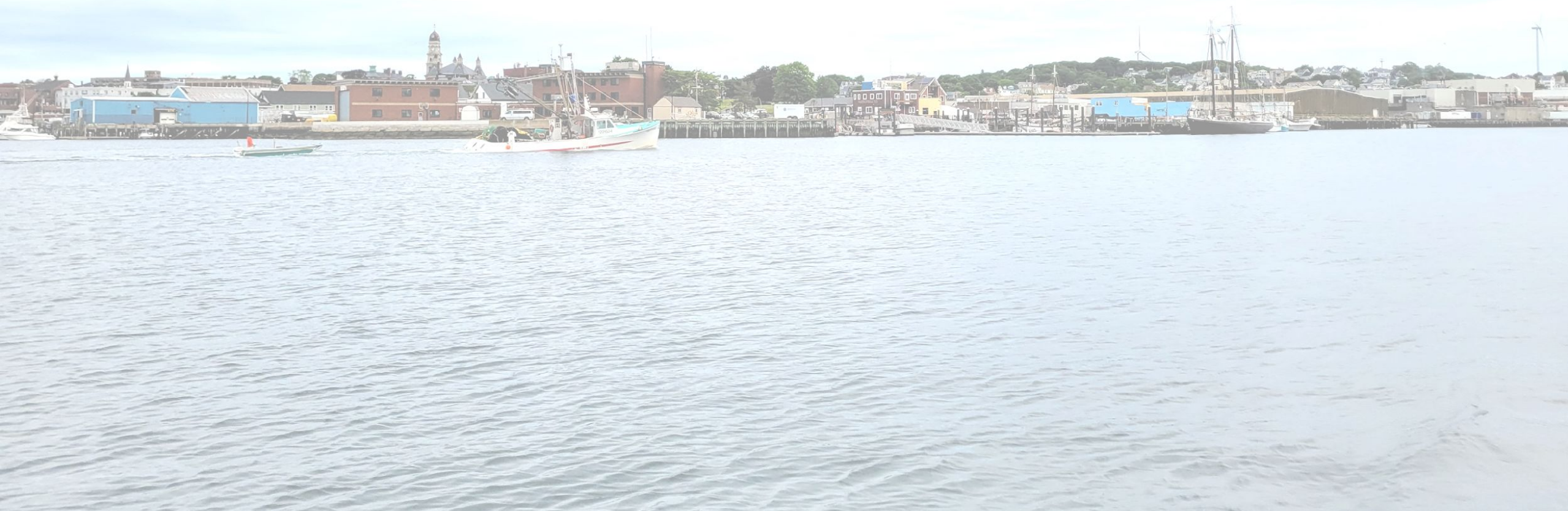


# Gloucester Municipal Harbor Plan Update

## Regulatory Approaches & Draft Recommendations

November 17, 2022



# Agenda

1. Background
  - a. Timeline and Process Update
2. Harbor-Wide Regulatory Approaches
3. Site-Specific Regulatory Approaches
  - a. 65 Rogers Street (I4-C2)
  - b. 112 Commercial Street
4. Economic Development Recommendations
  - a. September Goals/Strategies & Public Feedback Summary
  - b. Revised Goals, Objectives and Recommendations
5. Next Steps

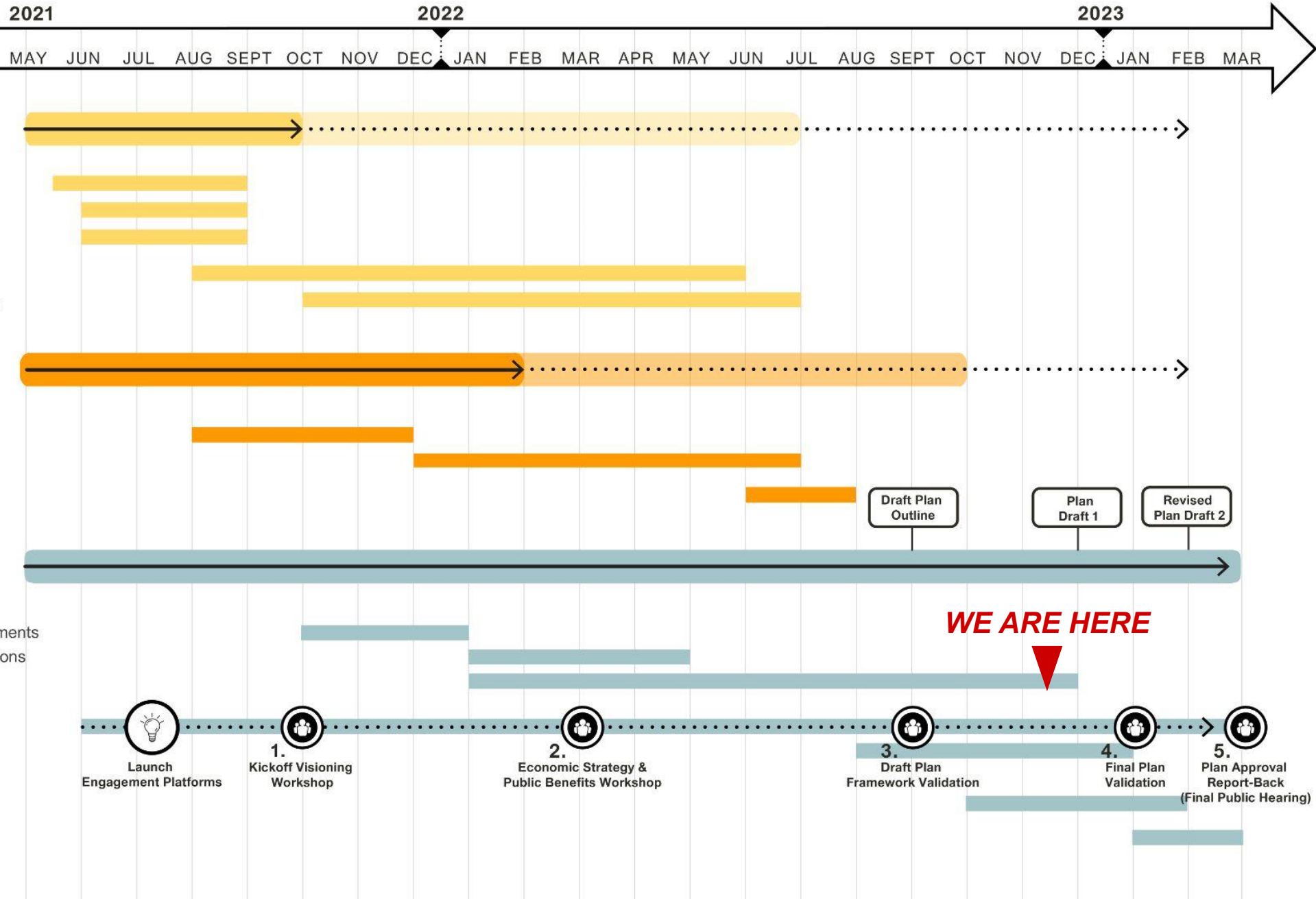


# Where are we in the process?





# Timeline



# Public Meetings



# Regulatory Plan Opportunities

***The regulatory plan needs to provide clear strategic direction to guide the priorities for future licensing.***

For this harbor plan update, complex dimensional adjustments, substitutions, amplifications and other technical provisions may play less of a role than in past plans.

This plan's primary value will be to renew the 2014 plan's productive recommendations and provide clear strategic guidance on priorities for licensing so that the kinds of uses Gloucester wants to see can have a more efficient, streamlined and well-supported path to approval, especially on catalytic public redevelopment opportunity sites like I4C2.

