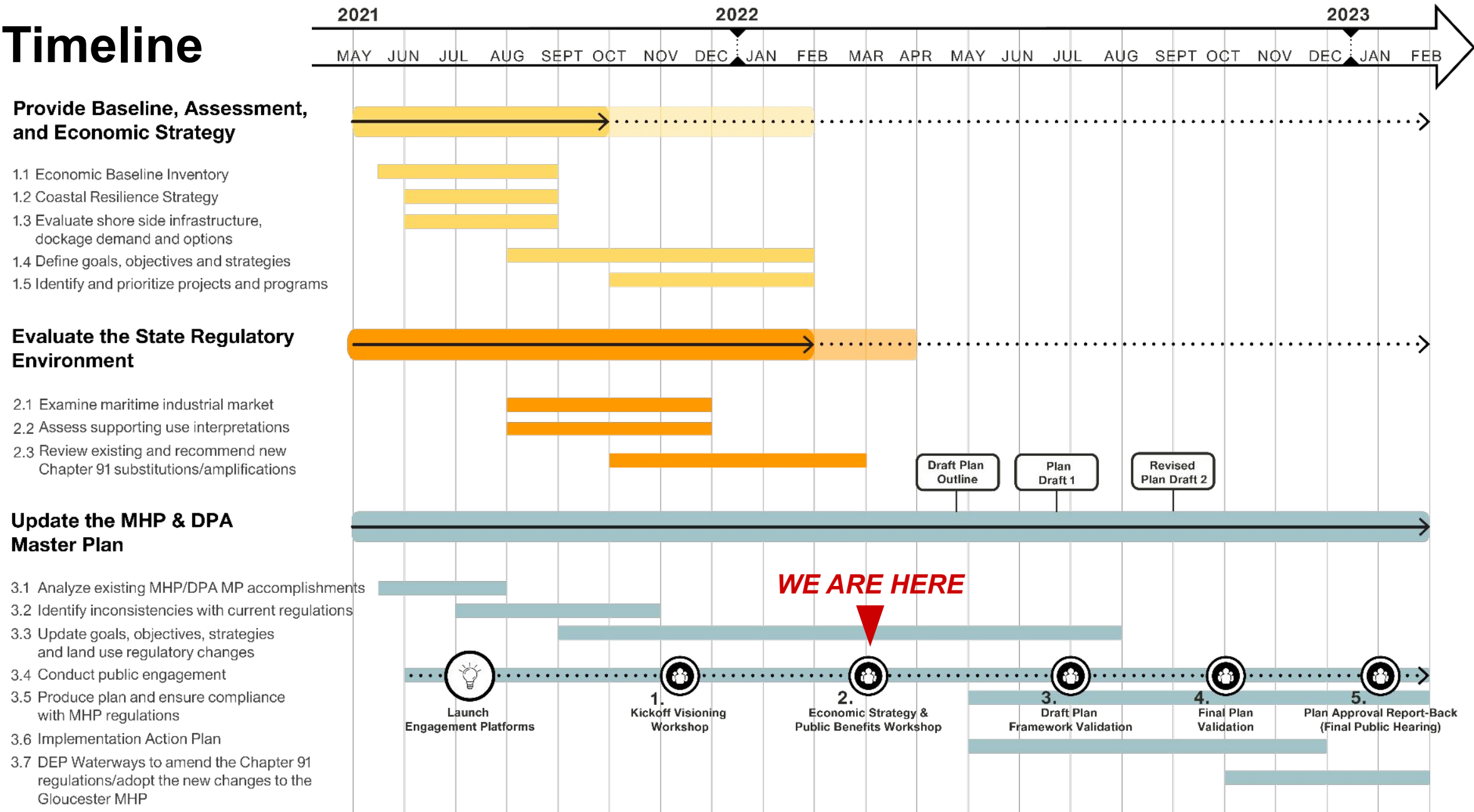
- If you'd like to speak, please use the "Raise Hand" function in Zoom.
- The Q&A function will be enabled during the presentation to type in any questions. The chat will be used exclusively during interactive polls.
- Please be respectful of each other's time during the Q&A session at the end of the presentation.
- We ask that participants limit their questions so that others may participate in the discussion. If you have more questions, please wait until all others attending have an opportunity to ask questions.
- If we are unable to get to your question at this meeting please put them in the Q&A chat at the end or email gwilkens@gloucester-ma.gov or tareen@utiledesign.com



Where are we in the process?



Timeline

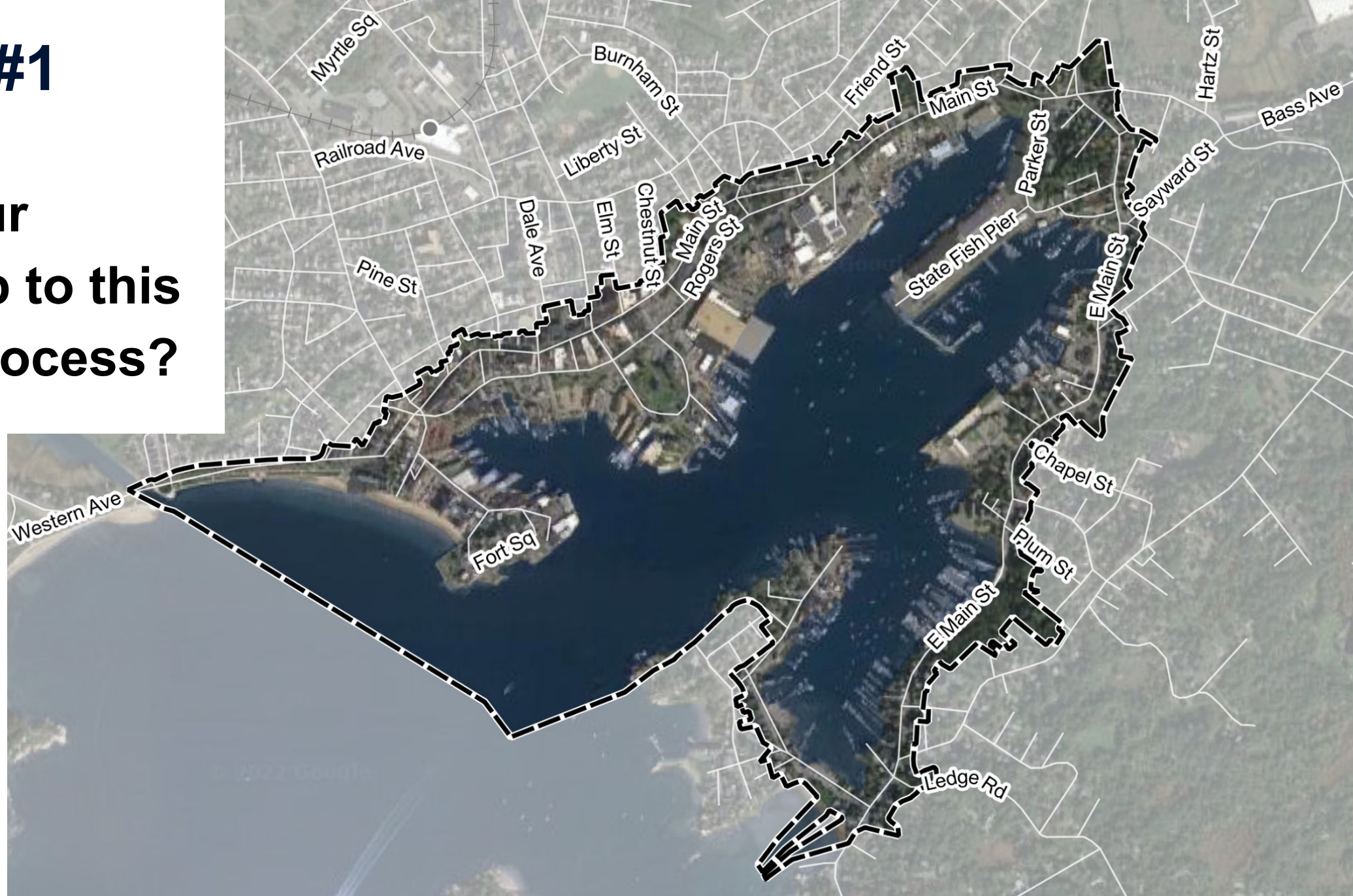


Public Meetings



Live Poll #1

What is your
relationship to this
planning process?



Engagement Takeaways



Engagement to Date

- **7** Harbor Planning Committee Meetings
- Public Meeting - Kick-Off (November 15, 2021)
- **551** Social Pinpoint visits, **67** Map Comments
- **30+** Individual and Organization Stakeholder Meetings
- Email and Website comments <https://harborplan.gloucester-ma.gov/>

