

City of Gloucester City Council

CITY HALL • GLOUCESTER • MASSACHUSETTS • 01930
Telephone 508-281-9722 Fax 508-281-8472

CITY COUNCIL
AND
CITY COUNCIL STANDING COMMITTEE
Ordinances & Administration
Monday, June 22, 2009 – 7:00 PM
Council Conference Room, City Hall

APPOINTMENTS

1. Barry S. McKay, Council on Aging (*TTE 2/14/2012*)
2. Pamela Tobey, Committee for the Arts (*TTE 2/14/2013*)

ORDINANCES

1. Order 09-016 (Tobey) Ordinance re: Poet Laureates and City Arts. (*cont from 5/11/09*)
2. Order 09-028 (Grow) proposed ordinance for Highway Force Account.

MISCELLANEOUS

1. Memo from Mayor re: Selection of Economic Development Plan Consultants. (*cont from 5/11/09*)
2. Order 09-030 (Hardy) Change polling location for Ward 4, precinct 2.
3. Memo from CAO re: change to the order of City Council Agenda.
4. COM2009-024 Letter from Joe Grace re: intersection of Washington Street and Holly Street.
5. Memo from CAO re: Non-resident beach stickers.
6. City Clerk's job description (*cont from 5/11/09*)

COMMITTEE

Councilor John "Gus" Foote, Chair
Councilor Sefatia A. Romeo, Vice Chair
Councilor Bruce Tobey

C: Mayor
Jim Duggan
City Clerks
Jeff Towne
Judith Hoglander
Barry McKay
Pamela Tobey
Sarah Buck
Gregg Cademartori
Mike Hale
Joe Grace

City Hall
Nine Dale Avenue
Gloucester, MA 01930



TEL 978-281-9700
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ckirk@ci.gloucester.ma.us

CITY OF GLOUCESTER
OFFICE OF THE MAYOR

June 9, 2009

Mr. Barry S. McKay
26 High Popples Road
Gloucester, MA 01930

Dear Barry:

Thank you for agreeing to serve on the **Council on Aging**. I have issued you a 90-day temporary appointment to serve on this board which will enable you to attend and vote at meetings. Please report to the City Clerk's office to pick up your appointment card (*copy enclosed*) and be sworn in at your earliest convenience.

Your appointment will be forwarded to the City Council for their meeting of June 16, 2009, at which time the Council will refer your appointment out to the Ordinance and Administration subcommittee. You will receive a notice from the Clerk of Committees as to the date on which the O&A Committee will review your appointment.

Should you have any questions or if you require any additional information, please do not hesitate to contact my office.

Thank you again for agreeing to serve on the Council on Aging. I truly appreciate the hard work and dedication you and your colleagues on the Council offer on behalf of the City of Gloucester.

Sincerely,

A handwritten signature in black ink, appearing to read "Carolyn A. Kirk". The signature is written in a cursive style and is positioned over the printed name and title.

Carolyn A. Kirk
Mayor

Enclosure
CAK/c

EFFECTIVE JUNE 9, 2009

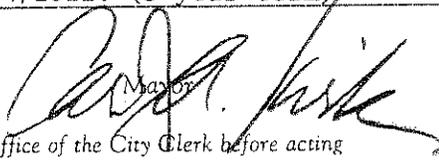
The City of Gloucester, Massachusetts

Dear Barry S. McKay, 26 High Popples Road, Gloucester, MA 01930

It is my pleasure to inform you that I have this day appointed you
to the Council on Aging _____ of the City of
Gloucester, Massachusetts _____

This is a 90-day temporary appointment. After City Council
approval, term to expire 2/14/2012. (3 year term)

Respectfully,


Mayor

N.B. You are required to be sworn in at the office of the City Clerk before acting
under this appointment.

Sworn in _____ By: _____

6 Manuel F. Lewis Street
Gloucester, MA 01930



TEL 978 281-9765
FAX 978 282-1350

May 27, 2009

CITY OF GLOUCESTER
OFFICE OF THE COUNCIL ON AGING
ROSE BAKER SENIOR CENTER

Carolyn Kirk, Mayor
City of Gloucester
City Hall
9 Dale Avenue
Gloucester, MA 01930

RECEIVED
JUN 8 2009
Mayor's Office

Dear Mayor Kirk:

The Board of Directors of the Gloucester Council on Aging, at a recent meeting held on Tuesday, May 12, 2009, unanimously voted to recommend to Mayor Kirk, the name of Mr. Barry McKay as a new appointee to the Council on Aging.

We look forward to hearing from you soon regarding Mr. McKay's appointment.

Sincerely,

Jay Gustaferra, Chairman
Gloucester Council on Aging

City Hall
Nine Dale Avenue
Gloucester, MA 01930



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ckirk@ci.gloucester.ma.us

CITY OF GLOUCESTER
OFFICE OF THE MAYOR

June 9, 2009

Ms. Pamela Tobey
16 Montvale Avenue
Gloucester, MA 01930

Dear Pamela:

Thank you for your interest in serving on the **Committee for the Arts**. I have issued you a 90-day temporary appointment to serve on this committee which will enable you to attend and vote at meetings. Please report to the City Clerk's office to pick up your appointment card (*copy enclosed*) and be sworn in at your earliest convenience.

Your letter of interest will be forwarded to the City Council. Approval of your permanent four year appointment will be presented at their June 16, 2009 meeting, at which time the Council will refer your appointment out to the Ordinance and Administration subcommittee. You will receive a notice from the Clerk of Committees as to the date on which the O&A Committee will review your appointment.

Should you have any questions or if you require any additional information, please do not hesitate to contact my office at 978-281-9700.

Again, thank you for agreeing to serve on the Committee for the Arts. I truly appreciate the hard work and dedication you and your colleagues on the Committee offer on behalf of the City of Gloucester.

Sincerely,



Carolyn A. Kirk
Mayor

Enclosure

cc: Judith Hoglander, Chair-Committee for the Arts
CAK/c

EFFECTIVE JUNE 9, 2009

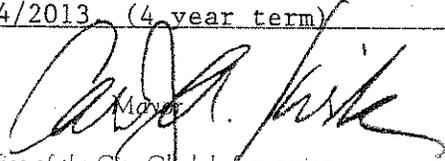
The City of Gloucester, Massachusetts

Dear Pamela Tobey, 16 Montvale Avenue, Gloucester, MA 01930

It is my pleasure to inform you that I have this day appointed you
to the Committee for the Arts _____ of the City of
Gloucester, Massachusetts _____

This is a 90-day temporary appointment. After City Council
approval, term to expire 2/14/2013. (4 year term)

Respectfully,


Mayor

N.B. You are required to be sworn in at the office of the City Clerk before acting
under this appointment.

Sworn in _____ By: _____

Christine Pantano

From: Carolyn Kirk [ckirk@ci.gloucester.ma.us]
Sent: Tuesday, June 09, 2009 8:24 AM
To: 'Chris Pantano'
Subject: FW: Committee for the Arts

From: Pam TObey [mailto:ptobey120@yahoo.com]
Sent: Monday, June 08, 2009 8:39 PM
To: ckirk@ci.gloucester.ma.us
Cc: judith@nii.net
Subject: Committee for the Arts

Dear Mayor Kirk,

After meeting with Judith Hoaglander, chair of Gloucester's Committee for the Arts, I am writing to request that you appoint me to it. I am very interesting in the committee's work to inventory and preserve our city's many pieces of art and to promote Gloucester as a place where the arts are alive and growing. This would be a meaningful way for me to engage my interest in the arts.

My goal would be to involve other GHS students in the committee's work, given its great need for more volunteers. As a class officer during each of my three years at GHS and my active involvement in student council and the National Honors Society, I am in a good position to fulfill that goal. As you have seen from my participation in the student advisory group to the School Committee, I am very willing to speak up and participate.

Thank you for your consideration.

Pamela Tobey
16 Montvale Avenue
978-282-0001



**CITY OF GLOUCESTER 2009
CITY COUNCIL ORDER**

ORDER: #CC2009-016
COUNCILLOR: Bruce Tobey

DATE RECEIVED BY COUNCIL: 03/10/09
REFERRED TO: O&A
FOR COUNCIL VOTE:

Ordered, that the Ordinances and Administration Committee work collaboratively with the Committee for the Arts ["CTA"] to develop an ordinance that will govern the selection of future Poet Laureates and the making of other City arts decisions by delegating those selections to work groups created by COTA on a case-by-case basis, with said work groups including a City Council representative as well as a defined cross-section of community-based arts interests.



CITY OF GLOUCESTER 2009
CITY COUNCIL ORDER

ORDER: #CC2009-028
COUNCILLOR: Jason Grow

DATE RECEIVED BY COUNCIL: 06/16/09
REFERRED TO: O&A
FOR COUNCIL VOTE:

ORDERED THAT because the Highway Force Account is funded through the payment of road opening permits on public as well as "private" ways and is the nearly singular source of pothole repair funding, I request that the O&A committee investigate whether the Council can craft an ordinance that permits the DPW Director greater discretion over the use of those funds to initiate repairs on any and all publicly accessible roadways in the city, and if it is allowable, craft an appropriate ordinance. This wouldn't apply to Chapter 90 funding that is driven by state statute, but would function to bring some relief to the condition of all roads in the city. I would simultaneously request that the City Solicitor offer her recommendation on how this might be achieved.

Councillor Jason Grow

City Hall
Nine Dale Ave
Gloucester, MA 01930



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ckirk@ci.gloucester.ma
.us

CITY OF GLOUCESTER
OFFICE OF THE MAYOR

MEMORANDUM

TO: City Council
FR: Mayor Kirk
RE: Selection of Economic Development Plan Consultants
DT: May 27, 2009

I am very pleased to announce the selection of Mt. Auburn Associates in partnership with Karl Seidman Consulting Services, Vine Associates and the web firm Boston Interactive as the consulting team that will develop Gloucester's economic development plan for the Harbor and downtown areas.

There were a total of seven proposals reviewed by the selection committee. The selection committee was comprised of myself, Community Development Director Sarah Buck and community members Bob Hastings, Bob Gillis, Lenny Linquata, David Bergeron, and Larry Ciulla.