**Providing site-specific guidance and customizations for I4C2 is probably the single most impactful opportunity of this plan.** If done well, this plan can pave the way for fundraising and development outcomes that benefit the entire harbor and maritime ecosystem of Gloucester.

## Harbor-Wide (DPA and non DPA)

- Renewal of 2014 amplifications/substitutions (4 total)
- Update to 2014 plan supporting use approach

## Site-Specific

- I4C2 customizations - rationale for increased supporting use percentage threshold and criteria for allowing it
- 112 Commercial - confirm if there are any regulatory needs



# Harbor-Wide Regulatory Approaches



# 2014 Amplification/Substitutions

**Purpose:** flexibility in Water Dependent Use Zone (WDUZ)

Type	Chapter 91 Standard (310 CMR)	2014 Amplification/Substitution	2022 Suggested Approach
General; Substitution	<p><b>Chapter 91</b> 9.51(3)(c)</p> <p>defines the dimensions of the water-dependent use zone as:</p> <p><i>along portions of a project shoreline other than the edges of piers and wharves, the zone extends for the lesser of 100 feet or 25% of the weighted average distance from the present high water mark to the landward lot line of the property, but no less than 25 feet;</i></p> <p><i>along the ends of piers and wharves, the zone extends for the lesser of 100 feet or 25% of the distance from the edges in question to the base of the pier or wharf, but no less than 25 feet;</i></p> <p><i>along all sides of piers and wharves, the zone extends for the lesser of 50 feet or 15% of the distance from the edges in question to the edges immediately opposite, but no less than ten feet.</i></p>	<p>For project sites that meet the eligibility standard, the required WDUZ dimensions may be modified as long as a minimum width of 25 feet is maintained along the project shore line and the ends of piers and wharfs and a minimum of 10 feet along the sides of piers and wharves, and as long as the modification results in no net loss of WDUZ area.</p> <p><b>Offsetting Measures:</b></p> <ol style="list-style-type: none"> <li>1. Substitution provision can only be applied to those project sites where it is shown that application of the Ch. 91 standard would result in an inefficient siting of uses in the WDUZ, and where the reconfiguration achieves greater effectiveness in the use of the water's edge for water-dependent industrial use.</li> <li>2. The reconfigured zone must be adjacent to the waterfront and result in an increase in WDUZ immediately adjacent to the water.</li> <li>3. In no case will a reconfigured WDUZ that results in an area separated from the waterfront or in a net loss of WDUZ be allowed.</li> </ol> <p><b>Justification:</b> The basis for including this potential flexibility in the dimensions of the water-dependent use zone is the widely varying sizes and configurations of waterfront parcels and wharves in the DPA.</p>	<p><b>Recommend Continuing Harbor-wide:</b> Providing important flexibility both within and outside DPA to allow reconfiguration of WDUZ consistent with other Municipal Harbor Plans. Many parcels on the harbor are small and narrow and flexibility in the WDUZ can provide opportunities for Supporting DPA uses to be sited appropriately.</p> <p><b>Recommended Refinements:</b></p> <ul style="list-style-type: none"> <li>• 2014 provisions should be modified to be less prescriptive while still achieving the goals.</li> <li>• Language should clearly indicate that this applies across the entire study area, both within and beyond the DPA.</li> </ul>



# 2014 Amplification/Substitutions

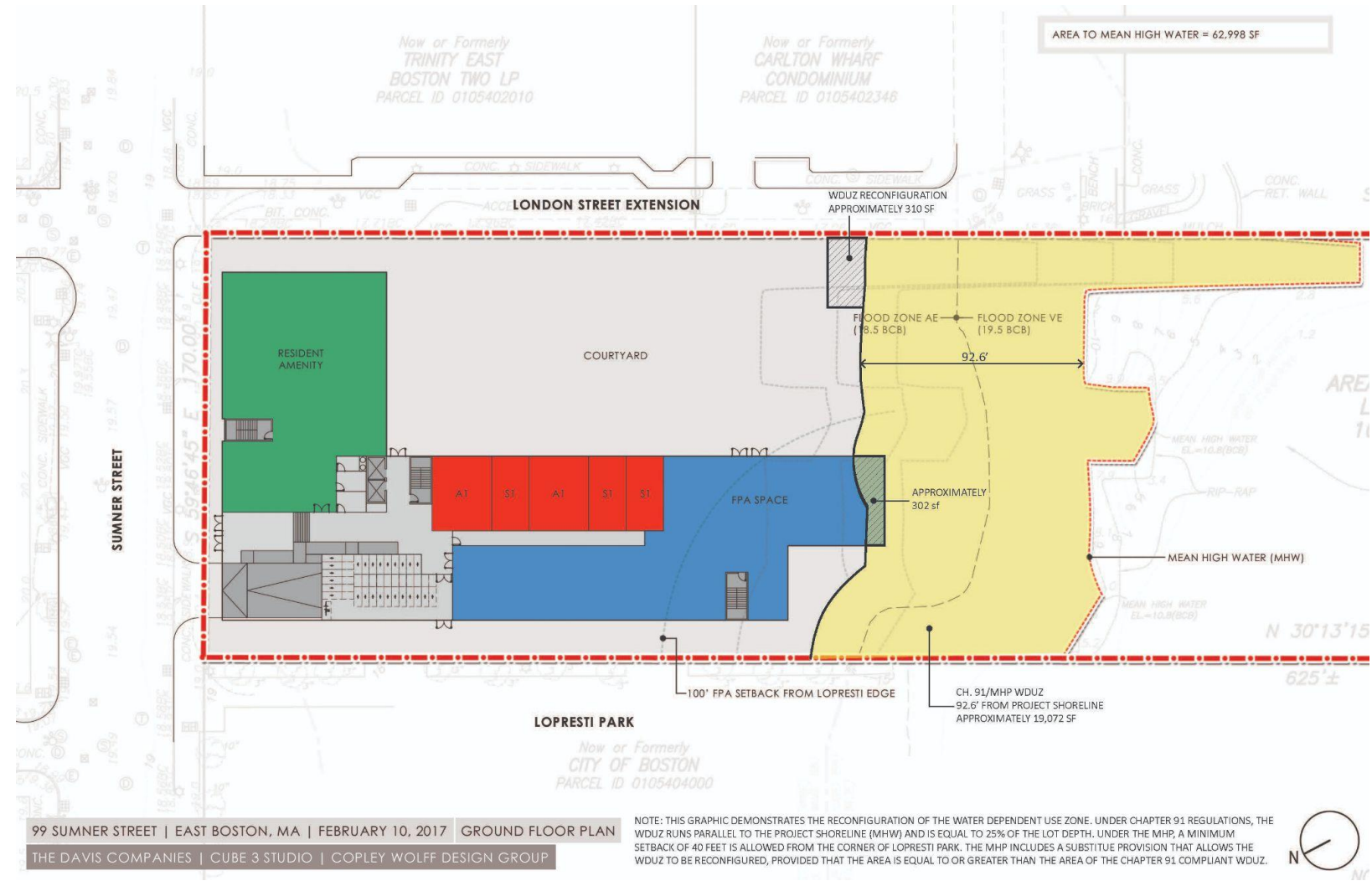
*Purpose: flexibility in Water Dependent Use Zone (WDUZ)*

**What does this mean in practice?**

This shows an example of how reconfiguration of the WDUZ can be used to improve the efficiency and capacity of a water-dependent industrial use.

In many cases, the deeper the parcel, the more it stands to benefit from strategic reconfiguration of the WDUZ.