Social Pinpoint: <https://harborplan.gloucester-ma.gov>



Drag to
comment



Strength



Weakness



Opportunity



Information



About



Activity

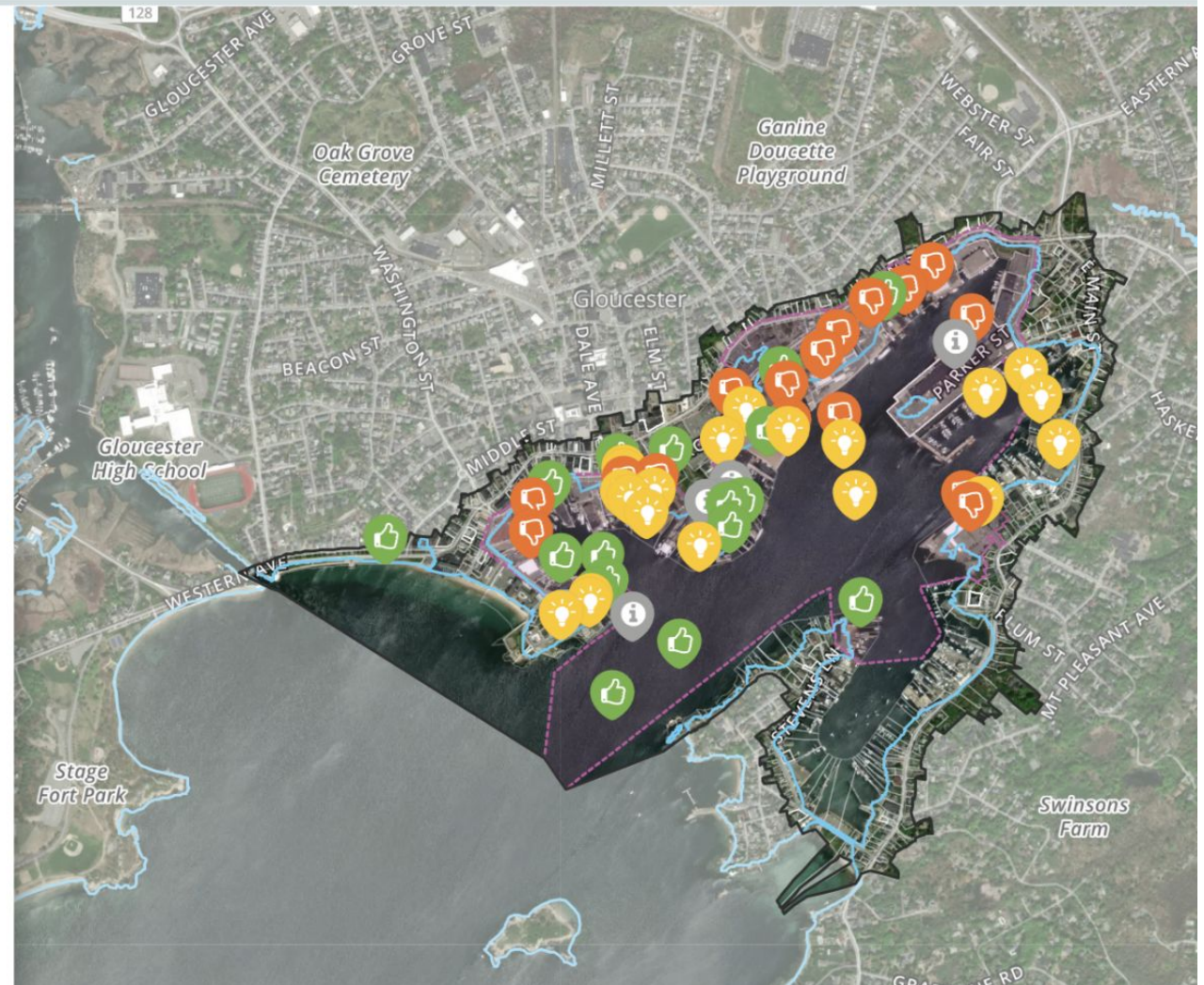
About

Share your thoughts on the future of the Gloucester Harbor!

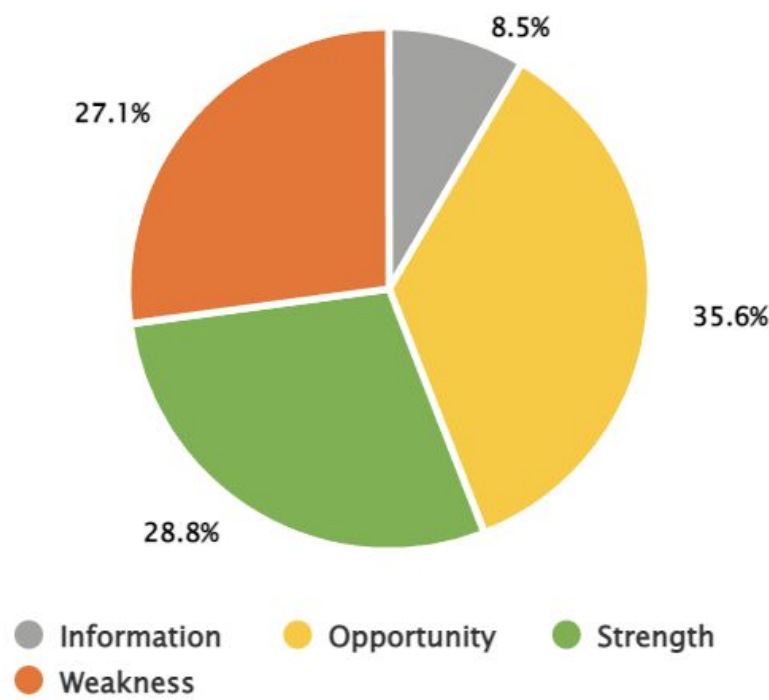
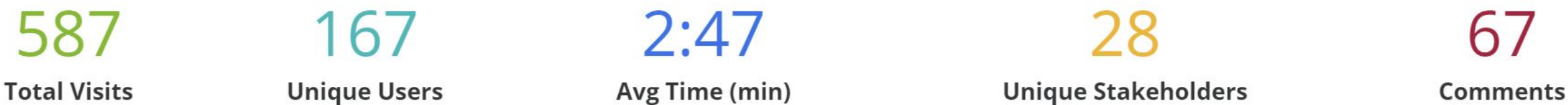
Place a marker in a location where you have something to say. The three kinds of markers represent:

- **harbor strengths** - successful areas on the harbor or development activity that should be maintained or protected
- **harbor weaknesses** - areas of concern or issues that can be improved upon or redeveloped, and
- **harbor opportunities** - areas and places that present potential for new ideas, visioning, and development.

After choosing your marker type and placing it in a specific location, you'll be able to add a comment explaining the details of what you think about that location. You can also comment on other participant's suggestions.

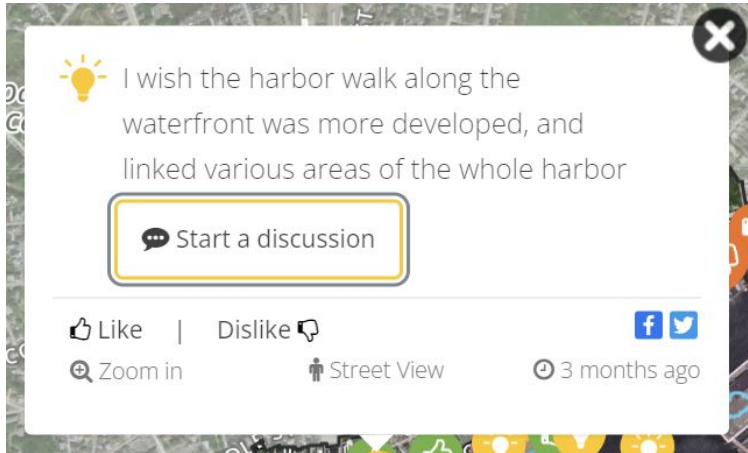


Social Pinpoint: Summary

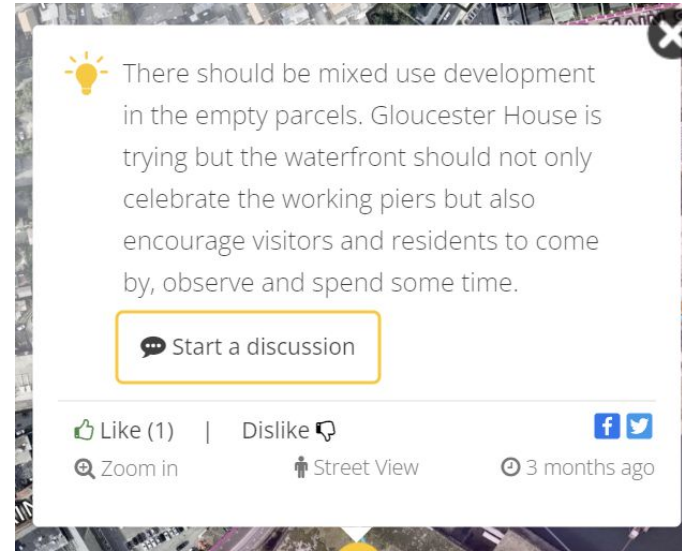


Social Pinpoint: Themes

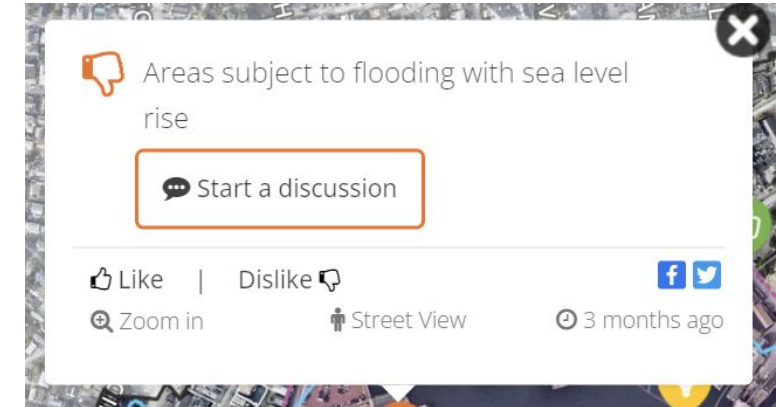
Harbor-Downtown Connection



Mixed-use Opportunities



Flooding Concerns



Public Access

Roger St

Working Waterfront

Coastal Marsh

Stakeholder Outreach Takeaways

Preservation + Economic Change:

“How do we retain our fishing heritage and identity?”

“Ways to allow our waterfront workers to maintain their properties”

“Find a use mix that balances fishing with complementary uses”

“We want to have a buzz about where Gloucester is going as a 21st century fishing port”

Physical Development Strategy:

“Activate and revive underutilized and derelict areas”

“How to promote reinvestment in infrastructure when the harbor is mostly private land?”

“Biggest challenge (for I4C2) is aligning public vision with business reality that (these) sites contend with”

Embedding Resiliency in All Strategies:

“Concerned about our site for generations to come not just 10 years. Needing a standardized plan for entire inner harbor”

“Three main challenges on the Harbor include capacity, organization and regulatory complexity”

“Beginning part of commercial street floods out”

“A lot of these businesses don’t want to invest or can’t invest”

Harbor-Upland Relationship:

“Making Gloucester a destination could help recruit talent”

“what happens on waterfront affects downtown and vice versa, make sure we’re thinking holistically”

“Harbor Walk is short, segmented - doesn’t feel like a harbor walk because it is not continuous, interrupted by private property”

“Tourism is part of the Blue Economy”

Live Poll #2

- **What is the main thing you hope to get out of this meeting?**
- **What are the top issues/concerns/themes that you would like this plan to address? (select top 3)**