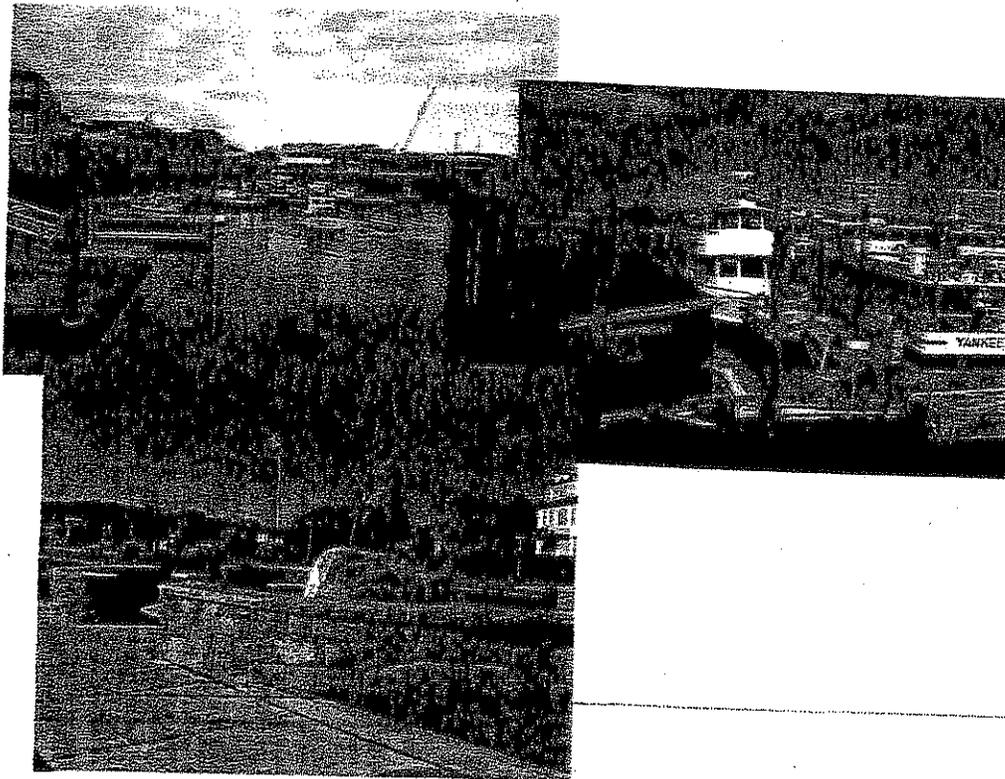
With the selection of the consulting team complete, we will organize the HEAT (harbor economic advisory team) committee to which the City Council has the prerogative of assigning three people. Our understanding at this time is that the Council has put forward John Orlando, and we encourage the Council to put forward additional selections including members of the Council itself.

The HEAT committee will provide important local knowledge and feedback to the consulting team throughout the duration of the project. To quote Mt. Auburn's proposal: "the consultants recognize that the plan emerging from this project must be the community's - not the consultants."

We are excited to get this initiative finally underway. The funding was provided by the Seaport Advisory Council over one year ago, but the funds have been made available only a few months ago.

Attached is the winning proposal. I have no doubt that the project will put Gloucester on a path to prosperity in the fishing, maritime, and visitor-based economies.

**Proposal to Prepare a Gloucester Harbor
Economic Development Plan**



Submitted by


MT. AUBURN
ASSOCIATES

With

Vine Associates, Inc.
Karl F. Seidman Consulting Services
and
Boston Interactive

March 31, 2009

PROJECT UNDERSTANDING AND TECHNICAL APPROACH

The consulting team of Mt. Auburn Associates, Karl F. Seidman Consulting Services, Vine Associates, and Boston Interactive is pleased to submit this proposal to prepare a Harbor Economic Development Plan for the City of Gloucester. The team is uniquely qualified to ensure the successful completion of this project, bringing together professionals with the specialized and complementary expertise required to fully and effectively address all the elements of the scope of services outlined in the request for proposals. The team combines decades of experience in industry cluster analysis, real estate market analysis, real estate and infrastructure finance, and waterfront planning and engineering along with the demonstrated capacity to craft creative but reality-based and actionable development strategies in close consultation with their clients.

PROJECT UNDERSTANDING

Strategies to develop Gloucester's harbor and downtown to their full economic potential require, first and foremost, the ability to understand and capitalize on market opportunity. The consulting team's proposed approach to this project rests firmly on this premise. Stimulating desirable growth must be based on a thorough analysis of the harbor area's existing economic base, an understanding of the competitive environment, and identification of growth opportunities that are driven by market demand. Only when market opportunities are clearly identified and understood can the city intelligently approach the task of strategy development. Public infrastructure investments, development incentives, regulatory changes, marketing, and other tools in the economic development toolbox must be specifically tailored to stimulate private investments in industries for which the city is already well positioned.

Developing a dynamic and sustainable harbor economy will also require a break from conventional economic thinking. The national and international economies are in the process of fundamental transformation that is affecting virtually every region and community across the country, and Gloucester is no exception. Perhaps most significant for Gloucester is the prospect of global climate change, which will profoundly affect how we feed our population, preserve our environment, protect our coastal areas, and produce energy. More generally, the ongoing transition to a knowledge-based economy requires developing and building on technological and creative talent. Forward-looking, out-of-the-box thinking is essential to addressing the challenges and opportunities posed by rapid economic change.

Community engagement will be key to the development of actionable strategies. The consultants recognize that the plan emerging from this project must be the community's, not the consultants'. We have designed the planning process to be highly interactive with the client and the general public, not only through public presentations but also through other methods of soliciting community input, including interviews, surveys, and focus groups with key stakeholders. We will also work with the Community Development Department and the Harbor Economic Advisory Team to develop a schedule of ongoing

consultation at appropriate points in the planning process. This highly collaborative process will ensure a final product that aligns closely with the vision and goals of the client and the larger community.

TECHNICAL APPROACH

Task 1: Assess Current Status of Study Area

A. Update Current Property Inventory

This task involves updating the existing inventory of the 79 properties located in the Gloucester Designated Port Area. The inventory will be expanded to include other properties in the study area, which includes the central business district and portions of the "Fort" area identified in Addendum 1. The inventory will include the data categories previously established including map and lot, street address/location, % and total area usage by DPA use categories; parcel size (square foot and acreage), % building footprint and area outside building footprint, and use description and assessed value. The table will be expanded to include non-DPA use categories and building conditions and to include a comment column for noting more subjective information such as use efficiency, proximity to central business district, etc. This information will be provided in Microsoft Excel spreadsheets and GIS maps of the properties indicating parcel identification, size, and land use.

B. Identify Current Infrastructure and Proposed Infrastructure Projects

The consultants will collect information from the City Planning, Engineering, and Department of Public Works personnel regarding current and proposed infrastructure projects in the study area. Information will be gathered on street, sidewalk, and utility improvements as well as traffic signals, signage, and public access/open space improvements. Additional information will be sought for infrastructure improvements that are needed but not currently programmed. In addition to infrastructure improvements, the consultants will also interview the City's Planning and Economic Development personnel to identify recently undertaken and proposed redevelopment projects in the study area and identify issues that arose during development review. A summary of key infrastructure needs will be developed and mapped on a GIS base map.

C. Identify Relationships between Main Street Businesses and Harbor Commerce

The consultants will identify commercial relationships between Main Street businesses and harbor commerce, and characterize the nature and volume of these relationships. This will be accomplished through the following steps:

- Compile a list of businesses in the downtown and harbor areas from existing sources; databases and directories compiled by the City Tourism Department, the Community Development Department, the Licensing Department, the Cape Ann

Chamber of Commerce, and other relevant sources. Any gaps in information will be filled through a visual inspection.

- Conduct a survey of Main Street businesses. The purpose of the survey will be to obtain estimates of the amount and types of sales to harbor businesses, employees, and visitors. It will also provide the opportunity to obtain input from Main Street businesses about how harbor-related commerce can be expanded, including infrastructure investments to improve access and targeted marketing efforts.
- Conduct a survey of harbor businesses. The survey will seek similar information as the Main Street business survey, but from the perspective of the harbor businesses. Respondents will be asked to estimate the level and nature of their own purchases from Main Street businesses as well as those of employees and harbor visitors. They will also be queried about gaps in existing product and service offerings, other factors discouraging patronage of Main Street businesses, and how linkages between Main Street businesses and harbor businesses, employees, and visitors can be expanded.

The consultants propose to deliver the survey by hand in order to explain its purpose and to solicit participation. We will follow-up with a telephone reminder call, and then retrieve the completed surveys after a specified time period. We will consult with the client about the survey contents and the best way to maximize response rates.

D. Identify Vacant and Underutilized Properties

Once the information collected under Tasks A through C is completed, a walk about of the study area will be conducted to verify/identify and visually assess vacant and underutilized properties. The site visit will also be used to qualitatively assess the condition of the public realm including public streets, sidewalks, harborwalks, parks/open space facilities, and visitor facilities; and to identify physical and/or operational impediments to and opportunities for creating a waterfront harborwalk and connections to the central business district. This information will be included in the GIS base map developed under Task A.

E. Assess Regulatory Context

To ensure that the team has an understanding of the study area regulatory context, we will review the major findings and status of the City's draft Designated Port Area Master Plan/Harbor Plan, and identify and map these areas as well as the zoning on GIS base maps. We will also consult with the City Planning Office to determine what changes the state may be contemplating for Designated Port Areas.

Task 2: Identify and Analyze Economic Growth Opportunities

The consultants will conduct an in-depth analysis of the harbor's existing industry base—commercial fishing, maritime, and visitor-based—as well as analysis of emerging industries and new industry opportunities that offer the potential to expand the harbor's industry base in a way that is compatible with current maritime uses.

Opportunities to both expand the existing industry base and to attract and develop new industries will be screened according to the criteria laid out in the RFP:

- employment opportunities: number and quality of jobs and match with the skill set of the local labor force;
- strength and potential of industry sector;
- compatibility with available sites/space in Gloucester;
- integration/effect on the existing Gloucester waterfront;
- potential economic linkages with downtown to broaden economic impact; and
- identification of specific prospects.

To ensure that the firm does not perform redundant research, an important first task will be to collect and review all of the relevant existing economic and planning documents, most notably the recently completed draft of the *City of Gloucester Harbor Plan & Designated Port Area Master Plan* and reports prepared by the Gloucester Community Panel. Other documents identified by the client or the consulting team as relevant to the analysis also will be reviewed.

A. Sponsor Lyceums on the Fishing Industry, the Maritime Economy, and the Visitor-based Economy

The consultants will analyze the harbor's three existing economic base industries and prepare discussion papers summarizing their current status and future prospects. These papers will form the basis for organizing lyceums on each industry. Our understanding of the purpose of the lyceums is to provide a forum for educating the client and other local stakeholders about the development potential of each industry, to discuss the desirability of industry development relative to the criteria established by the city, and to brainstorm approaches to promoting desirable forms of development. The outcome of these sessions will be to provide guidance for the consultants in formulating development and marketing strategies. Prior to organizing the lyceums, the consultants will confer with the client about appropriate agenda, format, and participation. This may include a PowerPoint presentation followed by facilitated discussion sessions.

The research conducted to prepare the white papers will focus on the following:

- current role of the industry in the Gloucester economy and recent growth trends;
- regional, national, and international market trends;
- growth prospects among distinct industry segments;
- competitive factors influencing location of industry development, including site availability and characteristics, transportation infrastructure, access to markets, financing and incentives, and workforce;
- Gloucester's competitive position with respect to the above factors;
- local impediments to development;

- compatibility of development opportunities with Chapter 91 and Marine Industrial zoning regulations;
- opportunities to expand and diversify the revenue sources of existing harbor property owners and businesses while maintaining existing commercial fishing infrastructure; and
- suitability of industry development in Gloucester Harbor relative to the city's development criteria.

Drawing from the research and recommendations contained in the draft of the *Harbor Plan & Designated Port Area Master Plan*, our analysis will focus in particular on the following industry opportunities and challenges:

Commercial Fishing Industry

- the impact of regulations affecting harvesting levels of traditional groundfish and other regulated species, including the implications of the new "catch-share" management regimen scheduled to go into affect in 2010;
- the potential for replenishment of overfished species in North Atlantic fisheries that could potentially lead to growth in landings by the Gloucester-based fleet within the next decade;
- the potential for increased harvesting of non-traditional and more plentiful species based on changing market conditions, the development of new products, and the introduction of new production technologies;
- the potential for value-added processing of certain species of fresh-caught fish and fish byproducts that are not in high demand in fresh fish markets; and
- the potential impacts on changing levels of fish harvesting and landings by the local fleet on demand for vessel berths, fleet services, wholesaling operations, transportation, and processing facilities.