*This example shows a residential use outside a DPA in East Boston.*



# 2014 Amplification/Substitutions

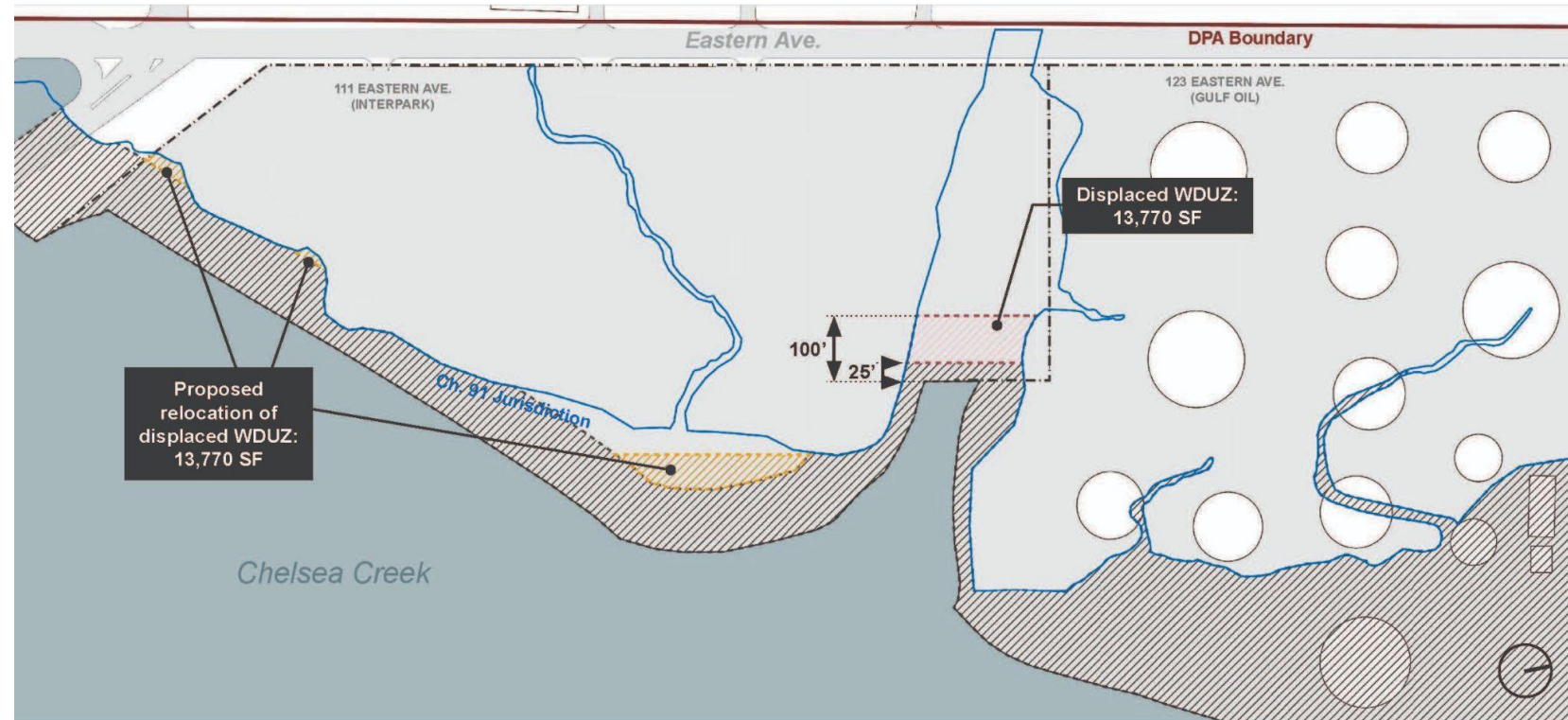
**Purpose:** flexibility in Water Dependent Use Zone (WDUZ)

## What does this mean in practice?

This shows an example of how reconfiguration of the WDUZ can be used to improve the efficiency and capacity of a water-dependent industrial use.

In many cases, the deeper the parcel, the more it stands to benefit from strategic reconfiguration of the WDUZ.

*This example shows a site in Chelsea within the DPA.*



# 2014 Amplification/Substitutions

*Purpose: preventing displacement of existing commercial vessels*

Type	Chapter 91 Standard (310 CMR)	2014 Amplification/Substitution	2022 Suggested Approach
DPA-specific; Amplification	<p><b>Chapter 91</b> 9.36(4)(b)</p> <p><i>the project shall include arrangements determined to be reasonable by the Department for the water-dependent use to be continued at its existing facility, or at a facility at an alternative location having physical attributes, including proximity to the water, and associated business conditions which equal or surpass those of the original facility as may be identified in a municipal harbor plan</i></p>	<p>Proposed projects with new uses will not displace existing commercial fishing vessel berthing in Gloucester Harbor without providing reasonably equivalent berthing space on site or at a suitable alternative site not already used by commercial fishing vessels.</p> <p><b>Justification:</b> The Plan recognizes that commercial berthing space on the harbor is limited, specifically for commercial fishing vessels, and seeks to protect these valuable spaces wherever possible. The proposed amplification will specifically protect commercial fishing vessels from displacement from an existing berth without the assurance of reasonable accommodation at a comparable and suitable alternative site, and assures that no commercial fishing vessel will be displaced at the alternative site. As an enduring stated goal of the 2014 Plan is to improve and protect commercial fishing fleet berthing</p>	<p><b>Recommend Continuing:</b> Protecting encroachment on or limitation of existing and future water-dependent industrial uses continues to be an issue of top priority for stakeholders and members of the public. If anything, the need for this amplification has only intensified since the 2014 plan.</p> <p><b>Recommended Refinements:</b></p> <ul style="list-style-type: none"><li>• This amplification should more closely track the existing zoning for consistency. Explore if this could be added to site plan review for City’s zoning review and approval processes. The City’s inspector has taken a more active role in this recently.</li></ul>



# 2014 Amplification/Substitutions

**Purpose:** continued option to use the Gloucester Port Maintenance and Improvement Fund for off-site mitigation

Type	Chapter 91 Standard (310 CMR)	2014 Amplification/Substitution	2022 Suggested Approach
DPA-specific; Amplification	<p><b>Chapter 91</b> 9.36(5)(b)(4)</p> <p><i>in the case of supporting DPA use, conditions governing the nature and extent of operational or economic support must be established to ensure that such support will be effectively provided to water-dependent-industrial uses.</i></p> <p><i>in the absence of a water-dependent industrial use on site, MassDEP identifies financial or other means (e.g., capital waterfront improvements) of direct support for the DPA</i></p>	<p>If a project site does not have existing water-dependent industrial uses on-site, DEP will consider commensurate investment in on-site waterfront infrastructure or an appropriate contribution to the Gloucester Port Maintenance and Improvement Fund as mitigation according to a tiered approach:</p> <ol style="list-style-type: none"> <li>1. For properties with a water-dependent industrial port use, economic support from the supporting use to the water-dependent industrial use will be presumed.</li> <li>2. If no water-dependent industrial use exists or is proposed on the site, an investment in on-site waterfront infrastructure (e.g., piers, wharves, or dredging) to improve capacity for water-dependent industrial use will be required. Whenever feasible, maintenance of existing berthing and creation of new berthing for commercial vessels should be required.</li> <li>3. If, and only if, none of the above can be achieved adequately, a contribution to the Gloucester Port Maintenance and Improvement Fund will be required as mitigation. This fund shall be used only for investment in water-dependent industrial infrastructure within the DPA.</li> </ol> <p><b>Justification:</b> There is a continued need for improving the water-dependent marine industrial infrastructure on the waterfront. Maintenance of certain marine industrial uses is critical to preserving Gloucester Harbor as a full-service regional port for the commercial fishing industry. However, in some cases, there may be no marine industrial use on a site or a clear opportunity to directly support such improvements on a given project site.</p>	<p><b>Recommend Continuing:</b> The fund does exist, it has some money in it. The funds contributed were a one-off for Cape Ann brewing because they didn't own the water sheet. This might be a relevant precedent for the office building adjacent to former Cape Ann Brewing (for the parcel that does not have access to the water). The tiering approach ensures that on-site investment is required first unless not feasible, in which case using the Port Maintenance and Improvement Fund can serve an important role in allowing the City to direct where the funds can best be applied.</p> <p><b>Recommended Refinements:</b> None needed, it is clear and effective as-is.</p>