Economic Framework: Foundational Trends & Influences

- Infrastructure & Flood Risk Needs
- Sector-Specific Economic Opportunities



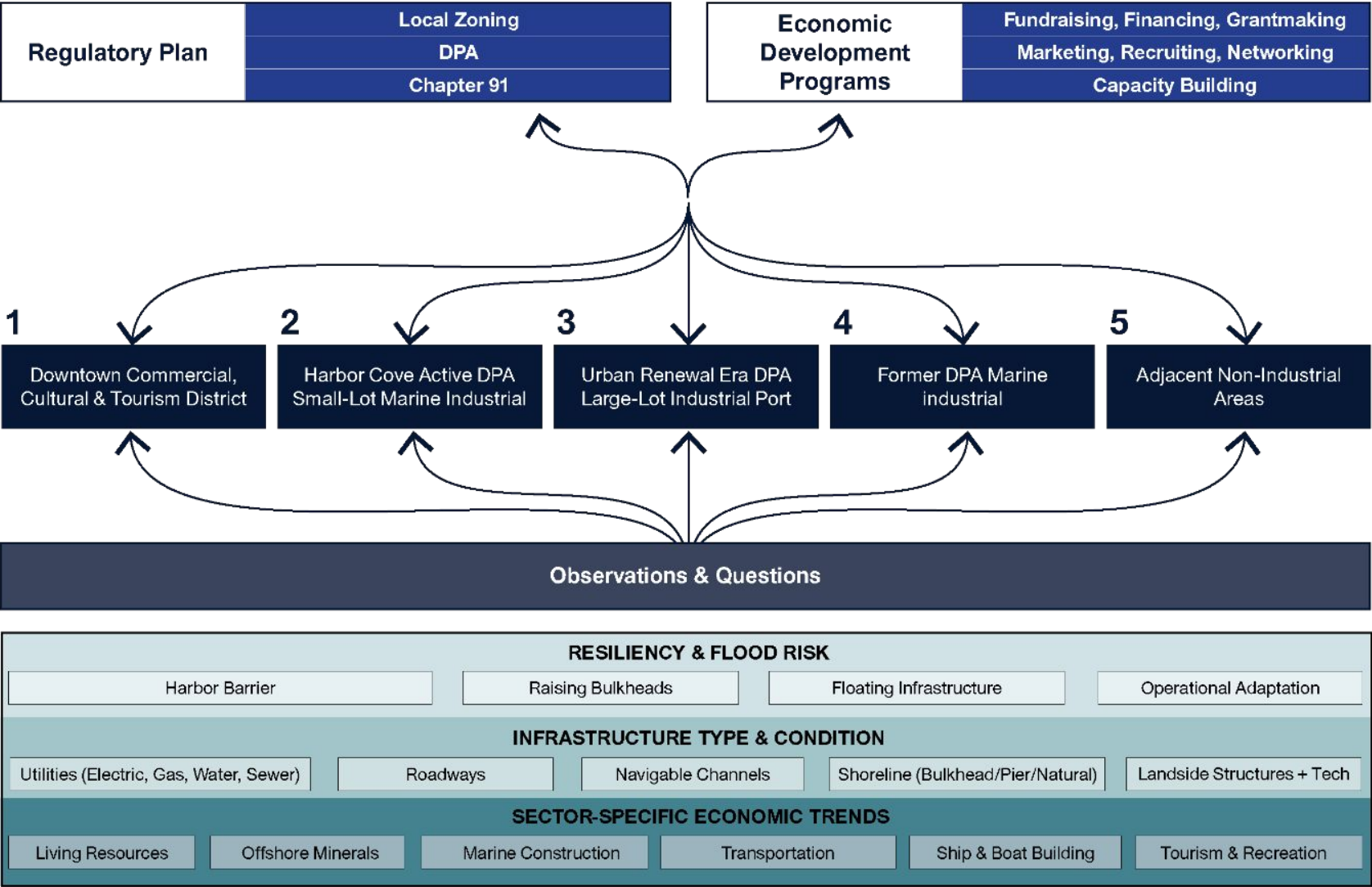
Framework

- LAYER 4:**
Implementation Tools
- LAYER 3:**
Sub-Area Character & Potential

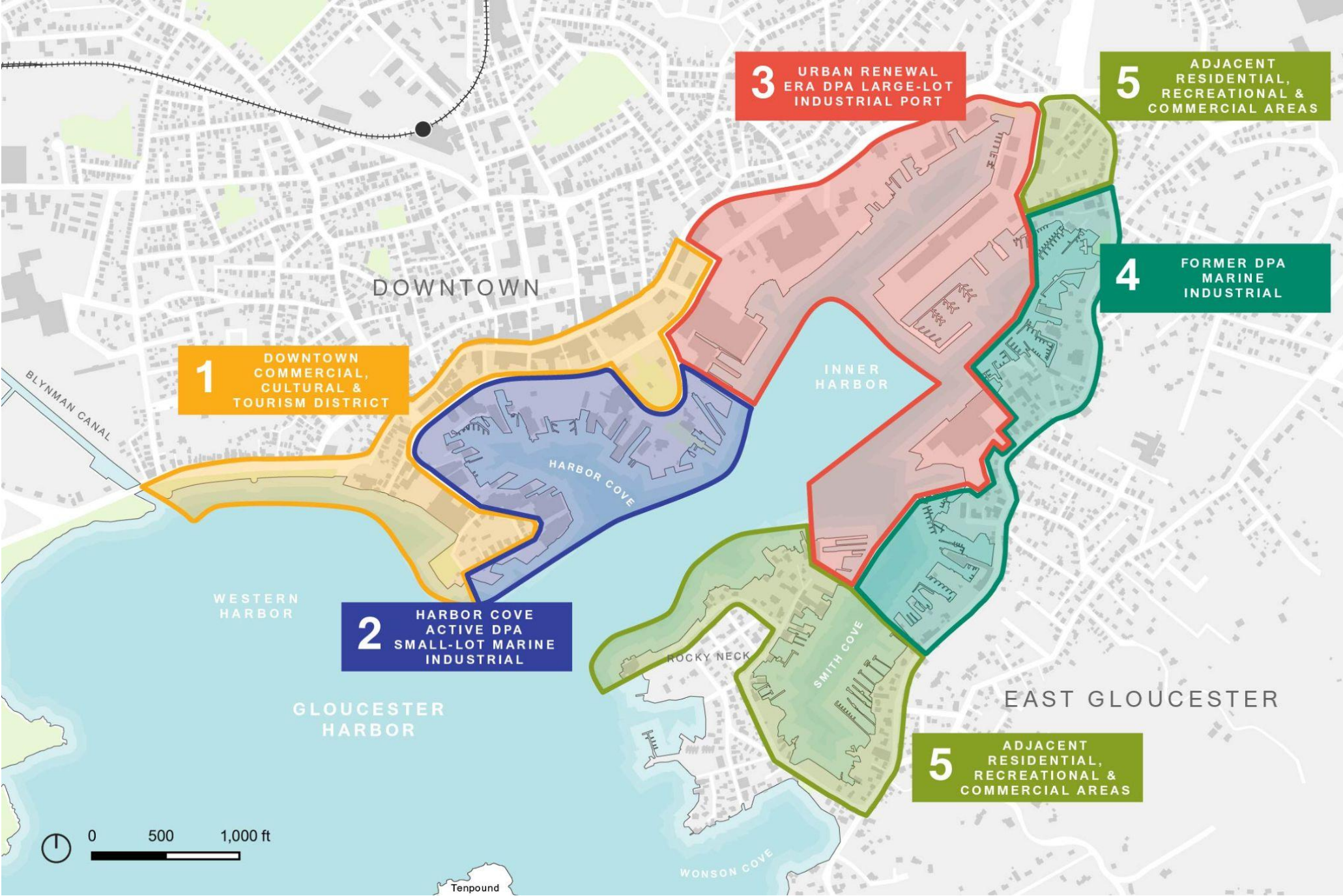
- 3-5 Representative Parcels per Sub-Area
- Infrastructure Condition Overview
- Overall Assessment of Physical Character
- Prediction of Resiliency Strategy Mix
- Site-Specific Opportunities:
 - Inland (non-DPA + non-Ch91)
 - Upland (DPA + non-Ch91)
 - Coastal (DPA + Ch91)
 - Near Shore
 - Offshore / Deep Ocean

LAYER 2:
Economic Development Goal Setting

LAYER 1:
Foundational Trends & Influences



Sub-Areas



Economic Framework: Foundational Trends & Influences

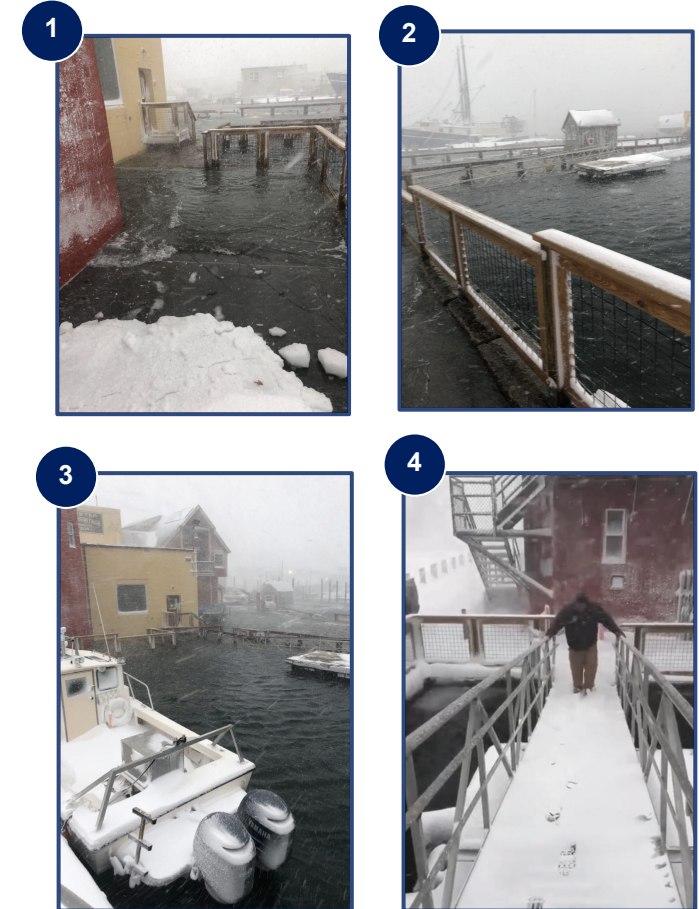
- Infrastructure & Flood Risk Needs
- Sector-Specific Economic Opportunities



Flood Impacts

Even the current 100-year FEMA floodplain is a threat to businesses on the harbor. For example, the Harbormaster building suffered damage from the January 4, 2018 storm (shown on the right), which had a flood elevation of 10.7 feet.

For Gloucester's businesses to thrive, they need to be able to limit damages and maintain operations despite increasing flood risk.