Research methods and data sources:

- literature review of regional and national trends in the commercial fishing and fresh fish processing industries;
- review of relevant studies and documents from the National Maritime Fisheries Service and Northeast Fisheries Science Center and other relevant federal and state agencies and industry organizations;
- interviews with industry experts; and
- a focus group with local commercial fishermen, businesses providing fleet services, and businesses involved in the sale and distribution of fresh caught fish.

Maritime Economy

While it is difficult to draw a clear line between the commercial fishing industry and the rest of the maritime economy, our research on the maritime economy will focus on

maritime activities that are not directly related to the commercial fishing industry. These include processing of fish and seafood products harvested elsewhere and shipped to Gloucester, aquaculture, services and facilities for recreational boaters, charter boat operations, cruise ship and ferry operations, maritime research and education, and supporting commercial activities and accessory uses. Some of these activities are also tied to the visitor-related economy. The following will be among the opportunities and challenges related to development of the maritime economy that will be explored:

- the potential for expanding Gloucester's existing frozen processing industry and possible synergies with opportunities for expanding fresh fish and fish byproduct processing;
- potential for developing aquaculture operations and possible synergies with existing port, processing, and distribution infrastructure;
- regional trends in recreational boating and resulting demand for vessel berths and moorings and recreational boating services;
- trends in the charter boat and cruise industries and the implications for Gloucester Harbor;
- potential markets for local and regional ferry services;
- trends in the fields of marine research and education, resulting opportunities for expanding these activities in Gloucester Harbor, and potential partner organizations; and
- changes in demand for supporting commercial activities and auxiliary uses that could be generated by new and expanded maritime activities.

Research methods and data sources:

- review of relevant local studies and documents;
- literature review of regional and national trends in relevant maritime industries;
- interviews with local and national industry representatives and experts;
- interviews with representatives of maritime research and education organizations; and
- interviews with local businesses and organizations representing the various industry segments.

Visitor-based Economy

Gloucester Harbor plays two important roles in the visitor-based economy. First, it is the site of visitor attractions including museums and interpretive sites, and a departure point for visitor activities such as deep-sea fishing, diving, sightseeing excursions, and whale watching. Second, it is the destination point for visitors arriving by water, including transient boaters and cruise ship passengers. Research on the visitor-based economy will explore the following opportunities and challenges:

- the potential for increasing the harbor's role as an arrival point for water-based travelers, including transient boaters, small cruise ships, and ferries;
- means of more effectively linking existing visitor attractions through marketing, improved physical connections, trails, and guides;
- the potential for developing new visitor attractions by increasing access to the working harbor;
- the potential for expanding harbor-based marine tourism activities (e.g., fishing, diving, sightseeing, whale watching);
- opportunities for more fully capitalizing on cultural and heritage tourism opportunities;
- opportunities for promoting increased visitor circulation between the harbor and downtown; and
- infrastructure and amenity needs related to addressing the above opportunities and challenges.

Research methods and data sources:

- review of national literature and data on trends in relevant tourism segments;
- review of available local visitor data (e.g., visitor center data, transient recreational vessel counts, cruise ship data);
- interviews with local tourism officials and visitor center staff;
- interviews with operators of major harbor-based visitor attractions;
- interviews with small cruise ship and ferry operators; and
- interviews with operators of transient recreational vessel facilities.

B. Identify Potential Growth Clusters that Might be Compatible with Maritime Industry.

The consulting team will identify and analyze additional industry clusters that offer the potential for growing Gloucester's harbor economy without impinging on existing commercial fishing and other maritime-related activities. The consultants will conduct an initial scan of potential cluster development opportunities and select up to three additional clusters for in-depth analysis in consultation with the client.

The initial scan will identify economic activities that have been or are being developed in port areas in New England and elsewhere in the U.S. but are not present in Gloucester. The scan will pay particular attention to opportunities that have already been identified in the *Harbor Plan & Designated Port Area Master Plan* and in the RFP itself. These include renewable marine and wind energy, support for offshore oil drilling, and the creative economy. Screening factors will be applied to rank the identified industry for suitability to Gloucester Harbor. These will include:

- projected national and regional growth trends;

- synergies with the city's existing economic base;
- compatibility of development with Chapter 91 and Marine Industrial zoning regulations; and
- suitability of industry development in Gloucester Harbor relative to the city's development criteria

The initial scan will involve three forms of research:

- identification of economic activities in port areas in small- and mid-sized urban communities with a significant commercial fishing industry;
- a review of developments in the field of alternative energy technology that relate to coastal areas; and
- profiling existing industries within Gloucester that have the potential to be more closely tied to the harbor economy.

Once the scan is completed, the consultants will distribute a decision memo to the client outlining our findings and laying out options for the development of new industry clusters. Subject to a discussion with the client, the consultants will select up to three clusters for additional analysis.

The in-depth analysis of the selected industry clusters will address the same points enumerated for the analysis of the harbor's existing economic base industries. (See Task 1.A.)

C. Perform Market Analysis on Vacant/Underutilized Commercial/Industrial Properties in the Study Area.

The market analysis will include both short-term and long-term components. The short-term component will analyze current demand in local and regional real estate markets and the immediate and short-term needs of the study area's existing economic base industries, which will be identified in Task 2.A. At the same time, the consultants recognize that the client views study area development as a longer-term process, with the development of new industry clusters occurring over a longer timeframe. In addition, the trajectory of the commercial fishing industry must be taken into account to preserve sites essential to the long-term operations of the commercial fishing industry, even if such sites are underutilized in the current commercial fishing environment.

Short-term Analysis

The short-term analysis will cover a one- to three-year timeframe. On the demand side, the consultants will identify trends in the study area and in the city economy generally that could influence demand for commercial and industrial real estate in the study area. This will include analyzing likely trends in the study area's existing economic base industries as well as factors that may increase demand for study area real estate among other local industries.

On the supply side, the consultants will conduct an analysis of commercial and industrial real estate in the study area to identify current land uses and to assess opportunities for expanding the inventory of commercial and industrial sites and promoting higher uses of existing sites. The analysis will include:

- review of the updated property inventory developed in Task 1.A. to identify property mix and major businesses;
- identification of key development sites; and
- evaluation of specific use proposals.

The analysis will be used to create a general profile of the market for various types of commercial and industrial development. The analysis can also help identify types of uses and firms to target for development in the study area. Short-term uses, including non-water-dependent warehousing, trucking, parking, and similar uses on otherwise vacant land that can be licensed for up to 10 years under Chapter 91, will be taken into consideration as a means of preserving sites for longer-term use by the commercial fishing industry.

Research methods and data sources:

- analysis of secondary data on employment by industry;
- review of reports on the local real estate market; and
- interviews with business organizations, economic development professionals, developers, property owners, and commercial realtors.

Long-term Analysis

The long-term analysis will cover a four- to 10-year timeframe. Because market conditions become harder to predict over longer periods, the analysis will be primarily qualitative in nature. The consultants will review the longer-term growth opportunities for existing economic base industries and new industry clusters identified in Task 2 and identify potential real estate needs associated with this growth. Currently vacant and underutilized sites will then be analyzed to assess their suitability to projected industry demand. The analysis will focus on sites that are least likely to experience short-term development.

Task 3: Identify and Evaluate Supportive Approaches to Study Area Development

A. Harbor Walk

Drawing from analysis conducted in Tasks 1 and 2, the consultants will identify additional pedestrian connections between the downtown area and the Harborfront and within the harbor area that hold the greatest promise of increasing visitation and

economic activity within the harbor area and economic linkages between the Harborfront and downtown.

The consultants will then review the Gillham and Gander 1995 *Downtown Streetscapes Plan* and other relevant documents and conduct a site walk to identify potential connections between the downtown area and the Harborfront. The information collected in the Task 1.D. walkabout will be refined and revisited as necessary to clearly define physical constraints and/or opportunities for creating these connections and harborwalk systems. Harborwalk impediments such as physical obstructions including buildings and operational issues such as cranes, davits, hoists, loading docks, and safety issues, and opportunities such as open/vacant properties, publicly-owned property, opportunities for redevelopment, etc. will be identified. A list of priority areas where connections between the downtown and Harborfront and/or Harborwalk system should be created to achieve economic development goals will be identified.

The consultants will analyze the relative costs and benefits to the city of alternative approaches to securing public rights-of-way over private property. This could include outright land purchases, purchases of easements, or providing tax abatements.

B. Local Resources

The consultants will identify organizational capacity, resources, and methods currently available in Gloucester to finance public improvement and offer incentives for private development in the study area. The analysis will include the following steps:

- inventorying all existing public and private economic development and community development organizations in the city;
- determining potential organizational and resource constraints related to addressing public and private capital investment needs in the study area (i.e., budget, manpower requirements, gaps, focus, etc.);
- identifying organizational restructuring, new financial or fiscal tools, and/or new public, quasi-public, or nonprofit organizational structures that will enable the city to more effectively support redevelopment activities in the study area; and
- identifying historic and cultural organizations that can contribute to thematic and interpretative elements of the Harborwalk, support heritage and culture-oriented visitor destinations, and help to access additional funding sources tied to historic and cultural projects.

C. Impediments to Development

In addition to financing issues addressed in Task 3.C., the consultants will review all local land use, zoning, permitting, and licensing regulations and processes to identify any potential regulatory impediments to development. We will also identify public infrastructure conditions, including roadways, harbor infrastructure, and utilities that may pose impediments to development.

Options Memo and Discussion

Prior to completing the final four tasks of the study, the consultants will prepare a memo synthesizing the findings of the first three tasks and present it to the client for review and discussion. The purpose of the discussion will be to gain initial agreement on development priorities for the study area. The memo will summarize development opportunities in existing economic base industries and new industry targets, current capacity and resources, impediments to development, and likely actions required of the city to capitalize on new development opportunities. Following submission of the memo, the consultants will facilitate a discussion with the client to review options and establish development priorities. This will provide the basis for creating the marketing strategy and developing other strategic recommendations in the final report.

Task 4: Create a Marketing Strategy

The consultant will develop a detailed marketing strategy for downtown and the harbor. The strategy will have the following components:

- identification of targeted businesses, developers, and institutions (e.g., research, education), based on the analysis in Task 2, and the development priorities established in consultation with the client;
- appropriate marketing themes and messages highlighting the study area's investment and development opportunities;
- specific infrastructure and amenities investments identified as key to the expansion and recruitment of targeted sectors, and mechanisms to finance these investments;
- financial and tax incentives to be offered to targeted businesses and property developers;
- regulatory modifications and improvements in regulatory processes to encourage business investment;
- description of materials to be developed and media to be utilized in marketing efforts; and
- organizational and funding requirements to execute the marketing strategy.

Task 5: Create a Gloucester Website for Business Development

Boston Interactive, the website designer on the consulting team, will develop a marketing website to market available properties and leasable space in the city. The website will have an interactive format enabling the user to enter specifications for the property being sought (e.g., type, size, location), and will provide detailed information about matching properties along with maps with GIS layers visually displaying relevant information such as zoning and land use regulation and public transit routes and stations. The website will be linked to the existing Gloucester EDIC website.