# 2014 Amplification/Substitutions

**Purpose:** promoting public waterfront access and preserving boat access

Type	Chapter 91 Standard (310 CMR)	2014 Amplification/Substitution	2022 Suggested Approach
DPA-specific; Amplification	<p><b>Chapter 91</b> 9.52(1)(a)</p> <p><i>When there is a water-dependent use zone, the project shall include one or more facilities that generate water-dependent activity of a kind and to a degree appropriate for the site given the nature of the project, conditions of the adjacent water body and other relevant circumstances.</i></p>	<p>For any project located along the water's edge of the DPA, the priority land use is water dependent industrial.</p> <ol style="list-style-type: none"><li>1. To the extent practicable for a site, public access facilities shall be integrated into a project to activate the waterfront as part of the open space required with a non water-dependent supporting DPA use but must be sited to be compatible with and not interfere with water-dependent industrial uses and activities.</li><li>2. Open areas used to support working waterfront activities seasonally during the year shall accommodate temporary public access when possible.</li><li>3. Within the water-dependent use zone no use shall be licensed unless it provides access to water-borne vessels wherever possible.</li></ol> <p><b>Justification:</b> The three amplifications proposed for this standard seek to improve public access to the working harbor without interfering with the water-dependent industrial uses that make up the waterfront. The third amplification is intended to improve access to vessel berthing to meet the need for additional berthing and access to water-borne vessels.</p>	<p><b>Recommend Continuing:</b> The nuances of balancing public access with water dependent industrial on the unique and irregular parcels in Gloucester's harbor continues to be an issue that merits additional guidance. This only applies where there is a nonwater-dependent use and would allow public access only secondarily to WDIU.</p> <p><b>Recommended Refinements:</b> None needed, it is clear and effective as-is.</p>

# 2014 Supporting Use Approach

## 2014 Supporting Use Calculation:

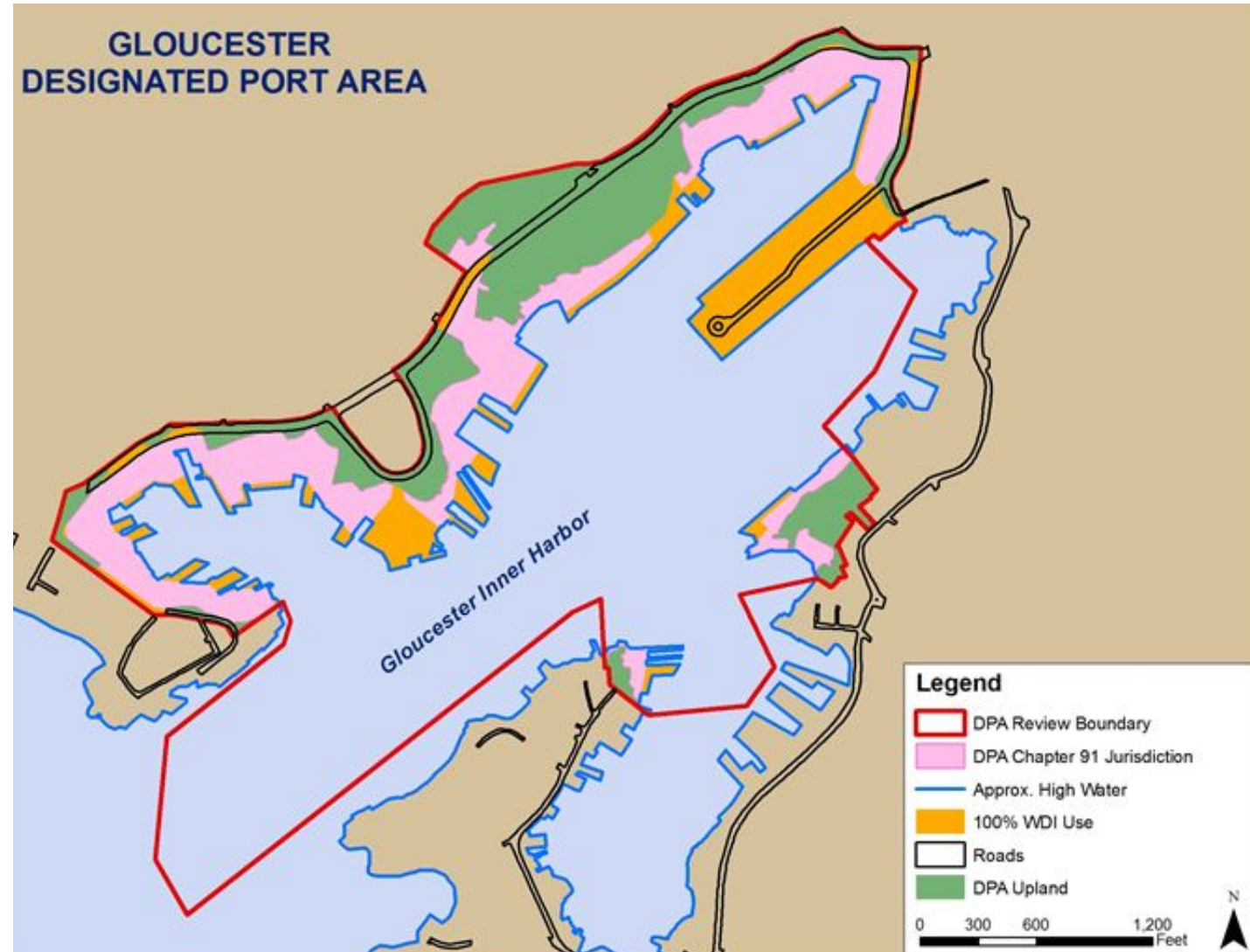
Assumed State Fish Pier, USCG, Cruiseport, DPA roadways, and pile supported piers remain 100% WDI uses. All other DPA parcels within Chapter 91 jurisdiction required to meet minimum of 50% WDI uses, allowed a maximum of 50% supporting uses.

## Benefits:

- Eliminated need for complex formula and provided
- Provided more predictability by reducing co-dependency of calculations - DPA property owners not affected by a transition from WDI uses to supporting uses by another DPA property owner

## Why it is no longer valid:

The interpretation of supporting use has changed since 2014 plan, and this approach is no longer valid. The MHP cannot control the use of private and non-City owned properties and thus there is no assurance of meeting the 100% WDI use on the identified properties. The state has moved away from this to a parcel by parcel approach to Supporting DPA uses.





# 2022 Supporting Use Approach

On the basis of the new approach, any limit on Supporting DPA uses of more than 25% should be identified on a parcel by parcel basis.