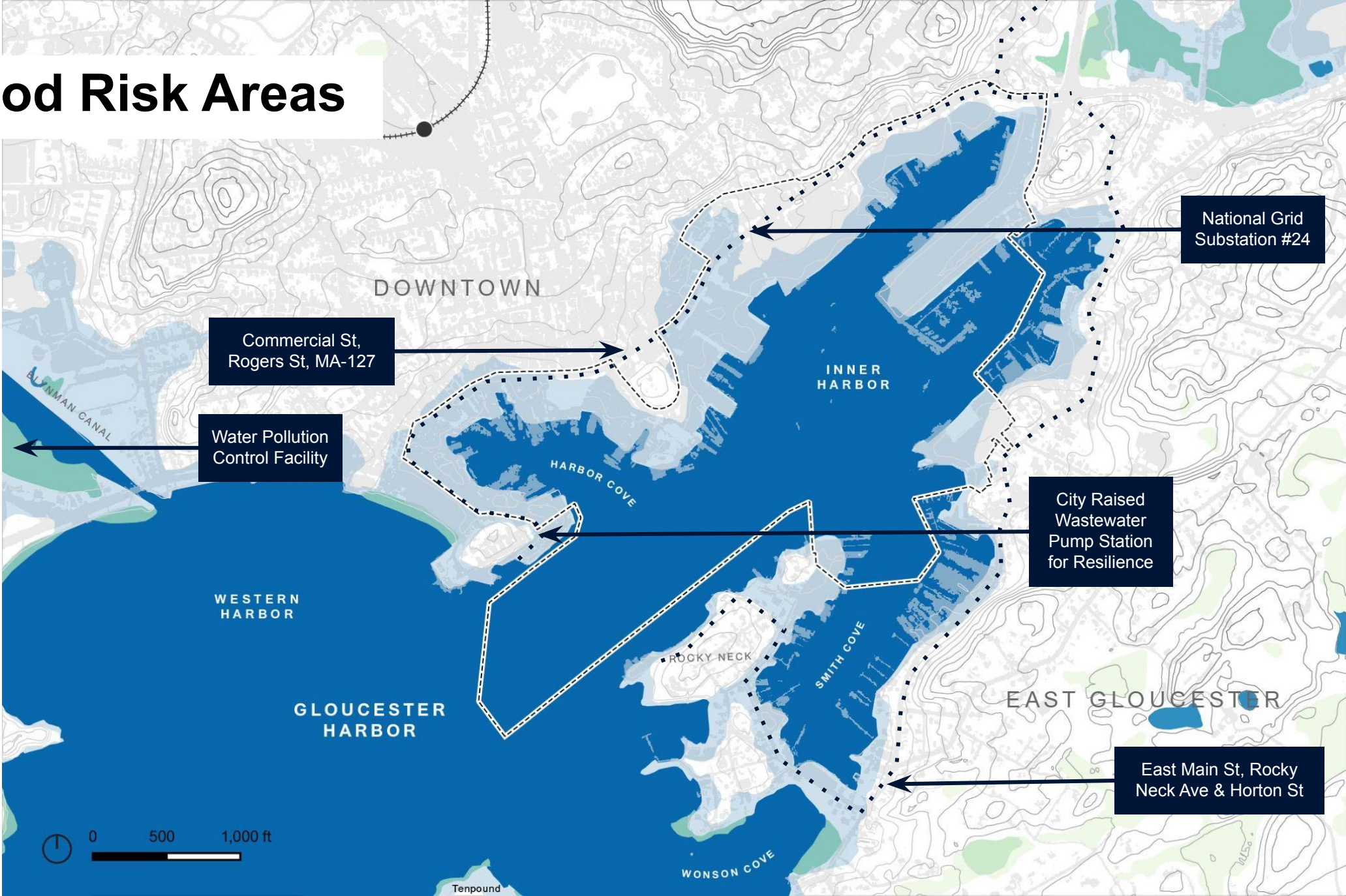


*Storm Photo Credit:
Harbormaster at 1pm on 2018-01-04,
when water level was at 10.7 feet.
All measurements given in NAVD88*

Current Flood Risk Areas

Flooding is a challenge that most harbor businesses are already dealing with.

Data Source: FEMA DFIRM



REGULATORY

Current DPA Boundary

TRANSPORTATION

Railroad

ENVIRONMENTAL

100yr Flood Zone

Impervious Surfaces

Impervious Surface

National Wetland Inventory

Estuarine and Marine Deepwater

Freshwater Pond

Riverine

Estuarine and Marine Wetland

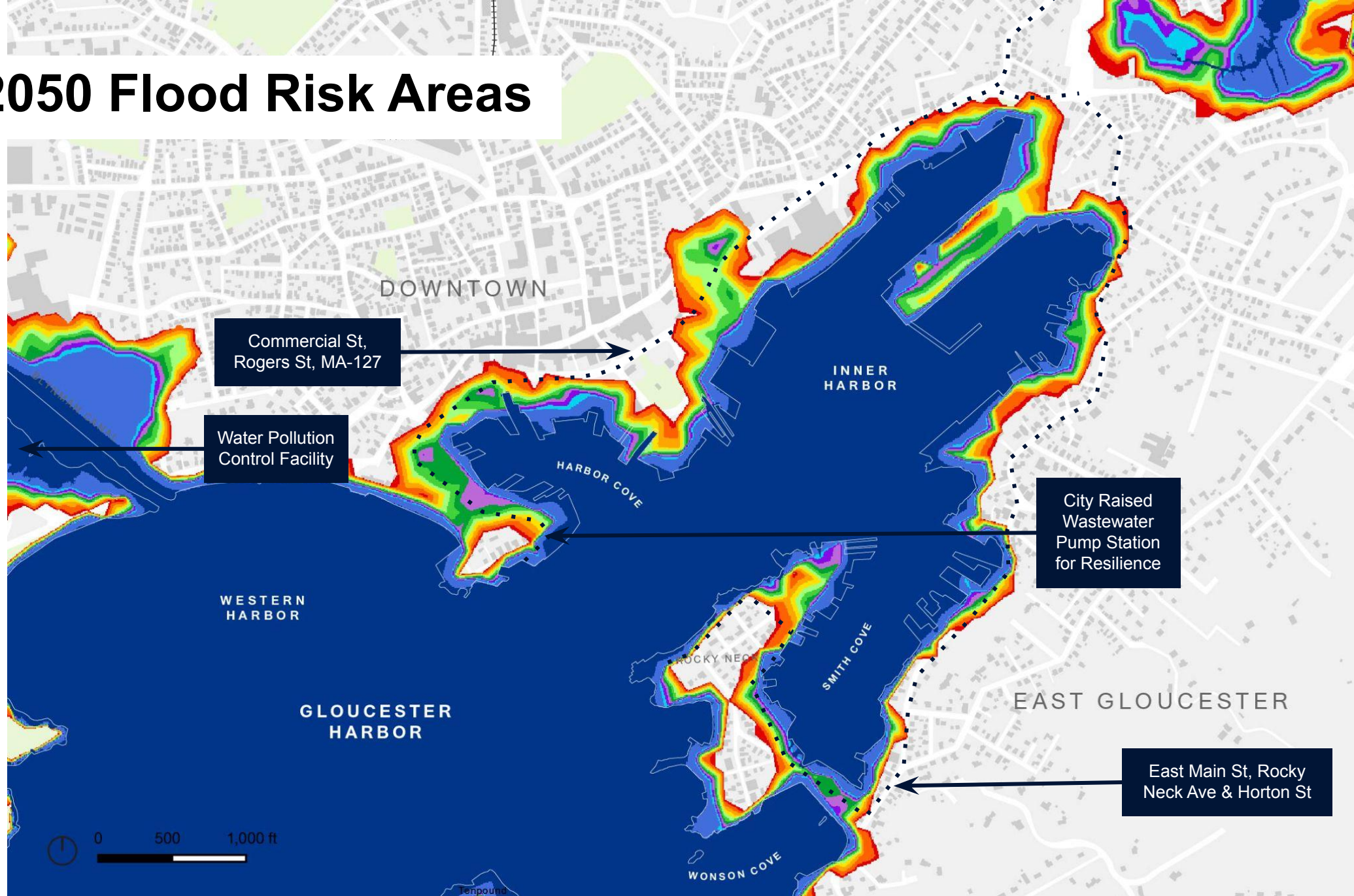
Freshwater Emergent Wetland

Freshwater Forested/Shrub Wetland

Projected 2050 Flood Risk Areas

But the extent, depth and frequency of flooding is increasing.

Data Source: Massachusetts Coast Flood Risk Model (MC-FRM) & NOAA CUSP Shoreline. 100-year (1%) flood extent and depth for 2050. Assumes 2.5 ft of sea level rise.

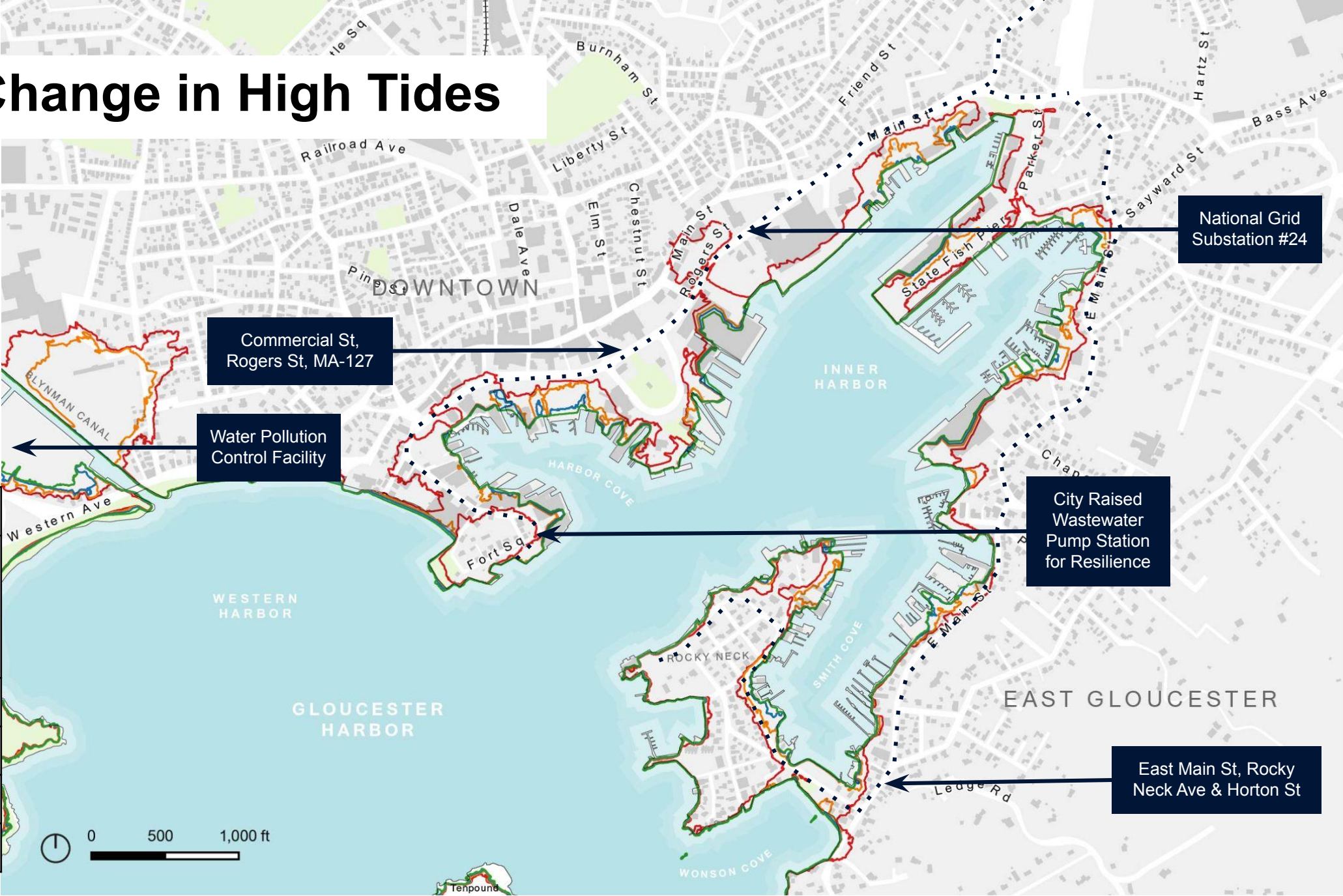


Projected Change in High Tides

Increasingly, flooding will occur due to high tides and not just storm events.