This website will be designed to establish a professional online image while providing the required property information. It will incorporate best practices and technologies that provide benefits such as 1) modern look and feel, 2) ease of navigation to quickly access site information, and 3) a site structure that is easily maintained. Major elements/functionality will include:

- professional, clean look-and-feel website;
- interface with GIS system for property images/descriptions;
- structured information architecture for ease of use;
- pages designed for fast loading and search engine indexing;
- intuitive navigation scheme;
- expandability and scalability; and
- content management.

For this engagement, it is recommended to use Smartwebs Content Management System. Smartwebs is a web-based application that will allow the flexibility to maintain all website content. Smartwebs is the content management solution that was developed and is owned by Boston Interactive.

Smartwebs provides a suite of content management applications that allows easy maintenance of content without any programming or HTML knowledge. It features a browser based word-processor style WYSIWYG (What You See Is What You Get) editor. One of the key advantages of Smartwebs is the modular design, which provides flexibility and a customized solution.

Task 6: Prepare Draft Report

The consultants will prepare a draft report outlining the findings and recommendations from Tasks 1 through 4 of the study. The report will be organized as follows:

1. Existing study area conditions
2. Economic growth opportunities
 - a. Existing industries
 - b. New industry targets
 - c. Key development sites
3. Strategic recommendations
 - a. General goals and objectives
 - b. Marketing
 - c. Infrastructure and amenity investments
 - d. Public access improvements
 - e. Development incentives

- f. Regulatory changes
- g. Strengthening local government capacity

The consultants will present the draft plan to the Community Development Department and to the public in a written report and oral presentation. The electronic version of the plan will include interactive links to websites with documents or information cited in the report.

Task 7: Prepare Final Report

The consultants will make revisions to the draft report based on comments in the public meeting and discussions with the client, and submit the final report. The final report will include compiled data in Excel format and GIS layers.

PROJECT WORK PLAN AND SCHEDULE

PROJECT WORK PLAN AND SCHEDULE											
	May	June	July	August	September	October	November	December			
Task 1: Current Status of Study Area	[Task 1 duration bar]										
Task 2: Economic Growth Opportunities	[Task 2 duration bar]										
Lectures			XX								
Task 3: Supportive Approaches		[Task 3 duration bar]									
Options Memo and Discussion			[Task 3 duration bar]								
Task 4: Marketing Strategy				[Task 4 duration bar]							
Task 5: Web Site Design				[Task 5 duration bar]							
Task 6: Draft Report					[Task 6 duration bar]						
Public Presentation of Draft Report						[Task 6 duration bar]					
Task 7: Final Report								[Task 7 duration bar]			

QUALIFICATIONS

CONSULTING TEAM OVERVIEW

The consulting team of Mt. Auburn Associates, Karl F. Seidman Consulting Services, Vine Associates, and Boston Interactive brings together a set of consultants that is uniquely qualified to ensure the successful completion of this project. The team includes professionals with the specialized and complementary expertise required to fully and effectively address all the elements of the scope of services outlined in the request for proposals. This combination of expertise includes:

- design of comprehensive local economic development strategies;
- industry cluster analysis and strategy development in industries including commercial fishing and other maritime-related industries as well as tourism, arts and culture, food processing and distribution, and emerging industries such as green energy development and coastal protection and restoration, which will or may play a role in the development of Gloucester Harbor;
- comprehensive waterfront planning and engineering services;
- real estate market and feasibility analysis;
- small city downtown development;
- design of development finance tools, programs, and organizations;
- meeting planning and group facilitation;
- interactive website design; and
- prior consulting experience in Gloucester.

The following sections describe the background, expertise, and relevant project experience of each member of the consulting team as well as the capabilities of the staff that will be assigned to the project.

MT. AUBURN ASSOCIATES

Firm Description

Mt. Auburn Associates, a consulting firm based in Somerville, Massachusetts, with a satellite office in Northampton, Massachusetts, has worked for 25 years throughout New England and elsewhere in the United States in the field of economic development analysis and strategy. Mt. Auburn has worked with scores of urban and rural communities across the country on economic development planning efforts involving "cluster" strategy, workforce development, entrepreneurship and small business development, commercial revitalization, higher education/community partnerships, and arts and cultural development. The firm's work at the state, regional, and local levels has

given it an in-depth understanding of both the dynamics of regional development and the way in which individual communities function economically within a larger regional context. Along with a strong grounding in regional and local economic development theory, the firm's products incorporate expert use of both quantitative and qualitative analysis, knowledge of models and best practices throughout the U.S., a high level of interaction with the client and key constituent groups, and the design of customized strategies built on local conditions, aspirations, and capacity.

Mt. Auburn's approach starts with an *integrated economic development model*. Economic development has traditionally focused on business attraction, expansion, retention, and startup. Mt. Auburn employs a model that integrates traditional economic development with community development—the effort to revitalize defined geographic areas; and workforce development—the effort to provide residents with the skills needed for job access. We view this integrated model as a more powerful framework for improving local and regional economic conditions.

The firm's approach is also guided by the view that the purpose of economic development is to achieve *shared and sustained economic well-being*. It is not enough to develop strategies that simply promote job creation. An important goal of economic development is to raise income levels, particularly among the economically disadvantaged. This requires attention to the quality of jobs and concern about who is getting those jobs. In addition, development activity should be undertaken in a manner that retains or enhances the quality of life and environment not only in the present, but also for future generations.

Finally, Mt. Auburn's approach incorporates *thoughtful* customization. Mt. Auburn uses data and standard analytical tools extensively but only as a starting point, augmenting them with in-depth primary research. Quantitative and qualitative information are then woven into a clear, in-depth situation analysis. Recommendations are similarly tailored—while Mt. Auburn is highly knowledgeable about relevant models and best practices, we carefully draw from and adapt successful models to craft homegrown solutions. The results are fully attuned to local objectives, resources, and capacity.

Relevant Project Experience

Gloucester

- *Evaluation of the Society for the Encouragement of the Arts (seARTS)*. Mt. Auburn conducted an evaluation of seARTS' activities under a grant provided by the Massachusetts Cultural Council. The objectives of the grant included creating a viable arts market on Cape Ann, increasing contemporary art consumer activity, attracting artists and art-related businesses, increasing visibility, foot traffic, and economic opportunities for businesses, nonprofits and the city, and increasing activity in underutilized or under-visited locations.

Industry Cluster Analysis and Strategy

Mt. Auburn has integrated cluster analysis in all of its strategic planning efforts since its first work in the Northern Tier of Massachusetts in 1984. Our industry analysis work has provided the firm with expertise in a wide range of "clusters"—from such emerging industries as environmental technology, bioscience, advanced materials, telecommunications, software, fiber optics, and factory automation and robotics, to traditional industries such as food processing, tourism, furniture, and metalworking. Moreover, given our firm's national reputation, we were asked by the Ford Foundation and the Charles Stuart Mott Foundation to write a comprehensive report on the use of "sectoral" targeting by the public sector.

The firm's methodology couples analysis of national and regional trends in markets and technology with in-depth assessment of the local industry's competitive strengths and weaknesses, including analysis of market position, local business environment, and availability of key local resources including capital, physical infrastructure, workforce, and research capacity. This analysis forms the basis for developing detailed strategies for industry retention and growth. The following are examples of projects involving cluster analysis and strategy that are most relevant to the proposed project:

- *New Orleans Master Plan – Economic Base Industry Analysis and Strategy.* Mt. Auburn is currently preparing the economic development component of a master plan for the city of New Orleans. Mt. Auburn analyzed the city's established and emerging economic base industries, including the port and maritime trade, tourism, culture, and advanced manufacturing (including shipbuilding), and new green industry opportunities including coastal protection and restoration, and wind and hydrokinetic energy. It recommended strategies for business recruitment, business retention and expansion, and new venture development to support the maintenance and growth of economic base industries.
- *Provincetown Economic Study – Tourism and Maritime-related Industry Analysis.* Mt. Auburn recently completed an economic study of Provincetown, MA to help economic stakeholders gain a more thorough understanding of how the local economy has changed and where it stands today, with particular focus on tourism and maritime-related industries. In addition to analyzing local industry conditions and trends, the study included an analysis of tourism industry conditions and development strategies in four comparable coastal communities. The firm's clients, the Provincetown Economic Development Council and the Cape Cod Commission, used the analysis as the foundation for a community-driven planning process to craft a local economic development strategy.
- *Creative Economy Plan for Lowell, Massachusetts.* Mt. Auburn Associates recently completed a creative economic development plan for the city of Lowell. Funded by the Lowell Plan, a public private partnership overseeing economic development for the city, the plan mapped Lowell's creative economy, analyzed the nonprofit cultural sector, identified barriers and opportunities to further development, and developed a strategic plan focused on promoting, stabilizing, and enhancing local cultural resources, with particular attention to the relationship between cultural and economic

development in Lowell. The final plan was unanimously endorsed by the City Council, the board of the Lowell Plan, and the board of the Cultural Organization of Lowell and is in the process of implementation.

- ***Berkshire Creative Economy Strategy.*** Mt. Auburn was retained by the Berkshire Economic Development Corporation to assist in the preparation of a strategic plan for further building the creative economy of the region. The objective of the project was to further develop the county's cultural, artistic, educational, and knowledge creation assets, and to promote the intersection of creative assets with industry clusters such as technology and manufacturing. The plan identified the crossover and innovation potential between and among industry clusters, and developed key action steps to expand this economy.
- ***Southeastern Connecticut Comprehensive Economic Development Strategy – Maritime-related and Tourism Industry Development.*** Mt. Auburn completed a regional economic development strategic plan for the Southeastern Connecticut Economic Region (seCTer) and the Southeastern Connecticut Council of Governments. The plan included strategies for the development of key industry clusters including the maritime, tourism, and creative clusters. The region's maritime cluster component industries include maritime transportation, maritime-related tourism, marine product manufacturers and distributors, commercial fishing, aquaculture, and marine-related research and development.
- ***New England Creative Economy Initiative.*** Mt. Auburn completed a report for the New England Council and the New England Foundation for the Arts on the importance of the arts and cultural industry to the New England economy. The report also included a broader definition of the arts sector and compared it to other economic sectors in the region. A second report developed an action blueprint for promoting arts and cultural development in New England. The work led to the creation of a Creative Economy Council, an organization formed to implement the recommendations of the Blueprint.
- ***Louisiana Cultural Economy Initiative.*** Mt. Auburn completed a major strategy for the state of Louisiana, *Louisiana: Where Culture Means Business*. The project broadened the definition of cultural industries beyond nonprofit cultural institutions, to include: self-employed artists—writers, performers, musicians, visual artists, and artisans; art and cultural components of educational institutions; businesses that produce goods and services involving the arts; businesses that service the arts community; traditional and new media; and cuisine. The plan focused on specific strategic directions based upon barriers and opportunities identified in the research.
- ***Strategic Plans for Fairhaven and Mashpee – Waterfront, Tourism, and Maritime-related Industry Development.*** For each of these communities, the firm developed a strategic economic development plan. Fairhaven's plan was targeted to its waterfront, its village center, manufacturing jobs within the town and outside of the town, and economic development capacity. In Mashpee, the focus was on the town's tourism and commercial base, aquaculture as a targeted sector, and long-term sustainable development that preserves the town's natural environment.
- ***Feasibility Analysis of a Permanent Exposition Center for the Pleasure Boat Industry.*** For the East Bay Economic Initiative, a public/private organization seeking

to promote the development of the Rhode Island and U.S. pleasure boat building industry, Mt. Auburn analyzed the competitive position and recent performance of the U.S. and Rhode Island pleasure boat industries. The analysis was used to assist in the assessment of the feasibility of developing a year-round pleasure boat exposition facility in the Newport, Rhode Island, area. (In association with Drew Leff Associates.)