## Proposed Action for Gloucester Harbor:

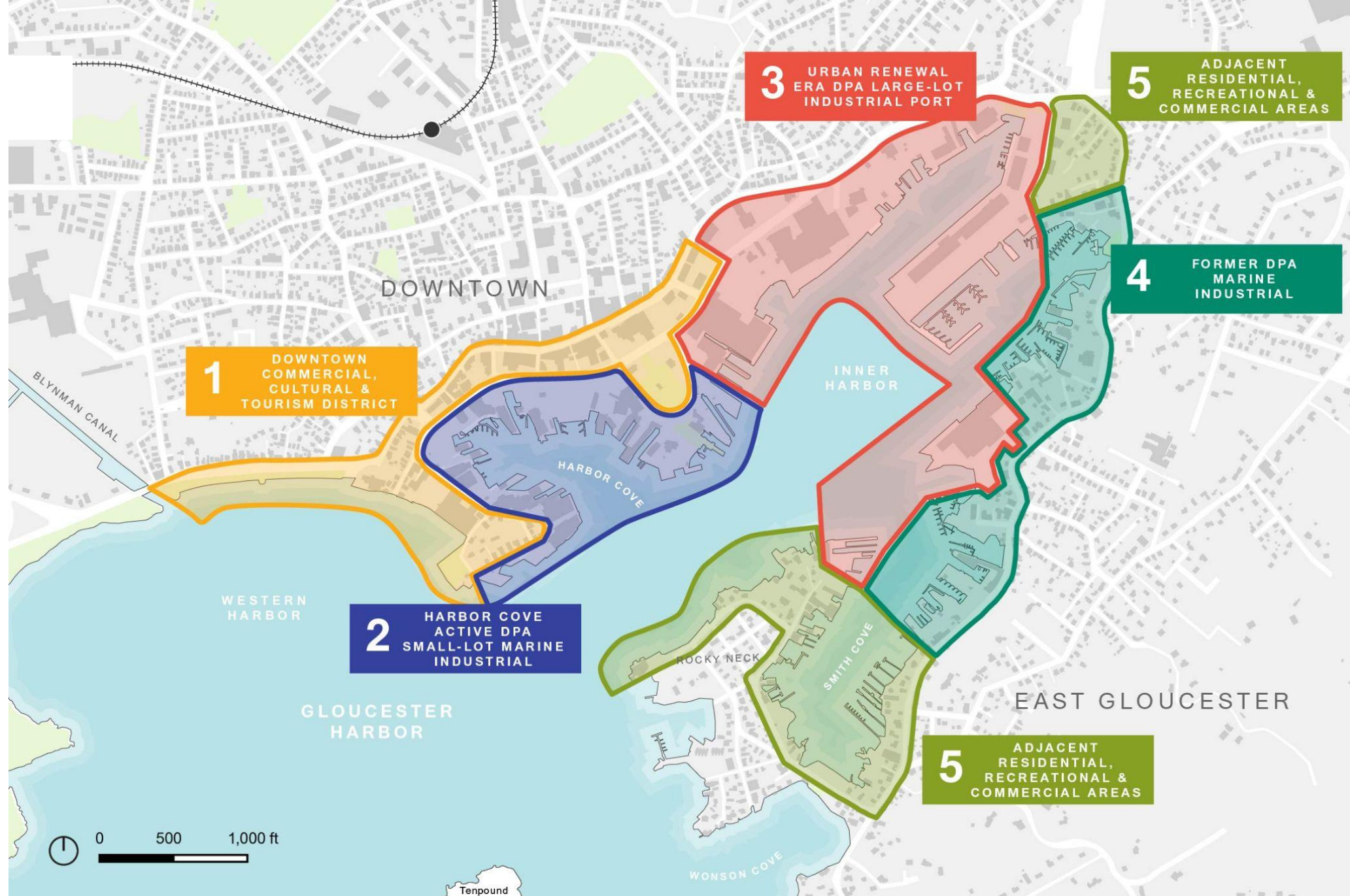
- Based on the planning framework, the only parcel identified for higher than baseline Supporting DPA uses is the I4C2 parcel.
- Address Supporting DPA uses over water. This is most relevant for larger scale parcels with pile-supported piers. The harbor plan could provide direction on this, but given that there are limited opportunities on the harbor we don't see a justification at this time.
- Review local MI District Zoning to ensure consistency with revised approach:
  - In the MI District, Supporting Designated Port Area (DPA) Uses, as defined in 310 CMR 9.02, shall not in the aggregate occupy more than 50% of the ground level area on filled tidelands on a lot within the DPA.
  - Such uses shall also be subject to dimensional requirements of 310 CMR 9.0.
  - Within the water-dependent use zone, as defined in 310 CMR 9.02, in the MI District no use shall be permitted unless it provides access to water-borne vessels.
- Confirm with CZM if there is any way to include criteria that is not parcel-specific that would become the conditions for granting more than 25% supporting use on parcel-by-parcel basis.

# Site-Specific Opportunities



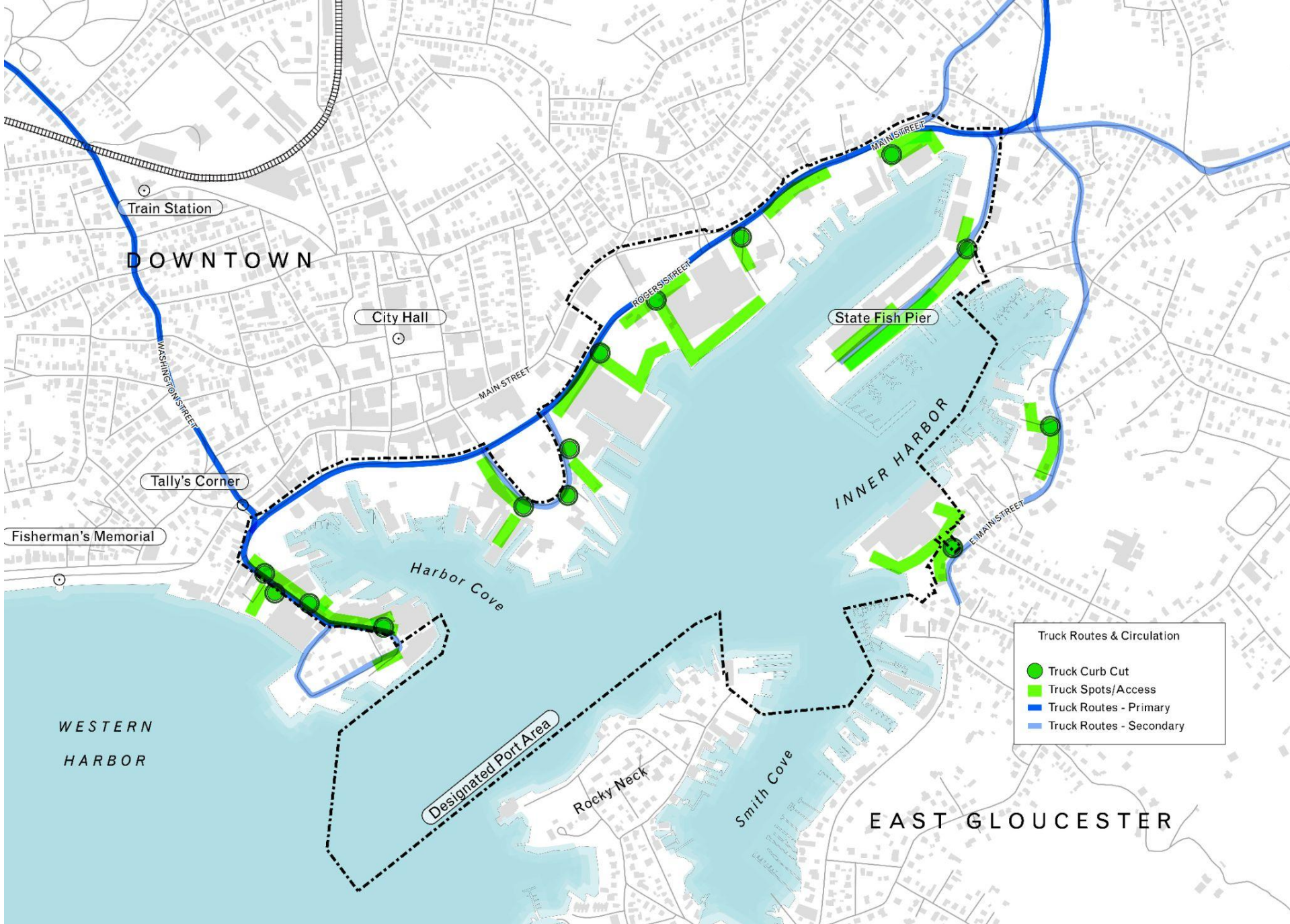


# Sub-Areas





# Truck Access






## REGULATORY

 Current DPA Boundary

## TRANSPORTATION





 commuter rail station

 Railroad

## LAND USE + PROPERTY

### PROPERTY INVENTORY

Parcels - by Owner Type

-  Private
-  Public - US Coast Guard
-  Public - Commonwealth of Massachusetts
-  Public - City of Gloucester