Data Source: Massachusetts Coast Flood Risk Model (MC-FRM). Projection is based on LiDAR, which can be imprecise for pier-type shore conditions, leading to an under-estimation of surface elevations.

Tidal Datums (ft, NAVD88)		
	Mean High Water (MHW)	Mean Higher High Water (MHHW)
Present	4.4	4.8
2030	5.8	6.2
2050	7	7.4
2070	8.9	9.3



Negotiating Flood Elevation Changes

We conducted a detailed assessment of a sample of six industrial parcels that have the potential to contribute positively to the marine economy to assess their resilience

Takeaway:

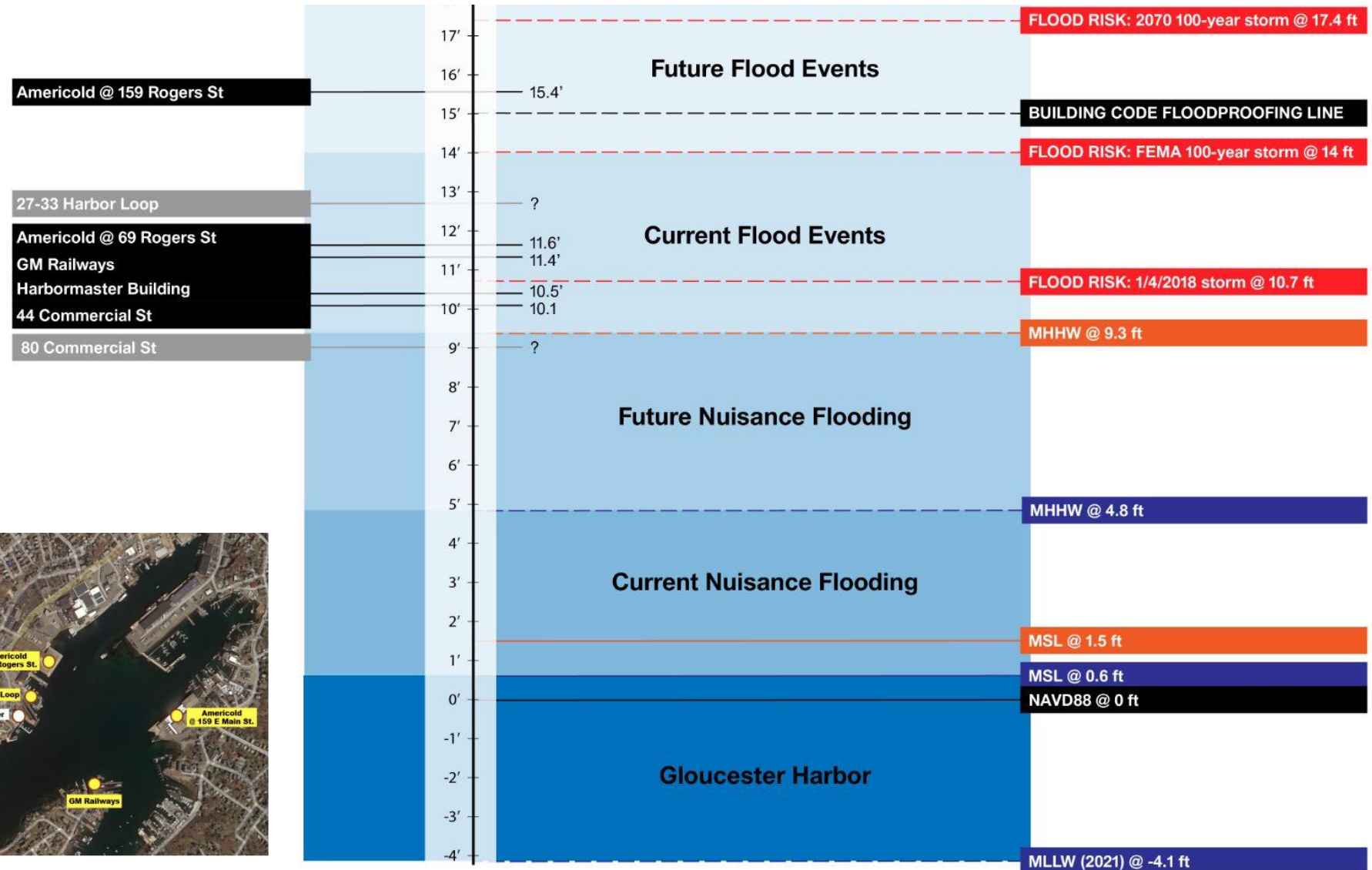
It will take a lot of investment to make these properties viable given their levels of flood risk.

Abbreviations:

MHHW - Mean Higher-High Water
MSL - Mean Sea Level
MLLW - Mean Lower-Low Water

- Storm-Based Flood Risk
- 2070 Sea Level Rise
- 2021 Current Conditions

All elevations are provided in NAVD88, unless otherwise noted.



In Summary, Gloucester Harbor needs to:

Prepare Businesses for Increased Frequency & Depth of Flooding

Looking ahead, the extent of flooding (how far inland) does not change dramatically because of Gloucester's topographic conditions, but the **frequency and depth of flooding will both increase**. Designing redevelopment and substantial improvements to 15 ft NAVD88, as required by Massachusetts State Building Code (MSBC), provides significant long-term resilience (2050-2070). However:

- Elevating 5 ft using fixed infrastructure is not operationally realistic for current water-dependent operations because of the differential with current tidal fluctuations.
- Prevention of flood-related damage/disruption requires financial and technical resources that most traditional water dependent industrial businesses don't have readily available

Note: MA State Building Code requires +1 foot of freeboard above the Base Flood Elevation (DFE = 15 ft NAVD88)

Protect Critical Infrastructure

Many harbor businesses depend on shared infrastructure such as:

- Water Pollution Control Facility (50 Essex Avenue) is already within a flood zone, but additional flood protection is required to meet the 2030 flood elevations, and grant recently received to start initial improvements.
- Harbor Access Roads multiple DPA access roads are subject to current flooding which worsens with future sea-level rise, including Commercial Street, Rogers Street, and MA-127 as well as East Main Street, Rocky Neck Avenue and Horton Street.

Live Poll #3

- **What kind of actions to increase resilience do you think would have the biggest impact on ensuring Gloucester's water-dependent businesses can survive, thrive and compete in the global market?**
- **What frequency of flood damage and loss would make you likely to take substantial actions such as moving/selling, elevating, or floodproofing your home or business? Check all that apply.**

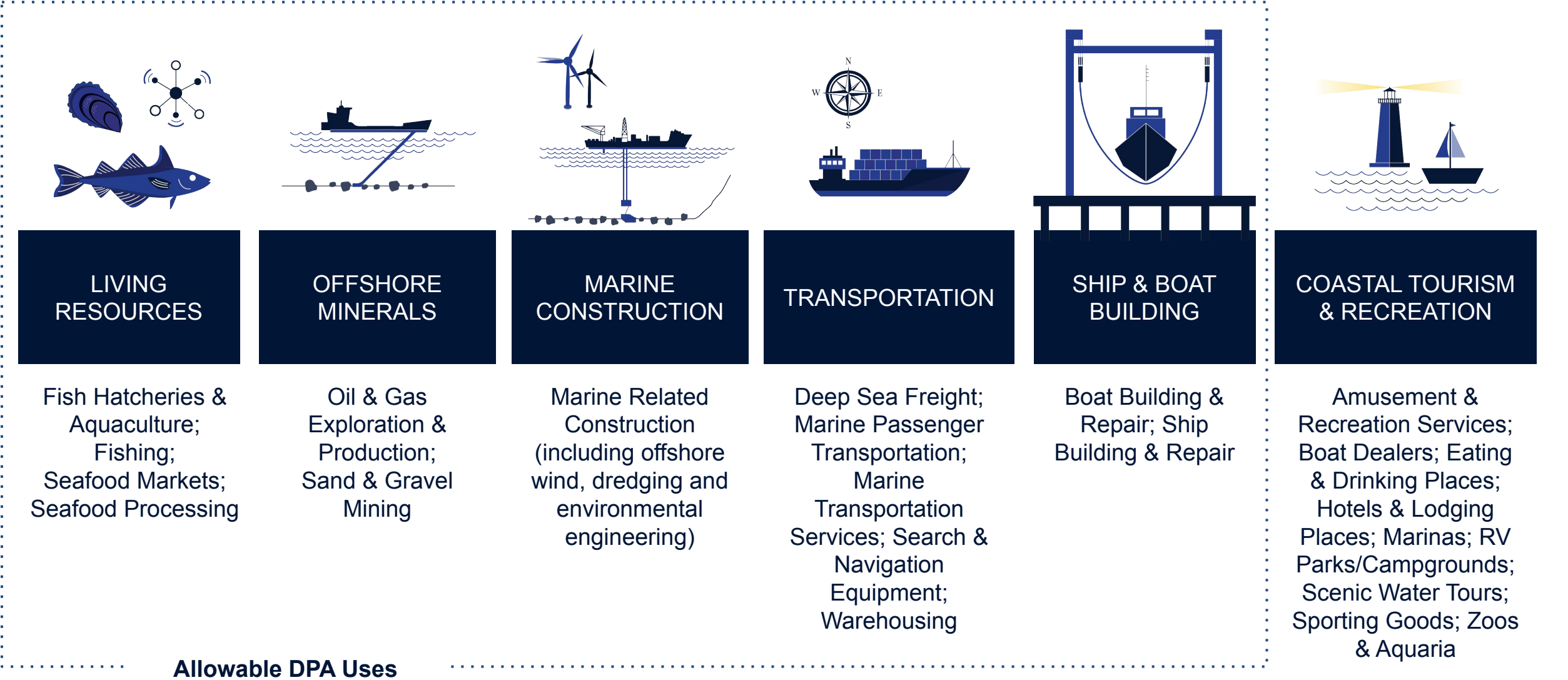
Economic Framework: Foundational Trends & Influences