- *Defense Impact Analysis and Economic Adjustment Strategy for Southern Maine – Maritime-Related and Tourism Industry Analysis and Strategy.* For the KEYS Coalition, a group of four communities in southern York County that host the Portsmouth Naval Shipyard, Mt. Auburn developed a strategic plan to build development capacity and guide development efforts in the region. The plan included strategies for the development of several existing and potential industries, including commercial fishing and aquaculture, maritime technology, and tourism
- *Bath-Brunswick-Topsham, Maine Economic Development and Diversification Strategy – Commercial Fishing, Tourism, and Arts Industry Analysis and Strategy.* For the Bath-Brunswick-Topsham Economic Development Council, Mt. Auburn Associates developed a strategic plan for communities in this region of mid-coast Maine. Industry sector analysis and strategies focused on commercial fishing, tourism, the arts and agriculture. Since implementing Mt. Auburn's recommendations, the region has been recognized for its initiatives linking arts with economic development.
- *Memphis and Shelby County, Tennessee Economic Development Strategic Plan – Food Processing, Wholesale and Distribution, and Tourism Cluster Analysis and Strategy.* Mt. Auburn was part of a consulting team working with all principal public and private economic development organizations in the region to formulate a strategic plan for economic development. Mt. Auburn's responsibilities for the project included preparing an overview analysis of the regional economy, conducting a business survey, and analyzing five key industry clusters—food processing, wholesale and distribution, tourism, biomedical, and electronics. Mt. Auburn developed strategic recommendations for each industry cluster
- *Strategic Economic Development Plan for Chelsea, Massachusetts – Food Industry Cluster Analysis and Strategy.* Mt. Auburn completed a comprehensive strategic plan that included strategies to promote, food processing and distribution, environmental technologies, airport-related development, and telecommunications. The food industry was one of two industries selected for in-depth analysis. Recommendations for food industry development were formulated to strengthen the city as a center of the wholesale food industry, expand and attract food processing companies, support new enterprise development, and develop workforce training programs.

Meeting Planning and Group Facilitation

Mt. Auburn's work frequently involves extensive facilitation of project steering committees and task forces, community meetings, and industry cluster groups. The following are examples of Mt. Auburn's facilitation activities:

- *MetroHartford Alliance Sector Organizing Initiative.* Michael Kane worked with the Alliance on a healthcare sector organizing initiative. Michael worked with staff

from the Alliance to plan and structure the meetings with leaders from the sector, and he also facilitated two initial organizing meetings.

- *Workforce Development Institute.* Michael Kane facilitated all meetings related to the development of a strategic plan for the Workforce Development Institute. The meetings included WDI board members, staff, and other partners and stakeholders. The facilitation and research we undertook during the planning process resulted in a plan that is now operational and providing direction for the economic and workforce development work that WDI is engaged in.
- *MetroHartford Cluster Analysis.* Mt. Auburn successfully identified and organized the precision machining and financial services industries in the greater Hartford, Connecticut region. The effort not only brought together industry leaders for the first time in a decade to discuss common resource needs, but also ultimately developed two new pipelines of well-trained workers to meet their industry's severe labor shortages.
- *Coastal Enterprises Strategic Plan.* Mt. Auburn managed a planning process and formulation of a five-year strategic plan for a statewide economic development organization, including conducting board and staff interviews and facilitating staff and board retreats (with Seidman Consulting)

KARL F. SEIDMAN CONSULTING SERVICES

Firm Description

Karl F. Seidman Consulting Services advises public and private sector clients on the planning, implementation, and evaluation of economic development strategies and programs and on the analysis, planning and financing of real estate development projects. The firm's capabilities include:

- economic development planning and strategy formulation;
- economic development marketing;
- economic and fiscal impact analysis;
- industry and market analysis;
- program design and evaluation;
- real estate development finance;
- real estate feasibility analysis; and
- technical assistance and training.

Since its formation in mid-1995, Karl F. Seidman Consulting Services has completed over 75 projects for federal government agencies, state government agencies, local governments, nonprofit organizations, and private corporations and developers.

Relevant Project Experience

Gloucester

- *Gloucester State Fish Pier Development.* As Deputy Director of the Massachusetts Government Land Bank, Karl Seidman oversaw implementation and financing of improvements and redevelopment at the Gloucester State Fish Pier

Real Estate Market and Feasibility Analysis

- *Brownfields Project, Lawrence Massachusetts.* Karl F. Seidman Consulting Services was retained by GenCorp to conduct an office and industrial real estate market analysis for re-use of an 8.5-acre brownfields site in Lawrence, Massachusetts.
- *Lyman State School Reuse.* As part of reuse planning for a surplus former state school in Westborough, Massachusetts by the Massachusetts Development Finance Agency, Karl Seidman completed an industrial, research and development, and office real estate market analysis.
- *New Bedford Hicks-Logan Redevelopment Plan.* Karl Seidman conducted economic and market analysis for redevelopment of a large industrial area for the New Bedford Economic Development Council.
- *Town of Plymouth Waterfront Development Plan.* The Town of Plymouth selected Karl Seidman to conduct a market analysis, prepare a financial plan, and identify organizational options for management and development of town-owned piers and waterfront land.
- *Village Center Plan.* For the Metropolitan Area Planning Council and Old Colony Planning Council, Karl Seidman assessed the market potential for biotechnology manufacturing, and office and retail development included in a redevelopment plan for the South Weymouth Naval Air Station.
- *Winchendon Mills.* The Town of Winchendon retained Karl Seidman to complete a market analysis and feasibility study for reuse of a multi-building mill complex into a mixed used museum-anchored development.
- *Winter Island Barracks Building.* For the City of Salem, Massachusetts, Karl Seidman completed a market analysis for museum, retail, and restaurant uses and prepared financial analysis for the mixed-use rehabilitation of a former Coast Guard building.
- *Town of Ashland Economic Development Plan.* Karl Seidman was retained by the Town of Ashland to conduct economic analysis, real estate market analysis, and to meet with stakeholders in order prepare an economic development plan for this suburban Massachusetts community. The plan addressed downtown revitalization, real estate development projects, marketing, and local permitting improvements.

Waterfront, Downtown, and Commercial District Revitalization Plans

- *Town of Plymouth Waterfront Development Plan.* For the Town of Plymouth, Karl Seidman conducted a market analysis, prepared a financial plan, and identified organizational options for management and development of town-owned piers and waterfront land.
- *Barre (VT) Downtown Market Analysis.* Retained by the City of Barre and the Barre Partnership, Karl Seidman prepared a strategic marketing plan for downtown Barre, with demographic and market analysis, business survey, customer telephone surveys, strategy formulations, and action plan (with Mt. Auburn Associates).
- *Brattleboro Downtown Market Analysis.* The Town of Brattleboro hired Karl Seidman to complete a strategic marketing plan for downtown Brattleboro, including building inventory, demographic and market analysis, customer telephone and intercept surveys, strategy formulations and action plan (with Mt. Auburn Associates).
- *Downtown Salem Retail Plan.* For the City of Salem Redevelopment Authority and Department of Planning and Development, Karl Seidman prepared a retail development and marketing plan for downtown Salem, with demographic and market analysis, business inventory and vacancy analysis, customer telephone survey, strategy formulations and action plan.
- *Northampton Retail Market Analysis.* The City of Northampton retained Karl Seidman to analyze retail expansion opportunities for this Massachusetts city through defining trade areas, analyzing consumer spending and sales by store category and the city's retail competitive advantages.
- *Shelburne Falls Market Analysis and Strategic Plan.* For the towns of Shelburne and Buckland and the Shelburne Falls Area Business Association, Karl Seidman prepared a five-year strategic plan for improvement of the Shelburne Falls Business District. Study including retail and commercial market analysis, business and customer surveys, focus groups and interviews to assess strengths, weaknesses and opportunities, formulation and evaluation of strategy options and formulation of a detailed five-year strategic plan.

Economic Development Finance

- *Coastal Enterprises Strategic Plan.* Karl Seidman served on team preparing a five-year strategic plan for statewide economic development organization and Community Development Finance Institution. Completed board and staff interviews, facilitated staff and board retreats, conducted detailed business analysis of business lending programs, researched and evaluated new opportunities around tourism development and drafted overall strategic principles, goals and priorities.
- *Economic Stabilization Trust.* For the Commonwealth Corporation, Karl Seidman assessed financing needs and private capital market gaps for Massachusetts' high

growth manufacturing firms to inform lending program targeting and design. Prepared investment prospectus to establish new investment fund.

- *Massachusetts Community Development Finance Corporation Strategic Plan.* Karl Seidman assisted the state development finance agency with a strategic planning process, including a review of existing programs, market research, strategy formulation, financial planning, and drafting plan.
- *Southside Investment Partnership.* For the Providence Plan, Karl Seidman conducted research, financial planning and design for a public-private real estate equity investment fund for community based economic development projects in South Providence (with Mt. Auburn Associates).
- *Twin Cities Community Development Corporation.* Karl Seidman formulated a strategic plan for a small business development program serving the Fitchburg/Leominster area.
- *Western Massachusetts Enterprise Fund.* Karl Seidman analyzed market conditions and capital market gaps for regional Community Development Financial Institution and recommended target markets, new financing products, and formulated a marketing plan.

VINE ASSOCIATES

Firm Description

Vine Associates, Inc. (VAI) is an integrated team of specialized engineers, scientists, and technicians who represent decades of experience across a broad range of technical disciplines. With locations throughout New England, VAI Has provided clients along the East Coast with local knowledge, convenience, and value in solving their waterfront engineering challenges since 1987.

VAI focuses on providing highly experienced personnel to address specialized projects located in the immediate area where land meets water. The team's commitment to excellent in client service, technical expertise, and skilled project management has earned Vine Associates many prestigious waterfront projects throughout the East Coast.

Vine Associates' experience across a wide range of technical disciplines offers clients the assurance and flexibility of obtaining quality, affordable services from a single source. We value and respect the strong relationships we have developed with our clients and professional organizations. In addition, VAI's familiarity and experience with regulatory procedures and processes ensures timely design and permitting solutions for our clients.

Gloucester Projects

Vine Associates, Inc has provided consulting services for several public and private projects in the City of Gloucester over the past 23 years. Selected Projects are listed below.

PUBLIC PROJECTS

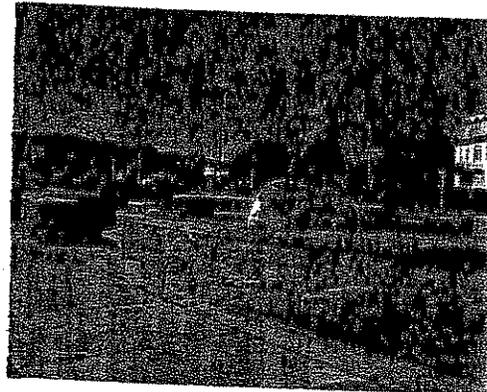
St. Peters Square

VAI has provided permitting, engineering, and construction phase services toward the rehabilitation of publicly-owned City Landing and commercial fishing marina located at St. Peter's Square. The Gloucester Harbor Commission implemented the project, with funding by the Seaport Bond Bill. The project results in the creation of a renewed, enlarged facility providing improved safety and operations to the existing commercial fishing vessels. Project development considered accommodating the fishing fleet and transient boaters, while providing tourists with an aesthetic sense of the heritage of the City.