**Site-Specific Opportunity #1:  
I4C2**

**I4C2:  
Public Parking &  
Commercial Marina**

**Public Parking  
& Festival Use**

**Harbormaster's  
Office**

**Strategically  
Significant Large  
Private Site**  
East Gloucester Americold

**Site-Specific Opportunity #2:  
112 Commercial**

**Vacant**

**Strategically  
Significant Large  
Private Site**  
Gloucester Marine Railways

**EAST GLOUCESTER**

0 1,000 2,000 ft

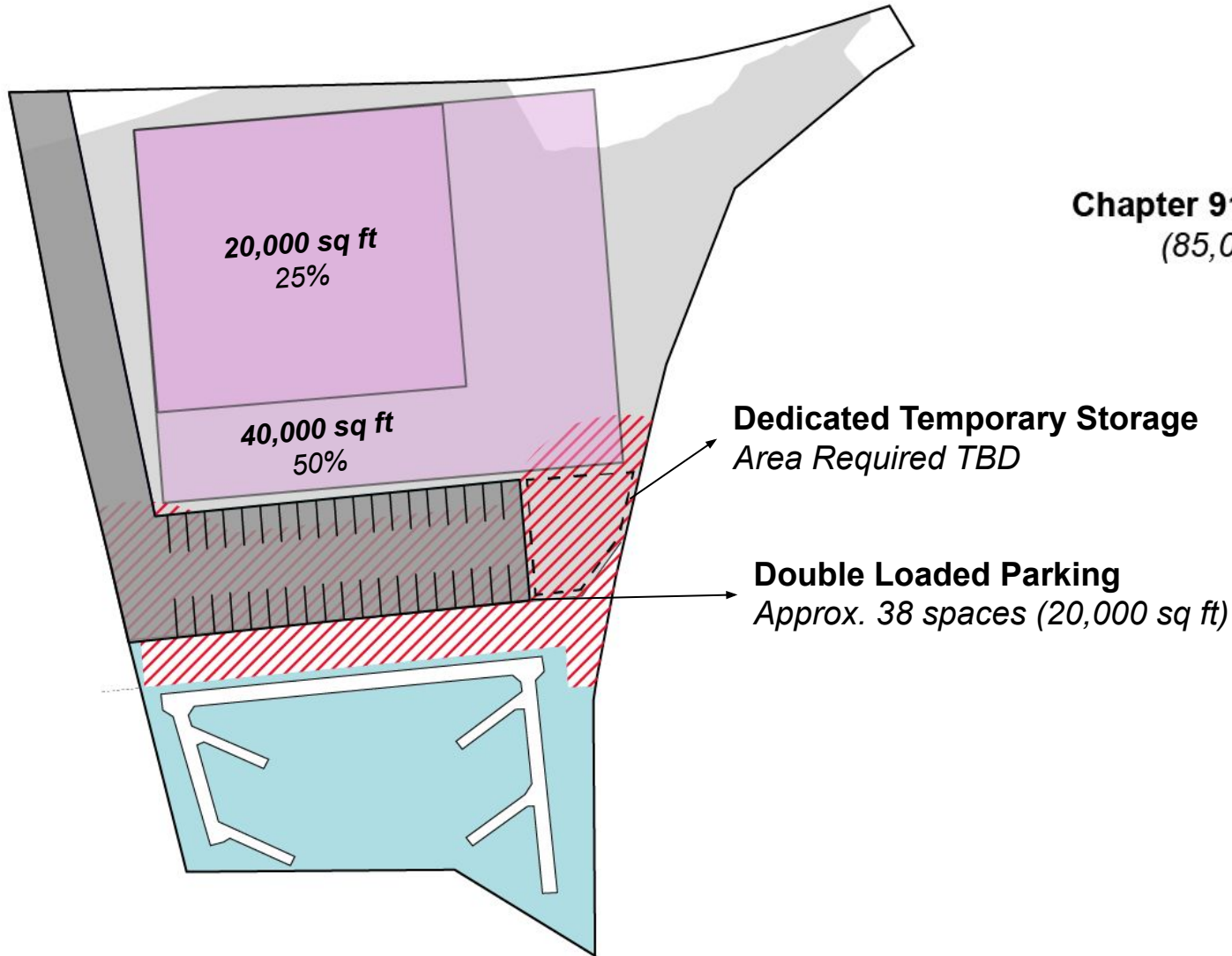


# 65 Rogers Street (I4-C2)





# Supporting Use Area



**NOTE:** I4-C2 is entirely within the DPA, and both portions of the parcel are owned by the same entity, therefore the entire area is subject to both Chapter 91 and DPA regulations.

# Why we want to expand supporting use allowance

I4C2 has a need for an increased supporting use allowance to drive reinvestment in infrastructure and expansion of fishing support dockage and storage.

## Community Ideas & Preferences

The tables to the right show public meeting participants’ top 3 priorities for the site in terms of DPA-compliant and DPA supporting uses. Ideas shared are listed below:

- **Land-Sea Mixed-Use Market & Innovation District** - an inexpensive, flexible, small multi-use concept with a agricultural and seafood market on ground floor and flex office type space on upper floor
- **Commercial Kitchen** - a community kitchen to teach consumers how to cook using less used parts of the fish in many ethnic traditions of Gloucester, also a potential for use as a test kitchen or incubator
- **Education** - fishing workforce training program
- **Ocean Innovation Campus** - modern ship and boat building and maritime trades workforce training
- **Cultural and Civic Center** - an educational, cultural, and gathering center for the city's residents, and a tourism and event destination for visitors
- **Offshore Wind Staging Area** - hardened waterfront to support loading large objects for wind farms

Top DPA-compliant uses (36 poll participants)	# of Votes	% of Votes
Water-dependent marine research and/or education	21	19%
Fishing loading/unloading	18	17%
Shared parking for water-dependent uses	17	16%
Fishing storage (for equipment etc.)	15	14%
Fishing dockage expansion	14	13%
Seafood Processing	6	6%
Boat/ship repair	7	6%
Boat/ship essential services (fueling, ice, etc.)	7	6%
Other	4	4%

Top DPA supporting uses (37 poll participants)	# of Votes	% of Votes
Seafood retail and/or wholesale, public market	20	24%
Parking	18	22%
Community/visitor center	16	19%
Commercial kitchen for community use	14	17%
Other	11	13%
Restaurant, food vendor, retail	4	5%

# Criteria to expand supporting uses

## Suggested Maximum

**At least 50% Supporting Use**, if development meets the priority criteria listed below. If we can exceed 50% we should. It could be helpful to pursue relief from required open space (1sf open space per 1sf footprint) and/or facilities of public accommodation.