- Infrastructure & Flood Risk Needs
- Sector-Specific Economic Opportunities



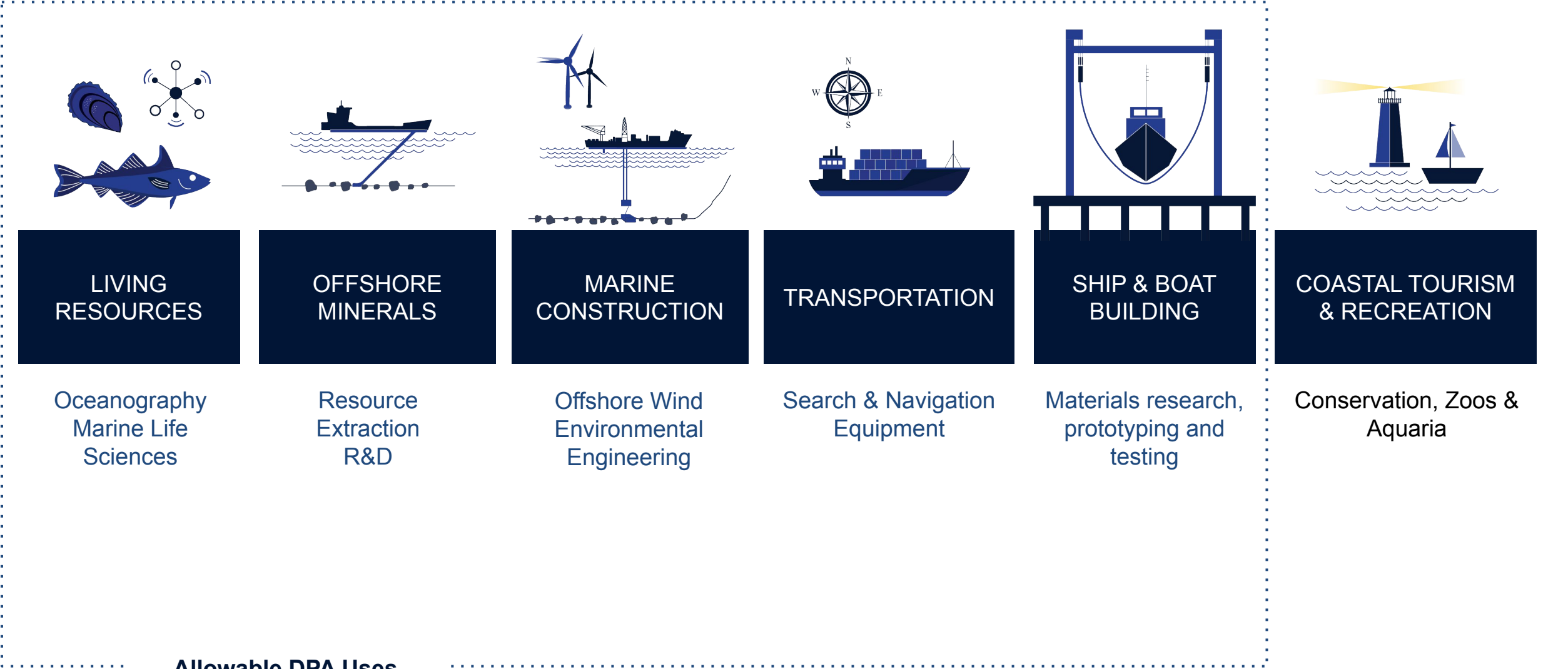
Blue Economy Sectors

Source: 2017 Navigating the Global Economy: A Comprehensive Analysis of the Massachusetts Maritime Economy



Blue Tech / R&D Cluster is Cross-Cutting

Source: 2017 Navigating the Global Economy: A Comprehensive Analysis of the Massachusetts Maritime Economy



Allowable DPA Uses

Gloucester’s “Blue Economy” remains important

Gloucester’s economy has performed well over last several years with job and wage growth across several sectors — Gloucester’s core maritime economy represents over **2,000 jobs**, and over **\$100m** in wages - as a percentage, approximately the same as in 2013.

Gloucester’s “Blue” economy (preliminary estimate) is:

25% of the city’s employment base (both salary and wage)
(1)

19% of the income base (both salary and wage)

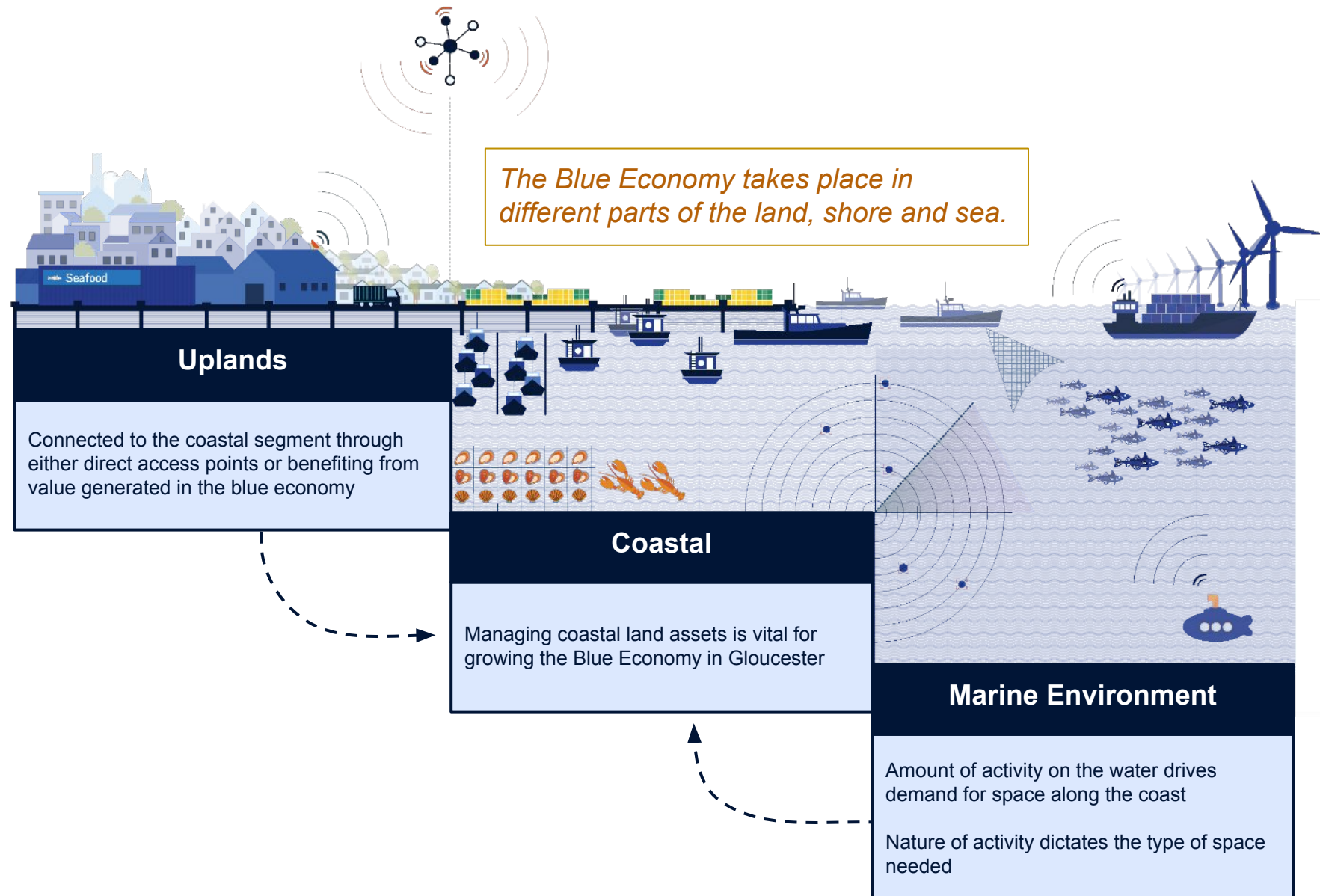
	2019 Jobs	2019 Wages \$M
Marine Education, Advocacy, Research & Innovation	220-230	\$16-17
Seafood (processing & wholesale)	583	\$46.0
Fishing / Fleet Services	770*	\$41(2)
Tourism	1200	\$31
Maritime Total	2700 - 2800	at least \$135m

*Note these constitute the
Living Resource Sector in
the Blue Economy Study*

(1) note initial estimates may change as new information becomes available to offset data suppression and privacy rules regarding company data
(2) Employment is estimated based on the ratio of Gloucester W2 employees to Essex County W2 employees using the Blue Economy aggregate employment as the baseline minus seafood processing and wholesale employment. Wages based on BEA 2019 CAINC5N Hunting Fishing Trapping personal income for Essex County multiplied times the ratio used for employment
Data Source: NP estimates, mixed sources. Fleet services excludes recreational marinas and includes ship repair facilities. Employment was estimated using D&B, BBB, Manta and other sources where employment was reported. Wages were based on state average for ship repair.