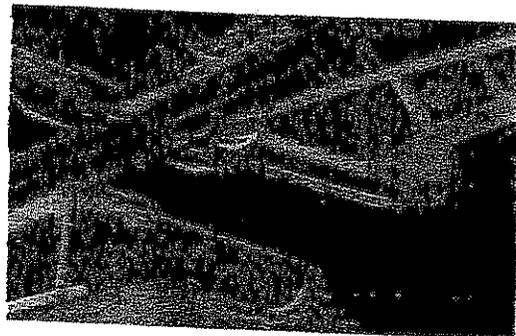
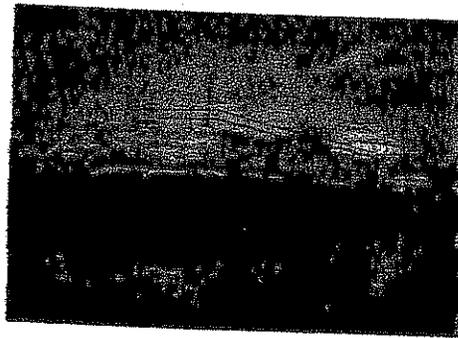
Stacey Boulevard

Vine Associates, Inc. was retained by the City of Gloucester in coordination with the Massachusetts Department of Environmental Management to design and permit the reconstruction of the existing deteriorated and failed stone and concrete bulkheads along Stacy Boulevard and the Blynman Canal. Existing structures date back to the early 1900's.



Blynman Canal (East Side)

Vine Associates, Inc. is currently retained by the City of Gloucester to inspect, survey, permit and design repairs or reconstruction of the existing granite block seawall fronting the east side of the Blynman Canal. Work is in preliminary design phase.



Blynman Canal (West Side)

Vine Associates, Inc. was retained by the City of Gloucester in coordination with the Massachusetts Department of Environmental Management to design and permit the reconstruction of the existing deteriorated and failed stone and concrete bulkheads within the Blynman Canal. Existing structures date back to the early 1900's. Selection of the proposed improvement program considered cost, durability, construction conditions, minimization of disturbance to resource areas and area users, public safety, and the aesthetic and the historic significance of the site. Work included bulkhead repointing, reconstruction of the bulkhead, excavation and backfilling, reconstruction of the mortared revetment, resetting of granite capstones and the installation of new railings. Construction work totaled approximately \$900,000, and had to be monitored to avoid damage to an underlying masonry tunnel dating back to the early 1900's.

Cressy Beach Repairs

Performed survey, permitting, design and construction oversight services to reconstruct a portion of the stone revetment at Cressy's Beach as a result of storm damage.

Atlantic Avenue Road Repairs

Performed construction oversight services to reconstruct a portion of the stone revetment, reset curbing and road repairs along Atlantic Avenue as a result of storm damage.

Lane's Cove Breakwater Repairs

Performed construction oversight services to reconstruct a portion of the stone breakwater repairs within Lane's Cove as a result of storm damage.

Robinson's Landing

Performed inspection, survey, permitting, design and construction oversight services to reconstruct an approximate 160 lineal foot stone bulkhead along East Main Street for the Massachusetts

Department of Environmental Management and the City of Gloucester.

Fort Square Bulkhead Reconstruction Project

Performed inspection, geotechnical analysis, survey, permitting, design and construction oversight services to reconstruct an approximate 500 lineal foot stone bulkhead and park improvements including benches, railing, playground equipment, basketball court and general site improvements for the Massachusetts Department of Environmental Management and the City of Gloucester. Construction work totaled \$1,200,000, and was funded by the State and the City.

Cripple Cove Bulkhead Reconstruction Project

Performed inspection, survey, permitting, design and construction oversight services to reconstruct portions of existing stone masonry seawalls and stone revetments park improvements including benches, railing, playground equipment and general site improvements for the Massachusetts Department of Environmental Management and the City of Gloucester. Construction work totaled \$300,000, and was funded by the State and the City.

Solomon Jacobs Pier Reconstruction Project

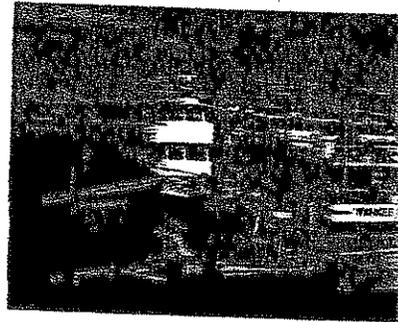
Performed inspection, survey, permitting and design to reconstruct the existing 25-foot wide by 130-foot long deteriorated timber pier utilized by the City's Harbormaster. Project is estimated to cost \$700,000 and is currently permitted and awaiting funding.

Lobster Cove Survey

Performed survey to locate all structures encroaching beyond the Federal Project Limits within Lobster Cove for the City's Waterway Board in preparation for proposed future dredging project.

Gloucester Wreck Removal

Performed underwater inspection, survey, permitting and design to remove 7 existing abandoned, sunk and deteriorated vessels within Gloucester Harbor for the Massachusetts Department of Environmental Management and the City of Gloucester. Construction work totaled \$300,000 and was funded by the State and the City.



MBTA Bridge Inspection

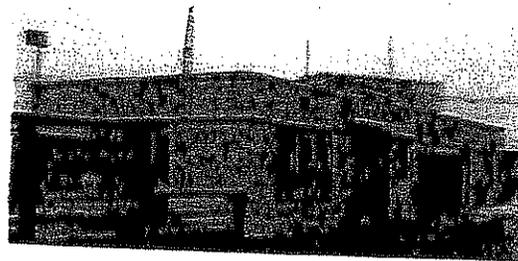
Performed above and underwater inspection of the piles supporting the railroad bridge over the Annisquam River for the Metropolitan Boston Transit Authority (MBTA).



PRIVATE PROJECTS

Cape Ann Marina

Performed survey, permitting and design services for various projects including; maintenance dredging, bulkhead reconstruction work, float reconfiguration work and improvement for boat wash systems.

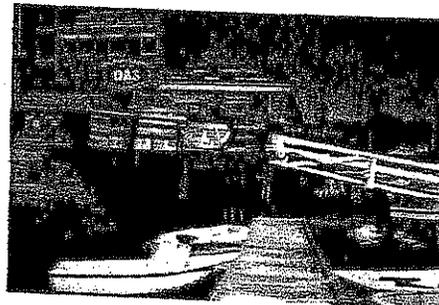


Bickford Marina

Performed survey, permitting and design services for various projects including; maintenance dredging, bulkhead reconstruction work, float reconfiguration work and improvement for boat wash systems.

Gloucester Marine Heritage Center

Performed inspection, survey, permitting and design to reconstruct the existing deteriorated timber pier utilized by the Center for education, storage and transient berthing. VAI provided permitting services for the facility's second floor and building expansion.



Annisquam Market and Marina

Performed inspection, survey, permitting and design services for various timber pier and float repair projects at the Marina.

Manor Inn

Performed survey, permitting and design services for embankment stabilization of the area adjacent to the parking lot.

Cable Survey

VAI provided survey and underwater inspection services to assist a Marine Contractor to locate and record the location of the proposed cable across the Annisquam River in the vicinity of the MBTA bridge crossing.

Marine Railway

VAI is currently evaluating pile supports for this industrial railway.

Gloucester Retreat House

Performed inspection, survey, permitting and design to reconstruct the existing stone revetment fronting Braces Cove as a result of prior storm damage.

214 Atlantic Ave

Performed inspection, survey, permitting and design for emergency repairs to an existing seawall as a result of prior storm damage.

Dorley Residence

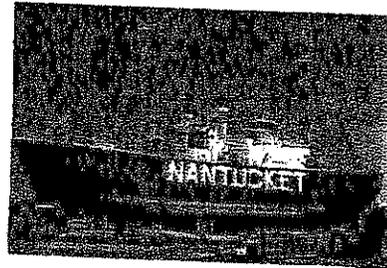
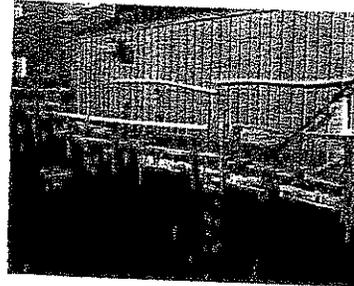
Performed inspection, survey, permitting, design and construction oversight services for pile replacement repairs supporting a single family house in Rocky Neck.

16 Cononicus Road

VAI is currently providing inspection, survey, permitting, design services for a residential pier replacement project in the Annisquam River.

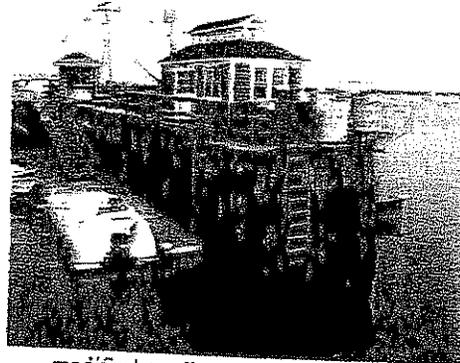
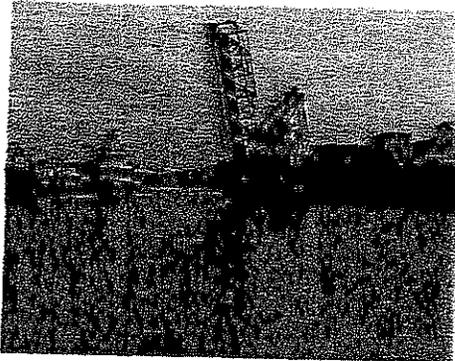
Pile Inspection Services

VAI has provided pile inspection services for various clients within Gloucester Harbor as required by the City's Building Inspection Services Department and in accordance with City Ordinance. Performed above and underwater inspection of structures and submitted required reports.





Waterfront Planning Services



In 2005 Vine Associates, Inc. expanded its municipal services by creating a Planning Division focused on waterfront planning providing analysis of existing and potential land, shoreline, and water usage, zoning and regulatory issues as well as feasibility studies for various facilities. Recent Waterfront Planning Projects include:

Cities of Chelsea and Revere

- Chelsea Creek Waterfront Plan including land and water use analysis, navigational conditions and needs assessment, zoning review, and state regulatory issues including allowable uses in consideration of state Chapter 91 jurisdiction and presence of Chelsea Creek Designated Port Area boundary.

City of Beverly

- Master Plan for City-owned waterfront site. Review and analysis of proposed development plan to determine compliance with state Chapter 91 and Designated Port Area regulations. Provide strategic advice for project approval under state MEPA and Chapter 91 programs and conditions imposed by state Division of Conservation and Recreation on parcel usage.
- Build Out Analysis using 3D visualization for a large portion of the City's waterfront using three different build out scenarios based on alternative zoning criteria.

modified to allow increased development of recreational marinas while still providing adequate and safe vessel passage through the Harbor.

Town of Plymouth

- Water Transportation Plan Feasibility Analysis for the provision of commuter and excursion services from downtown Plymouth to Boston, Provincetown and other locations. Study including siting analysis of three alternative locations for a water transportation terminal.
- Plymouth Harbor Dredging Analysis and feasibility study for public marina in the downtown waterfront.