## Rationale

- Significant infrastructure and foundation costs require higher profit margin uses to cross-subsidize investment and provide financial support for existing fishing operations.
- Parcel shape, topography, and FEMA requirements make the upland portions of site difficult to use for water dependent purposes.
- While there isn't a specific proposal, the public has identified many ideas of supporting uses (operational and/or financial) and flexibility is needed to keep options open for this range of uses given the constraints of the site.

## Suggested Criteria

1. Is resilient to flooding and other climate change risks.
2. Provides financial support to repair and modernize critical fishing infrastructure (docks, bulkheads, storage etc.) to be resilient to flood risk and versatile for many catch types.
3. Builds capacity and increases resident and tourism engagement with fishing and other marine activities consistent with Gloucester's image/identity as a fishing port and working waterfront.
4. Provides a public view corridor and access to the waterfront to the extent possible without hindering water-dependent primary uses.

Top Criteria (38 poll participants)	# of Votes	% of Votes
Is resilient to flooding and other climate change risks	26	23%
Supports marine activity consistent with image/identity of Gloucester as a fishing port and working waterfront	21	18%
Maintains and improves access to commercial dockage	13	11%
Maintains viewshed to water	13	11%
Public use and/or public access	13	11%
Has positive financial impact to the City	10	9%
Strengthens connection of Rogers Street uses with downtown	7	6%
Provides public district parking	5	4%
Supports tourism (summer and shoulder seasons)	4	3%
Other	3	3%

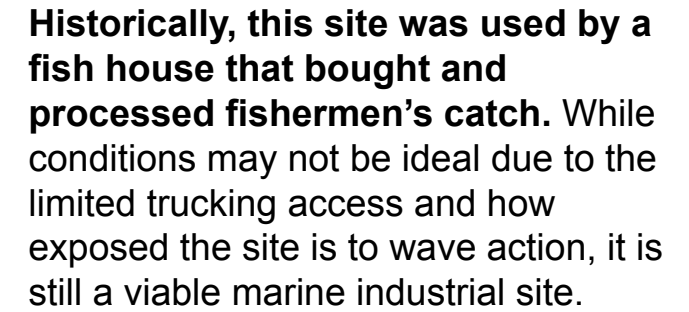
- Other ideas shared:
- Includes open public space or other infrastructure that functions as sponge and buffer to protect Rogers St and existing businesses from flooding.
  - Avoids increasing activities that can take place elsewhere and would add congestion



# 112 Commercial






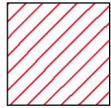



**Source:** 1917 Sanborn Fire Insurance Map, LOC;

# Dimensional & Regulatory Constraints



**Chapter 91  
Jurisdiction**  
(19,912 sq ft)

-  Commonwealth Tidelands  
12,327 sq ft  
*Subject to additional open space and Facilities of Public Accommodation (FPA) requirements*
-  Water-Dependent Use Zone  
7,585 sq ft
-  10' Publicly Accessible Harborwalk

**While this property is very exposed and has limited landside vehicular access, it has been used for water-dependent industrial operations in the past.**

**NOTE:** 112 Commercial is just outside of the DPA, therefore it is only subject to Chapter 91 regulations. Additionally, because this is publicly owned, the Commonwealth tidelands are required to have all ground floor FPAs (except upper floor accessory).



# What can the regulatory plan do?



## Key Questions

- What uses can play a supporting role for other DPA properties and uses in Harbor Cove?
- What types of public uses and programs are preferred (e.g. harborwalk, facilities of public accommodation)?
- If private market driven development is not feasible, what are some possible low intensity uses (e.g. public space, temporary storage etc.)?

## Potential Uses

- Supporting fishing industry and operations
  - staging and loading
  - trap storage
  - fueling
- Public/open space
- Private development (with public component)
- Public district parking

## Regulatory Approach

At this time, we are not expecting to make regulatory recommendations because there isn't a single preferred use and the uses are so different from one another it would be hard to make customizations.

In the absence of a specific use vision, the most valuable regulatory action we can take is to ensure WDUZ flexibility provision clearly applies both within and outside of DPA to ensure development flexibility on this parcel.



# Economic Development Recommendations





# September Goals & Objectives

## Core Goal:



98% agreed with this goal

*Strengthen and support Gloucester's traditional industries by...*

### STRATEGY 1. SUPPORTING FISHING CAPACITY & COMPETITIVENESS

## Supporting Goal:



89% agreed with this goal

*Diversify and invest in Gloucester's harbor holistically to create a stronger and more resilient harbor economically and environmentally by...*

### STRATEGY 2. ADVANCING RELEVANT BLUE TECH & WIND OPPORTUNITIES

### STRATEGY 3. PURSUING SUPPORTIVE REGULATIONS

### STRATEGY 4. BUILDING ORGANIZATIONAL CAPACITY

## Wondering where climate change and flood risk fits in to this?

It permeates every aspect of the goals and strategies rather than being a standalone goal or strategy.

- It shows up in the “Core Goal” when we think about how to encourage responsible, future-oriented investment in individual businesses
- It shows up in the “Supporting Goal” by ensuring every aspect of the economic development efforts starts with recognition and response to the changing context, including flood risk and other shocks and stressors associated with climate change.

# September Strategies

Regulatory Plan vs. Economic Development

Top three strategies ranking (38 poll participants)

DPA/Regulatory

Local Regulation

Economic Initiative

External Economic  
Factors

22%	Adapt infrastructure to meet the needs and evolving nature of catch and flood risk				
14%	Leverage and increase commercial fishing and seafood processing activity				
13%	Advance relevant innovation in blue tech and wind industries within and beyond working harbor				
12%	Support more vessel activity by retaining/expanding dockage/berthing space to match catch types				
11%	Identify point entity to lead, monitor, and implement vision of working waterfront development				
10%	Clarify regulations and priorities for WDUZ, supporting use and flood resilience to facilitate redevelopment of underutilized harbor property				
9%	Strengthen tourism by highlighting fishing heritage and industry				
6%	Support more vessel activity by providing more dockage and berthing space				



# Summary of Public Comment on September Goals & Strategies

The feedback we received affirmed our goals and strategies, and gave us some good areas for consideration as we get into more detailed drafting and description for the plan.

- **Get more specific.** Some felt the goals and strategies were too general to be able to react.
- **Increased focus on offshore wind and blue tech.** One participant expressed a concern that “if we are too strongly committed to only traditional fishing that we want to continue, we may not be able to adapt to new technological and economic changes in the next decade. We don’t want a bunch of stranded assets.” and advocated that offshore wind should be as much of a focus of the plan as fishing and seafood processing, and another didn’t want any windmills on the ocean.
- **Resident quality of life.** Some wanted to see the harbor plan goals more explicitly acknowledge the need to balance harbor infrastructure and economic development with quality of life for people living near the harbor
- **Expand supporting uses.** Consider supporting uses that financially support the industry and infrastructure development and improvements.
- **Training for 21st century working waterfront.** Need more emphasis on training people in offshore wind and hydrogen tech using Port as a hands on facility
- **Fishing fleet modernization.** Interest in innovative ocean-centric boat building and repair industry revival.
- **Flood-conscious coastal investment.** Desire for coastal investment in flood-prone areas to be limited to marine industrial uses, to account for the potential for that investment to be damaged by future flooding.
- **Property owner influence.** There was concern that a future port economic development entity would not adequately engage harbor property owners.
- **Maintain protection for water-dependent uses.** Things that can happen elsewhere should not be allowed to displace water-dependent uses.