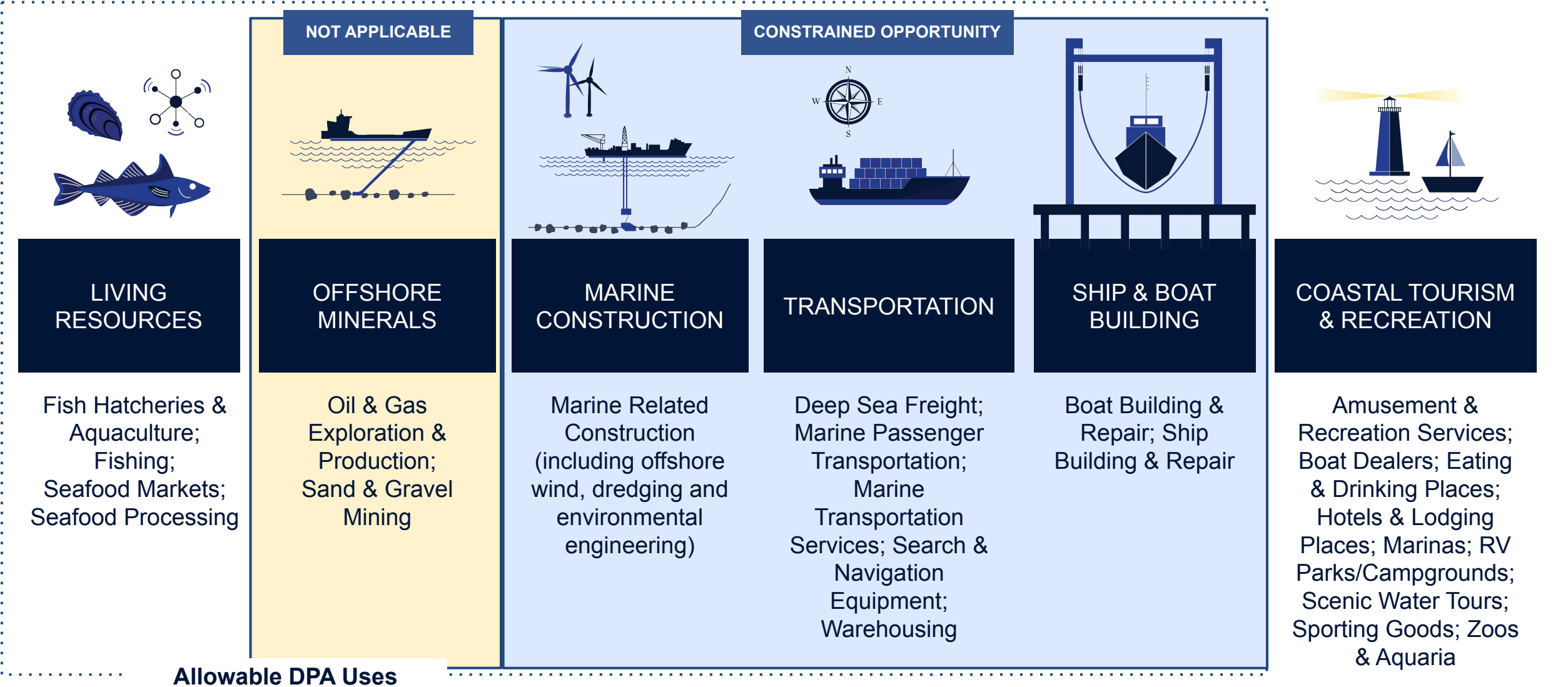
Blue Economy Relationship to Land Use

To maximize the economic impact of the blue economy in Gloucester, it is important to consider the **range of business activities that add value** to the ultimate product or service and what **types of physical environments** allow each business type to function.



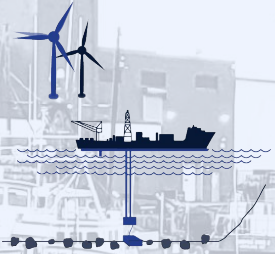
Blue Economy Sectors by Gloucester Opportunity

Source: 2017 Navigating the Global Economy: A Comprehensive Analysis of the Massachusetts Maritime Economy



Sector-Specific Observations and Opportunities:

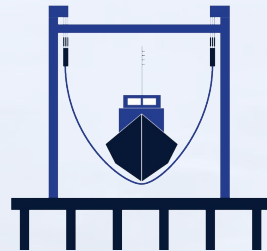
Marine Construction



Transportation



Ship & Boat Building



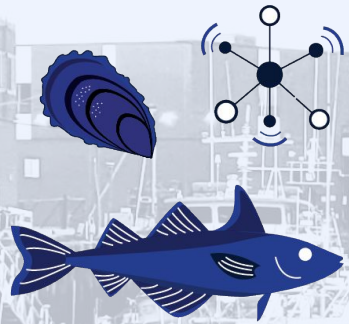
Gloucester's limited parcel size inside the harbor constrains opportunities in these sectors.

Offshore Wind

Waterborne Cargo and Freight

Ship & Boat Building

Sector-Specific Observations and Opportunities:



Living Resources

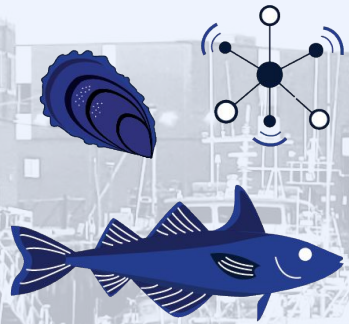
Living resources spans harvesting finfish, shellfish, kelp and other living resources from the marine environment for use as food, additives, pharmaceuticals, and biomaterials. An emerging field is restoration of kelp and eelgrass to help with carbon sequestration.

Examples of sub-sectors of living resources:

- **Food** (e.g. fishing, shellfishing, seafood processing)
- **Fish By-Products**
- **BioPharma/Biomaterials**
- **Additives**

Each of these sub-sectors is represented in Gloucester's Blue Economy, with the exception of additives.

Sector-Specific Observations and Opportunities:

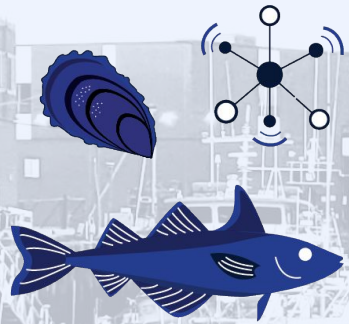


Living Resources

What has changed since 2014?

- The principal catch from a dollars perspective in Gloucester Harbor has changed significantly from **finfish to lobster**.
- There have been several **significant closures** of seafood processing facilities locally.
- **Gloucester Fresh** was launched to market and promote local fishing and shellfishing operations. It has had some success, but its penetration into the market has slowed considerably, indicating that **a larger program may be needed**.

Sector-Specific Observations and Opportunities:

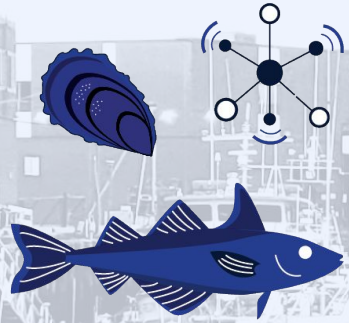


Living Resources

Key Findings

- **Gloucester has a strong base:**
 - **fisheries activity levels have performed better than** other New England ports and the US fishing industry as a whole.
 - one of the **top 10-15 seafood processing locations** in the country in terms of number of employees with one of the highest wage bases in the country thanks to its mix of jobs.
- **But it is in the midst of two significant transitions**
 - Decline in landing weight but increase in landing value from 2013-2019 indicates that there has been a **shift from large-scale groundfishing to lobstering and small-scale operations with a higher per-pound value.**
 - Seafood processing **industry is consolidating** and employment is shrinking nationally while the **wholesale market is expanding.**
- The slim margins and unpredictability of catch volume, particularly in fin fishing, could limit future capital investments (boats, docks, processing).

Sector-Specific Observations and Opportunities:



Living Resources

Opportunities & Needs

- **Harbor infrastructure may need to adapt** as the fishing market shifts to smaller operations and different species.
- Many harvesting operations have thin margins and need ways of **capturing more value** from their work.
- Encourage **hybrid seafood processing and seafood wholesale** business models in Gloucester to counteract the consolidation/shrinking within the seafood processing industry.
- Explore **emerging processing technologies** and how they impact the scale, layout and location of facilities.
- Explore **shared harbor infrastructure** to allow efficient transfer to inland seafood processing facilities.

Live Poll: Capturing More Value from Fishing

Advancing 2014 Recommendations

QUESTION

Which of these ideas do you think are promising strategies to capture more value from fishing and shellfishing? Check all that apply.

How can Gloucester's fishing industry extract more profit from its catch by capturing more from the value chain or using “whole fish” approaches?

Are there opportunities to better rationalize needed investments to reduce the risk and concentrate capital effectively?

A.

100% Fish Strategy

Utilization of 100% of fish through byproducts.

EXAMPLES:

New England Ocean Cluster

Extension of the Iceland Ocean Cluster and part of the Global Ocean Cluster

B.

Seafood Coop

Vertically integrated Product Coop that purchases, processes, markets, and distributes.

EXAMPLES:

Martha's Vineyard Seafood

Collaborative, a project of the Martha's Vineyard Fishermen's Preservation Trust

Seafood Producers Cooperative, headquartered in Bellingham, WA

Other food product coop examples:
OceanSpray, Sunkist

Sector-Specific Observations and Opportunities:

Tourism & Recreation

Coastal county tourism in Massachusetts is a \$3.7b industry ⁽¹⁾:

- **Summer tourism represents 35%** of the industry (at least \$1.3b)
- **Historic and educational related tourism represents 12%** of primary visitor activity (~ \$450m).

Recreational fishing through charter boats and party boats had increased from 2018 to 2019 by more than 50% ⁽²⁾

Cape Ann to Boston is one of the densest areas for recreational boating activity. However, boat registrations in Massachusetts fell from 2019 to 2020 by approximately 1,000 ⁽³⁾.

Gloucester has substantial amounts of activity, including the largest concentration of whale watching businesses in the Northeast, it is an active charter fishing base, and is a branded destination.

- (1) includes Barnstable, Bristol, Dukes, Essex, Nantucket, Plymouth; MOTT 2020 Annual Report. Summer tourism is defined as Quarter 3)
(2) NOAA, MRIP Wave Reports
(3) US Coast Guard Recreational Boating Statistics, 2020

Sector-Specific Observations and Opportunities:

What has changed since 2014?

- Growth in charter fishing, particularly for tuna, has **created demand for dock space**
- Additional assets such as the Beauport Hotel serves as an anchor for **harbor and downtown tourism**.
- **Discover Gloucester**, Gloucester's destination marketing organization, was formalized.
- The **Local Rapid Recovery Program (LRRP) Plan**, completed in 2021, focused on the downtown area and its connections to the industrial waterfront.

Tourism & Recreation

Sector-Specific Observations and Opportunities:

Tourism & Recreation

Key Findings

- Tourism in Gloucester is **highly seasonal**. Gloucester's tourism sector appears to be more seasonal than Essex County overall.
- Gloucester is a regional destination for visitors predominantly from areas north of the Mass Pike, and is the **destination for 70% of visitors within the North Shore** trade area (which includes Salem, Beverly, and Manchester-by-the-Sea)
- The harbor is very much a part of the visitor experience.

Opportunities & Needs

- How can we **leverage tourism and recreation** as economic engines for the harbor without undermining marine industrial uses?
- What are some creative ways we can leverage tourism and recreation to **finance infrastructure investment for Water Dependent Industrial uses**?

Live Poll: Tourism

Advancing 2014 Recommendations

QUESTION

Which of these ideas do you think are promising strategies to foster growth in the local tourism industry in a way that leverages tourism and recreation as economic engines for the harbor without undermining marine industrial uses? Check all that apply.