City of Salem

- Regulatory Analysis of Salem Port Expansion to support Environmental Notification Form submission.
- Design and Planning Services Re-Use Feasibility Study for the U.S. Coast Guard Administration Building on Winter Island including analysis of facility context, zoning, use potential and historical attributes.
- Design and approvals for the South River Harborwalk which included coordination with abutting property owners and local boards and commissions.

City of Newburyport/Town of Newbury

- With grant monies from the state Division of Conservation and Recreation developed a public access plan for Plum Island.



Sail Salem, Inc.

- Pro bono analysis of City-owned site to accommodate public pier, boat launching and laydown area for community boating program.

Cordage LLC

- Prepared Draft and Final Environmental Impact Reports for 32 acre waterfront site. Required Chapter 91 regulatory analysis and significant consultation with state and federal regulatory agencies. Also developed several alternative marina expansion designs and impact analysis.

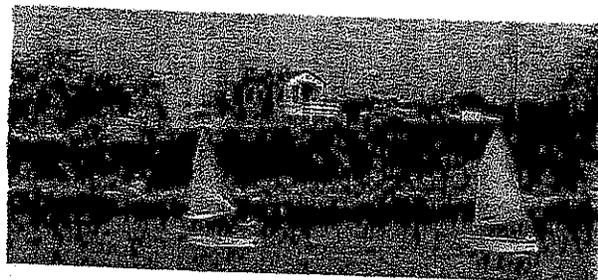


Pickering Wharf

- Actively participated in the City of Salem's Harbor Plan update to review substitute standards and perform analyses for three development parcels. Attended consultation sessions with the state Department of Environmental Protection Waterways Division and the state Office of Coastal Zone Management to review Chapter 91 build out requirements.

Mariners Port

- Assist client in laying out potential float system in Salem's historic district.



BOSTON INTERACTIVE

Boston Interactive was founded in 1999 and currently employs 30 staff members all based in its Charlestown, MA headquarters. It is a privately held company that has been profitable since inception. It works with many business types from small startups to large non-profit organizations. Part of the firm's success stems from its "honest day's work for an honest day's pay" attitude. All of its clients get the same care and consideration - whatever the project size. The firm's size encourages teamwork and creativity, and it also allows it to enjoy the many other significant benefits that accrue to small organizations. Being based in Boston gives the firm the benefit of selecting from one of the best talent pools in the world. Its designers and programmers come from the best colleges around, and their work proves it.

The firm's approach is unique in the field of web design and development and it is one that has led to the successful completion of many outstanding web projects.

- **Discover** - An initial meeting(s) to understand the goals, the creative image, and the technical requirements of the new website.
- **Design** - The firm's design team will design multiple unique 'Look & Feel' concepts.
- **Develop** - Turn the creative design into HTML.
- **Deploy** - Launch of the new website.

KEY PERSONNEL

Mt. Auburn Associates

Peter Kwass, Principal. A founding principal of Mt. Auburn Associates, Peter draws from 25 years of experience in the field of local and regional economic development. Working at the intersections of regional and community economic development, he designs workforce development, entrepreneurship, and commercial revitalization strategies that expand economic opportunities for local communities and their residents by linking them more closely to regional industries, markets, and institutions. Peter also has strong expertise in economic development program evaluation. His evaluation work is particularly valued by clients for its emphasis on findings that are actionable and useful to economic development practitioners.

Peter is currently preparing the economic development component of a comprehensive master plan for the City of New Orleans, which has involved identifying opportunities for developing key economic base industries, including the maritime trade, energy, tourism, and culture. He is also leading an evaluation of the Fund for Our Economic Future, a multi-year, \$30 million foundation-led initiative to reinvigorate the economy of the 15-county Northeast Ohio region. In recent years, he has developed workforce development plans for distressed neighborhoods in Savannah, Columbus, and Baltimore as a participant in multi-disciplinary teams charged with crafting comprehensive

neighborhood revitalization plans. He served for several years as an advisor to the Annie E. Casey Jobs Initiative, a multi-year demonstration program testing multiple approaches to increasing employment for low-income residents of six cities.

Active in Boston's community development for over 25 years, Peter played a long-term leadership role for one of Boston's leading community development corporations, and is a current board member and past president of a recently established community-based organization in an inner-ring Boston suburb that supports economic development through environmental initiatives. Before founding Mt. Auburn Associates, Peter was an associate at Counsel for Community Development, an early leader in the development finance field.

Peter holds a Masters Degree in City and Regional Planning from the John F. Kennedy School of Government at Harvard University and a B.A. in American History from Brown University.

Beth Siegel, President. A co-founder of Mt. Auburn Associates, Beth Siegel has led the firm for 25 years in designing and implementing regional economic development strategies and evaluating economic development and workforce initiatives.

Since starting Mt. Auburn Associates in 1985, Beth has managed strategic plans for dozens of communities in the Northeast. She led studies in the Hartford, New Haven, and New London regions in Connecticut; in Burlington, Vermont; and in Nashua, New Hampshire. An expert in the realm of program evaluation, Beth headed evaluations for the U.S. Economic Development Administration, for a number of states, as well as for foundations. For the past five years, she has directed the firm's evaluation work with The Heinz Endowments in Pittsburgh and a consortium of national and local foundations involved in workforce development in Boston.

Beth's policy work and writings have been influential in the economic development field. She wrote some of the earliest articles on the role of "clusters" in regional economic development and her report in the mid-1990s to the Charles Stewart Mott and Ford Foundation, *Jobs and the Urban Poor*, influenced the field of sectoral workforce development. With concern for the fate of smaller cities, she also authored a report for the U.S. Economic Development Administration, *Third Tier Cities: Adjusting to the New Economy*. In recent years, Beth has gained national recognition for her work on the strategic role that arts and culture play in economic growth, including the path-breaking study *The Creative Economy Initiative: The Role of the Arts and Culture in New England's Economic Competitiveness*, and two recently released reports, *Creative New York* and *Louisiana: Where Culture Means Business*.

Prior to founding Mt. Auburn, Beth served as Deputy Research Director of the Massachusetts Governor's Commission on the Future of Mature Industries and spent four years as Senior Associate at Counsel for Community Development, a pioneer in the development finance field. She taught economic development planning in the graduate planning programs at MIT and Tufts University. Siegel received a B.A. from Beloit

College in Wisconsin and a Master in City and Regional Planning from Harvard University.

Michael Kane, Managing Associate. Committed to making economic development visions a reality, Michael Kane has been a practitioner as well as researcher in the community and economic development field for more than 25 years. He specializes in regional economic development planning, sector analysis and organizing, and positioning higher educational institutions to better capitalize on their economic and workforce development assets.

Since joining Mt. Auburn in 1992, Michael has led more than 20 strategic economic development planning efforts on the neighborhood, municipal, and regional levels, researching and analyzing more than a dozen economic sectors as part of that process. An authority in workforce development program evaluation, Michael has drawn on his expertise to develop workforce training programs for welfare recipients, underemployed, and incumbent workers with several community colleges.

Michael played an integral role in developing Mt. Auburn's deep expertise in the Creative and Cultural Economy. Michael was a key architect of several recent reports and plans prepared by Mt. Auburn Associates, including: *The Creative Economy Initiative: The Role of Arts and Culture in New England's Economic Competitiveness*, *The Creative Engine: How Arts & Culture is Fueling Economic Growth in New York City Neighborhoods*, *The Economic Role & Impact of Lincoln Center, Inc.*, and *Louisiana: Where Culture Means Business*.

Prior to joining the firm, he worked for the Massachusetts Government Land Bank, a quasi-public state agency that successfully used commercial and industrial development as a tool to revitalize small cities and neighborhoods in the state. Also, in the mid-1980s, he was the director of a regional economic development project that was one of the first efforts to use a sector organizing approach to building and strengthening a regional economy. Michael holds a Master of Education from Boston University.

Devon Winey, Senior Associate. Devon focuses primarily on developing the firm's communication and business development strategies in addition to providing writing and research support on client projects. Devon's areas of interest include regional strategic planning, sector analysis, and program evaluation.

Devon recently rejoined Mt. Auburn Associates having previously worked for the firm from 1992 through 1996. At that time, Devon worked on a number of strategic plans in Massachusetts, Connecticut, and Maine, focusing particularly on sector analysis and workforce assessment. Devon worked on a series of projects related to defense adjustment in Massachusetts, New Mexico, and Maine. She also contributed to a number of research projects including a sector strategy study for the Ford and Mott foundations and evaluation projects for the states of New York and Oregon as well as for the Annie E. Casey Foundation.

Devon previously worked at Monitor Company, a global strategic management consulting firm. While at Monitor, Devon consulted primarily to life science clients (pharmaceutical and medical products) on operational and marketing strategies. Devon also played a leadership role in Monitor's internal human asset management overseeing allocations and professional development of senior consultants as well as working closely with the Monitor's CEO on an organizational redesign. From 1990 to 1992, Devon worked as a Research Associate at Klein & Co., a strategic managing consulting firm serving nonprofit clients, primarily international labor unions. Devon's clients included the International Ladies Garment Workers Union, Communication Workers of America, United Brotherhood of Carpenters, and the Great Britain's Transport and General Workers Union.

Devon holds an M.B.A. from Harvard Business School and a B.A., *magna cum laude*, in Economics and Political Science from Wellesley College.

Karl F. Seidman Consulting Services

Karl F. Seidman, Principal, has extensive professional experience in the design, management, and evaluation of economic development finance programs, the financing and supervision of complex development projects, and the preparation of economic development plans and strategies.

Karl's accomplishments include building a \$120 million state real estate finance and development authority, preparing over 15 local and regional economic development plans, completing feasibility studies, market analyses, financing packages, and marketing plans for a dozen development projects in Massachusetts, New Jersey, and Virginia, and authoring laws that established two Massachusetts business finance agencies.

Karl is also Senior Lecturer in Urban Studies and Planning at the Massachusetts Institute of Technology where he teaches Economic Development Finance, Economic Development Planning and Revitalizing Urban Main Streets. He is the author of *Economic Development Finance*, a new textbook, over 35 consulting reports, articles in professional journals, and a guide to urban commercial revitalization practice as well as the editor of a practitioner's guide to defense conversion. He previously served as Deputy Director and Chief Financial Officer of the Massachusetts Government Land Bank, a state agency that finances and manages redevelopment projects.

Karl holds a master's degree in public policy from Harvard's Kennedy School of Government and a bachelor's degree in political science from Amherst College.

Vine Associates

Susan St. Pierre, AICP is a professional planner and Principal of Vine Associates, Inc. with over 25 years of Project Management experience working with multi-disciplined consulting teams on various waterfront development projects. Ms. St. Pierre was retained

by the firm to establish its planning practice and has successfully managed several such projects over the past 3 ½ years. Through her experience in waterfront projects, Ms. St. Pierre has gained considerable knowledge in and is very adept at applying the complex provisions of the state Chapter 91, Harbor Planning and Designated Port Area regulations on development proposals. Her clients include both the public and private sectors. Select projects include the proposed 36 acre Cordage 40R redevelopment Project in Plymouth that was recently designated as a Growth District by the state, the 40 acre Massport Marine Terminal Master Plan, the downtown Plymouth waterfront plan and the Chelsea Creek waterfront plan, among others.