# Economic Development Recommendations

***The most important thing this plan can do beyond the regulatory plan is provide clear strategic direction for future economic development programs and initiatives.***

To achieve this, the plan must lay out the goals, strategies and associated recommendations clearly so that each can be explored and tested by the relevant entities to pursue them.

## Goal 1:

*Cultivate a high-profile, unified, and supported fishing and shellfishing network in Gloucester.*

## Goal 2:

*Advance relevant innovation in blue tech and wind industries within and beyond Gloucester's working harbor.*

## Goal 3:

*Diversify and invest in Gloucester's harbor holistically to create a stronger and more resilient harbor economically and environmentally.*



# Revised Goals, Strategies & Recommendations

## Goal 1:

*Cultivate a high-profile, unified, and supported fishing and shellfishing network in Gloucester.*

### **STRATEGY 1.1 - Help Gloucester fishing and shellfishing operations capture more value.**

- *Explore creation of a seafood coop.*
- *Explore feasibility of implementing a 100% fish strategy.*
- *Invest in deepening the market influence of Gloucester Fresh.*
- *Develop innovative seafood products.*

### **STRATEGY 1.2 - Protect and grow fishing capacity of the harbor in terms of permits, workforce, fleet, dockage, and processing.**

- *Leverage and increase commercial fishing and seafood processing activity.*
- *Support more vessel activity by retaining/expanding dockage/berthing space to match catch types.*
- *Pursue opportunities to expand publicly controlled dockage for commercial fishing vessels.*
- *Recruit, train, and mentor local talent in living resources and fleet repair careers.*

### **STRATEGY 1.3 - Drive investment into shared infrastructure and critical investments in resilience and modernization.**

- *Grow technical expertise to support adaptation of Gloucester's harbor and fishing fleet to emerging technologies and industry change.*
- *Adapt infrastructure to meet the needs and evolving nature of catch, technologies, and flood risk.*

# Revised Goals & Objectives

## Goal 2:

*Advance relevant innovation in blue tech and wind industries within and beyond Gloucester's working harbor.*

### **STRATEGY 2.1 - Invest in proactively establishing Gloucester as an emerging hub for marine research and innovation.**

- *Expand the presence of institutional research.*
- *Create an ocean innovation and development center.*
- *Explore feasibility of establishing a new fishing technology test-bed.*

### **STRATEGY 2.2 - Retain and grow Gloucester's capacity to serve as a deployment center for marine construction and monitoring.**

- *Partner with regional offshore wind developments to assess gaps in Gloucester's capacity to support servicing and repair.*
- *Establish a deployment center for marine construction and monitoring.*

# Revised Goals & Objectives

## Goal 3:

*Diversify and invest in Gloucester's harbor holistically to create a stronger and more resilient harbor economically and environmentally.*

**STRATEGY 3.1 - Build organizational capacity.**

**STRATEGY 3.2 - Pursue supportive regulations and build a stronger technical assistance system.**

**STRATEGY 3.3 - Embed resiliency in all strategies to strengthen foundational infrastructure.**

**STRATEGY 3.4 - Cultivate a spatially specialized strategy that maximizes economic development potential and strengthens the Harbor-Upland relationship.**

**STRATEGY 3.5 - Shape the local hospitality and tourism economy to better leverage, support, and benefit core maritime industries.**

**STRATEGY 3.6 - Invest in publicly owned sites to serve as supportive infrastructure for Gloucester's maritime economy.**



# Revised Goals & Objectives

## Goal 3:

*Diversify and invest in Gloucester's harbor holistically to create a stronger and more resilient harbor economically and environmentally.*

### STRATEGY 3.1 - Build organizational capacity.

- *Determine what knowledge, skill base, and organizational supports are needed to ensure the continued viability of the working waterfront.*
- *Apply for philanthropic, state and federal funds to support process to conceptualize organizational structure.*
- *Identify or create point entity to lead, monitor, and implement vision of working waterfront development.*

### STRATEGY 3.2 - Pursue supportive regulations and build a stronger technical assistance system.

- *Provide direct regulatory permitting guidance on site-specific vision for I4C2 and 112 Commercial.*
- *Update supporting use guidance to maintain or improve the current approach.*
- *Advocate for Harbor Cove to be given special consideration and technical assistance support due to unique small-parcel condition.*
- *Conduct cost-benefit analysis of Harbor Cove Federal Navigational Channel boundary to determine if a change in boundary could support expanded dockage.*

### STRATEGY 3.3 - Embed resilience in all strategies to strengthen foundational infrastructure.

- *Revise local zoning height within FEMA floodplain to be measured from the Design Flood Elevation instead of from the ground plane.*
- *Develop local technical assistance and financial support (e.g. small grants, low-interest loans) for private marine industrial resilience adaptation investment in strategies like raising bulkheads, introducing flexible floating infrastructure, wet floodproofing, and other operational adaptations.*
- *Pursue grant funding to support resilience retrofits for all public properties and infrastructure to model best practices and provide harbor-wide emergency management resources.*

# Revised Goals & Objectives

## Goal 3:

*Diversify and invest in Gloucester's harbor holistically to create a stronger and more resilient harbor economically and environmentally.*

### **STRATEGY 3.4 - Cultivate a spatially specialized strategy that maximizes economic development potential and strengthens the harbor-upland relationship.**

- *Develop economic development strategies that differentiate between traditional pier-style small lot areas of the harbor (Harbor Cove/East Gloucester) versus large lot industrial in terms of industry, use, and relationship to tourism and hospitality.*
- *Protect and prioritize maximum development of limited large-lot industrial properties for more intensive industrial and marine life science development, invest in public sector site control where needed to ensure maximum utilization of these sites.*
- *Continue to recruit lower intensity and smaller scale water-dependent uses in the East Gloucester former DPA area to ensure DPA protection is prioritized for businesses that need it most.*
- *Encourage and incentivize the relocation of complementary non-water-dependent tourism and hospitality functions to the adjacent residential, recreational and commercial areas.*

### **STRATEGY 3.5 - Shape the local hospitality and tourism economy to better leverage, support, and benefit core maritime industries.**

- *Work towards a more defined and mutually beneficial relationship between Harbor Cove and the downtown hospitality/tourism industry through clearer spatial and operational delineations of use, especially along Rogers St.*
- *Explore district parking solutions that can reduce dependence on waterfront parking uses.*
- *Make targeted wayfinding and pedestrian infrastructure improvements.*
- *Develop working waterfront visitor program partnerships.*

### **STRATEGY 3.6 - Invest in publicly owned sites to serve as supportive infrastructure for Gloucester's maritime economy.**

- *Advance plans for I4-C2 (to be refined based on ongoing discussions).*
- *Conduct a community process to develop a vision for how 112 Commercial can best support Gloucester's maritime economy.*
- *Continue to evaluate all public harbor properties for highest and best uses and programs to support maritime economy, including parks/cultural sites.*
- *Partner with State to ensure optimal use of State Fish Pier to support evolving nature of the catch and shared infrastructure support needs.*
- *Explore public acquisition of underutilized large privately held industrial sites with good landside truck access to maximize their benefit to maritime economy.*



# Next Steps

## 1. Draft Plan Writing

**Timeline:** Friday, December 16

**Content:** draft plan to HPC for review

## 2. HPC Meeting #12

**Timeline:** Thursday, January 5 @ 2-4pm

**Content:** draft plan HPC feedback (no presentation), review of draft public meeting slides

## 3. Public Meeting #4

**Timeline:** Wednesday, January 11 @ 5:30pm-7:30pm

**Content:** a public-oriented version of this presentation, revised as needed

## 4. Draft Plan Review, Feedback & Finalization

# Thank You!