What more should be done?

What is going too far?

A.

Working Waterfront Visitor Program Partnerships

Integrate seafood processing and wholesaling operations into unique visitor programs that support and celebrate the working waterfront (e.g. fish pier, fish/seafood festivals, how-to workshops and shadowing, factory tours).

EXAMPLES:

Honolulu Pier 38

Working Waterfront Festival New Bedford

EU Maritime Affairs and Fisheries Fisheries and Tourism Guide

B.

Targeted Wayfinding & Pedestrian Infrastructure Improvements

Improve the visitor experience by investing in interpretive signage, wayfinding, sidewalk and crosswalk improvements, and beautification along dedicated loops or “string of pearls” linear experiences (esp. between Downtown, Stacey Blvd & Harbor Cove).

EXAMPLES:

Boston’s Freedom Trail

Bethlehem, PA Steel Stacks

PORT Park Chelsea

C.

Shoulder Season Extension Programming

Provide programming ideas to support extension of visitor experiences on either side of the summer peak season.

EXAMPLES:

Cleveland’s Brite Winter Festival

Working Waterfront Festival New Bedford (September)

Sector-Specific Observations and Opportunities:

A note on terminology:

“Blue Tech” or “Marine Tech” are interchangeable umbrella terms for the many different technologies that are relevant to the marine environment, whether they are biological, mechanical, electronic, or software-based. When we refer to “digital or electronic tech” in this presentation we are speaking about a subcategory of blue tech or marine tech that involves software based applications.

Blue Tech + R&D

In addition to marine life science research and development (like GMGI), there is also a significant growth and opportunity in marine digital and electronics equipment. Nationally, this is a growing sector:

- **Ocean Observation Market:** 23% growth rate
- **Autonomous Undersea Vehicles (AUV) / Remote Operated Vehicles (ROV) Market:** 18.2% growth rate.
- The 2017 national Ocean Enterprise Study noted that Massachusetts was the 4th largest state in terms of the number of companies involved in the Ocean Measurement, Observation and Forecasting.

Gloucester has several activities related to the use of marine tech ranging from using lobster traps as a monitoring platform, AUV/ROV startup, Seabin, and the SnotBot whale health monitoring drone.*

In addition, there is a growing amount of research, development and testing on smart fishing technologies.

*AUV stands for autonomous underwater vehicle and is commonly known as uncrewed underwater vehicle. A remotely operated vehicle (ROV) is an unoccupied underwater robot that is connected to a ship by a series of cables.

Sector-Specific Observations and Opportunities:

Blue Tech + R&D

What has changed since 2014?

- The development and construction of the **GMGI facility** has provided space to support research and tech companies locating to Gloucester.

Key Findings

- **Technological change** is taking place in a variety of sectors: e.g. electrification of engines and powertrains, deploying “smart tech”, tracking, cold chain requirements, among others.
- Marine tech (electronic and life science) is making slow and steady progress in Gloucester. However, its **physical footprint is different from the traditional fishing sector**, and it’s a “talent” driven field.

Opportunities & Needs

- **Build capacity and technical expertise** to support the adaptation of Gloucester’s fishing industry to new and emerging technologies.
- Support innovation in this sector on the **harbor and uplands (including downtown)** and encourage limited office-type uses to round out the ocean cluster while prioritizing living resources uses.

Live Poll: Blue Tech + R&D

Advancing 2014 Recommendations

QUESTION

Which of these ideas do you think are promising strategies to foster growth in blue tech, life sciences and research and development activities in Gloucester?

A.

Expand Presence of Institutional Research

Pursue opportunities to become a harborside campus for marine research of universities/institutions.

EXAMPLES:

UMass Amherst Gloucester Marine Station

Northeastern

MIT/ WHOI Sea Grant auxiliary office

Potential UMASS Northeast Center for Coastal Resilience

B.

Ocean Innovation & Development Space

Support development of additional space like 417 Main Street on the harbor with supportive infrastructure such as high capacity broadband, and direct water access.

EXAMPLES:

GMGI

The HUS

C.

Deployment Center for Marine Construction & Monitoring

Capitalize on growth in offshore marine renewable energy, fisheries monitoring and marine geomatics in the Greater Boston Area to advocate for location of deployment capability in Gloucester.

EXAMPLES:

Orsted O&M Facility Ocean City MD

In Summary:

While there are a lot of sector-specific opportunities, many of them rely on more foundational collective shifts in approach and strategy such as:

- building capacity (recruitment, marketing, technical assistance, mechanisms to share resources)
- attracting resources (private capital, philanthropic grants, and public subsidy), and
- aligning regulatory and planning documents to support the desired outcome in a unified and cohesive way.

You can think of this as creating a “glide path” for the kind of investment and development Gloucester wants to see.

What are some bigger picture cross-cutting things that have changed since 2014?

- A Port Maintenance and Improvement Fund was created.
- A Harbor CDC was also created, but its status is uncertain at this time.
- Infrastructure has continued to deteriorate and the cost of construction has continued to rise.
- MVP Planning process has highlight community desire to better regulate floodplain construction to promote resilience.
- Zoning has not been significantly revised or amended since 2010 when the MI District uses were aligned with Chapter 91 DPA uses.

Live Poll: Building Capacity

Advancing 2014 Recommendations

QUESTION

Which of these ideas do you think are promising strategies to build local capacity to execute business development, promote innovation, drive marketing, and conduct recruitment at the scale necessary to “move the needle”? Check all that apply.

What has gotten in the way in the past?

What kind of organization makes sense?

How does Gloucester build more capacity in a sustainable way?

Can Gloucester continue to do this work through “volunteer” labor?

A. Non-Profit Development Corporation

Acquire selected marine infrastructure and properties, and drive reinvestment into buildings and facilities, support grant writing, and find sources of capital for refurbishment of the marine infrastructure.

EXAMPLES:

Greenpoint Manufacturing & Design Center GMDC (CDC / Industrial Development Corporation)

New Bedford Ocean Cluster

B. “Port Authority”

Acquire selected marine infrastructure and properties, and drive reinvestment into buildings and facilities, support grant writing, and find sources of capital for refurbishment of the marine infrastructure.

EXAMPLES:

Unalaska, Alaska
Department of Ports and Harbors

New Bedford Port Authority

C. Municipal Capacity

Increase municipal staff and board/committee capacity that is responsible for advancement of the plan recommendations including acquiring selected marine infrastructure and properties, driving reinvestment into buildings and facilities, supporting grant writing, and finding sources of capital for refurbishment of the marine infrastructure.

Next Steps

- **Planning Process (ongoing)**
 - Regulatory Opportunities
 - Sub-Area Opportunities & Recommendations
- **Upcoming Meetings/Outreach**
 - HPC Meeting #8
 - Public Meeting #3 - Draft Plan Recommendations
- **Project Feedback**
 - Social Pinpoint Map
 - Comment forms
- **Stay Connected**
 - Website:
<https://harborplan.gloucester-ma.gov/get-involved/>

Q&A Discussion

Polling Results

Question 1: What is your relationship to this planning process?

- 24% of attendees were property or business owners within the study area
- 15% of attendees were workers at businesses within walking distance of the study area
- 59% of attendees were recreational users of study area features
- 52% of attendees were Gloucester residents beyond walking distance to the study area
- 28% of attendees were Gloucester residents within walking distance to the study area
- 9% of attendees were none of the above.

Polling Results

Question 2: What is the main thing you hope to get out of this meeting?

- 31% answered: General information and awareness of the plan
- 2% answered: Ask questions of the City and consultant team
- 29% answered: Hear what others are saying and thinking
- 13% answered: Advocate for a specific issue or approach
- 20% answered: Advocate for an approach or prioritize a specific area or site
- 4% answered: Discuss trade-offs and priorities with other community members

Polling Results

Question 3: What are the top issues/concerns/themes that you would like this plan to address? (Select top 3)

- 36% answered: Water-dependent uses
- 47% answered: Fishing, shellfishing, and seafood processing
- 24% answered: Blue tech, life sciences, R&D
- 18% answered: Essential public services and infrastructure investment
- 24% answered: Development, tourism, and hospitality
- 27% answered: Public access and wayfinding
- 40% answered: Resilience
- 31% answered: Ecology
- 7% answered: Technical assistance and capacity building
- 36% answered: I4C2 and public property development

Polling Results

Question 4: What kind of actions to increase resilience do you think would have the biggest impact on ensuring Gloucester's water-dependent businesses can survive, thrive, and compete in the global market?

- 14% answered: Technical assistance to support business and property owners
- 40% answered: Financial support to implement flood risk adaptation
- 19% answered: Investment in protecting truck access road infrastructure
- 21% answered: Investment in protecting the water control pollution facility
- 7% answered: Investing in shared resources for temporary technical solutions

Polling Results

Question 5: What frequency of flood damage and loss would make you likely to take substantial actions such as moving/selling, elevating, or flood proofing your home or business? Check all that apply.

- 30% answered: Daily
- 33% answered: Once/month
- 44% answered: Once/year
- 51% answered: Once every few years
- 12% answered: Once in 10 years
- 7% answered: Once in 20 years
- 2% answered: Once in 30 years
- 2% answered: Once in 50 years
- 12% answered: No frequency would make me take such a measure

Polling Results

Question 6: Which of these ideas do you think are promising strategies to capture more value from fishing and shellfishing? Check all that apply.

- 70% answered: 100% fish strategy
- 68% answered: seafood co-op
- 9% answered: other (share your idea in the chat)
- 7% answered: none of the above

Polling Results

Question 7: Which of these ideas do you think are promising strategies to foster growth in the local tourism industry in a way that leverages tourism and recreation as economic engines for the harbor without undermining marine industrial uses? Check all that apply.

- 61% answered: shoulder season extension programming
- 48% answered: targeted wayfinding and pedestrian infrastructure improvements
- 20% answered: other (share your idea in the chart)
- 7% answered: none of the above

Polling Results

Question 8: Which of these ideas do you think are promising strategies to foster growth in blue tech, life sciences, and research and development activities in Gloucester? Check all that apply.

- 86% answered: Expand presence of institutional research
- 77% answered: Ocean innovation and development space
- 41% answered: Deployment center for marine construction and monitoring
- 11% answered: other (share your idea in the chart)
- 5% answered: none of the above

Polling Results

Question 9: Which of these ideas do you think are promising strategies to build local capacity to execute business development, promote innovation, drive marketing, and conduct recruitment at the scale necessary to “move the needle?” Check all that apply.

- 54% answered: Non-profit development corporation
- 41% answered: “Port Authority”
- 38% answered: Municipal capacity
- 13% answered: none of the above
- 8% answered: other (share your idea in the chart)