David A. Smith, will serve as Field and Construction Services Engineer overseeing field services and inspections. Mr. Smith has provided engineering services for numerous projects in Gloucester involving dredge investigations, facility inspections, dredge designs and pier and berth designs. Select projects include Stacey Boulevard, Blyman Canal, Gloucester Marine Heritage Center and Solomon Jacobs Pier among others. He has also performed similar services for many other public and private sector clients along the Massachusetts coastline including marine industrial facilities such as the Massport East Boston Piers, Conley Terminal Berth 16/17, Fitchburg Fifth Avenue Bridge, and the Boston Autoport facility. He also provided inspection and design for the New Bedford Coastal Laboratory Pier facility, the Massport Air Rescue Marine facility, the New England Power Blyman Point dolphin damage investigation report, and for foreshore rehabilitation projects for the Towns of Winthrop, Nahant, Scituate, Hingham and Duxbury. Mr. Smith is an engineer-diver and has a strong background in hydrographic survey, dredging feasibility assessments, underwater inspections, design, and construction monitoring of marine structures.

Boston Interactive

Jim Keller, Vice President (Executive Sponsor). Jim is responsible for the day-to-day operations of running Boston Interactive, one of the top web development companies on the East Coast. Jim manages all client relationships and provides vision and leadership to all new clients.

Jackie Roth, Web Designer (Creative Lead). Jackie manages the company's creative employees. Her focus lies in creating long-term branding strategies that integrate with the programming efforts. With eight years of experience in the field of design, Jackie has worked with a variety of clients from the financial, retail, education, and recreational arenas as well as "dot com" companies. Along the way, Jackie has been fortunate to explore and tackle a great variety of media in the industry. Her work includes designing and producing annual reports, brochures, direct mail, advertising, television, company branding, logos, Web, multimedia, and environmental design.

Kate Hedgpeth, Information Architect (Usability Lead). Kate brings five years of experience in the online arena to her role as Information Architect. Focusing her efforts on creating websites and web applications with a smooth user experience, Kate's broad range of design and usability expertise spans many channels.

Scott Noonan, Chief Technical Officer (Technical Development). Scott is responsible for overseeing all website development and web application projects. Scott manages the development team to produce professional and highly dynamic websites and Internet applications.

Sara Strobe, Interactive Producer (Project Management). As an Interactive Producer at Boston Interactive, Sara Strobe leads and manages web strategy projects from conceptualization through implementation. She went on to build her online campaign expertise at Convio, Inc. and with the Digital Influence team at Ogilvy Public Relations. Sara has worked with a wide range of clients from the American Lung Association and Planned Parenthood Federation of America to Select Comfort beds. Sara holds a Masters of Social Work and a BA from Washington University in St. Louis.



CITY OF GLOUCESTER 2009
CITY COUNCIL ORDER

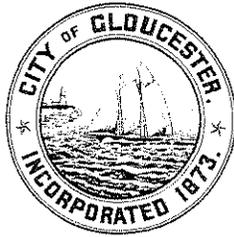
ORDER: #CC2009-030
COUNCILLOR: Jacqueline Hardy

DATE RECEIVED BY COUNCIL: 06/16/09
REFERRED TO: O&A
FOR COUNCIL VOTE: 7/14/09

Ordered that the polling location for Ward 4, Precinct 2 be changed from Plum Cove School to the Lanesville Community Center, 8 Vulcan Street.

Councillor Jacqueline Hardy

City Hall
Nine Dale Ave
Gloucester, MA 01930



TEL 978-281-9700
FAX 978-281-9738
ckirk@ci.gloucester.ma.us

CITY OF GLOUCESTER
OFFICE OF THE MAYOR

Memorandum

To: Council President Tobey and Members of the Gloucester City Council

From: Jim Duggan, Chief Administrative Officer 

Date: June 3, 2009

Re: City Council Agenda

As you are astutely aware of, many staff members are already working extended hours due to the workload, which translates into multiple early morning and evening meetings. On many occasions city staff has patiently waited during city council meetings to answer any potential questions regarding an issue that is discussed during the Committee Reports segment of the City Council Agenda. I have found that compounding an already demanding schedule with sometimes lengthy city council meetings has been taxing on city staff.

Therefore, I respectfully request that the Ordinance & Administration Sub-committee discuss the potential of repositioning the Committee Reports portion on the agenda to offer the city staff some relief.

Thank you



GLOUCESTER CITY COUNCIL 2009

COMMUNICATION

RECEIVED: 06/11/09

NUMBER: COM2009-024

NUMBER OF PAGES: 1

SUBJECT: INTERSECTION OF HOLLY AND WASHINGTON
STREETS

To: City of Gloucester
City Council
Dale Ave
Gloucester MA, 01930

06 JUL 14 10:01 AM '09

From: Joseph R Grace
75 Holly Street
Gloucester MA, 01930-1702

Gloucester City Council,

An extremely dangerous safety condition continues to exist in and about the intersection of Washington and Holly Street.

There are no markings or directions as to parking here, so vehicles park haphazardly, presenting a real danger to anyone driving through, walking through, or walking from hazardously parked vehicles into one big danger zone.

At practically any time of the day vehicles park-

On the unmarked sidewalks.

On the crosswalk.

Within the intersection.

Within 20 feet of the intersection(s).

Double park.

Reduce the traveled way so that vehicles backing out endanger vehicles passing through, and especially endanger two vehicles passing in opposite directions.

Vehicles park in the traveled way, face the wrong way, angle parking, there's no logic, and no safe passage here.

Other targets are pedestrians walking from vehicles parked in the middle of the intersection to the Post office.

To not address this serious condition is to say, we haven't hurt or killed anyone here lately, so let's see how much longer we can go before we do.

My request to this City Council is to refer this matter to O&A and to the Traffic Commission for study and guidance, and maybe we can save someone from an accident or injury, or worse.

Most sincerely,


Joseph R. Grace

City Hall
Nine Dale Ave
Gloucester, MA 01930



TEL 978-281-9700
FAX 978-281-9738
ckirk@ci.gloucester.ma.us

CITY OF GLOUCESTER
OFFICE OF THE MAYOR

Memorandum

To: Council President Tobey and Members of the Gloucester City Council

From: Jim Duggan, Chief Administrative Officer 

Date: June 11, 2009

Re: **Non-Resident Beach Stickers**

The Mayor's Office has received numerous complaints regarding the subject referenced above.

According to the Rules and Regulations that govern the issuance of beach stickers, individuals who pay property taxes, but do not reside in Gloucester on a permanent basis are defined as "non-resident" citizens. Such a classification limits the individual(s) to certain city amenities.

I respectfully request that the classification of a "non-resident" beach sticker be scrutinized by the Ordinance and Administration Sub-committee with the prospect of it being re-defined.

Thank you.

CITY CLERK

The City of Gloucester is seeking qualified applicants for the full-time position of City Clerk. Clerk is custodian of all records, manages office staff, supervises elections, and assists City Council in its official duties.

Qualifications: Solid grounding in municipal government with either four-year college degree in appropriate field plus four years' management experience in related field, or equivalent (8 years) combination so to be professionally qualified by virtue of education, training and experience. Complete job description available upon request.

Salary Range: \$32,489 - \$43,539.

Send resume and personal statement on or before March 30, 1992 to Brian Galvin, Chairman, Ordinances & Administration Cmte.
c/o Office of the City Clerk, City Hall, Dale Av., Gloucester, Ma.

01930

Print on front of envelope "Clerk Application".

Gloucester is an equal-opportunity employer.

CITY CLERK - JOB DESCRIPTION (Available upon request as noted above)

The City Clerk is legally responsible for care/custody, control of all official city records, including city council records and ordinances, vital statistics including issuance of various licenses (i.e., dog and shellfish), and overseeing elections/counting ballots/providing protection of election material, all under authority of Massachusetts General Laws. The City Clerk is the Clerk of the Registrars of Voters. The City Clerk is also ex-officio member of the Gloucester License Commission. The City Clerk by City Charter Sec. 2-7 also serves as Clerk of the City Council, and may have such additional powers and duties as the City Council may from time to time prescribe, such as longer than usual workdays, attendance at various night and weekend meetings and overseeing other certain city-related special functions and events.

MAYOR'S REPORT:

1. Encroachments - Benjamin Smith Playround - Update report fr Asst. General Counsel. Filed.
2. Lease - Senior Center.
On motion of Councilor Gustafarro and second of Councilor Bjorlie, the City Council voted 9-0 to approve advertising RFP (Request for Proposals) for a lease for the Council on Aging Senior Center for 3 years in duration with options for renewal for a fourth and fifth year at the same rate which is proposed for the first 3 years of the lease. The City Council understands that this initial approval is a mandate of the new Universal Procurement Law (Chapter 30B), and that the final version of the lease will come back to the full City Council for its ratification.
3. Status of Old Oil Rig "ZEUS":
The General Counsel reported that the USCG believes that through recent action, the rig should be removed from Gloucester harbor in the near future,

O & A Cmte. Report of 5/9/92 - re Screening of Finalists for Position of City Clerk.

On recommendation of the O & A Cmte., the full City Council unanimously approved the following special meeting and schedule of reviews:

- Finalists to be interviewed up to an hour each by the full City Council at a Special Meeting to be held on Monday evening, May 18, 1992, for the selection of City Clerk:

- 6:00 p.m. Philip Campbell, Easthampton, Ma.
- 7:00 p.m. David N. DeManche, Uxbridge, Ma.
- 8:00 p.m. Robert D. Whynott, Gloucester
- 9:00 p.m. Fred Frithsen, Rockport, Ma.

- Consider suggestion that the following four candidates' salaries based on experience be offered as follows:

Philip Campbell	Grade 12 Step 2	\$ 35,646.
David DeManche	Grade 13 Step 1	34,067.
Fred Frithsen	Grade 13 Step 3	37,224.
Robert Whynott	Grade 13 Step 1	34,067.

- The City Council accepts the recommendations of the O & A Cmte. that the new City Clerk as a condition of employment:

shall not be offered a stipend for attending the City Council Meetings and be responsible for the minutes, and

shall not be allowed to retain marriage fees for ceremonies performed by him as Justice of the Peace during his regular office hours at City Hall,

shall be allowed to retain appropriate portions of dog license fees and fishing and hunting fees under the State law. All other fees for licenses and vital statistics shall be collected for the City in the amount set by City Code;

- take whatever steps are necessary through the proper channels to rectify an oversight in the City Clerk's salary for the past three years, with the proper information to go through the Personnel and Auditor's Departments to the Budget & Finance Cmte. for their final review and recommendation.

Noted for the record:

Councilor Khambaty and other City Councilors commended Councilor Ted Costa III for all his extra work in researching legislation and other relevant information used in the search for a new City Clerk including taking trips and doing background checks with Councilor Khambaty. Other City Councilors applauded the fine work of all members of the O & A Cmte. including alternate member Khambaty for the open way the O & A Cmte. conducted all phases of its search for a new City Clerk.

FINAL ACTION:

ROLL CALL VOTE #1:	#2	#3	#4 -2 choices	#5 - 2 choices
Bjorklie	NPRES.	NPRES.	NPRES	NPRES
Costa	F.FRTH	F.FRTH	FKYRZ	F.FRTH -P.CMPBL
Galvin	F.FRTH	F.FRTH	F.FRTH	F.FRTH -F.FRITH
Giacalone	R.WHYNT	F.FRTH	F.FRTH	F.FRTH -R.WHYNT
G. Taferro	F.FRTH	F.FRTH	F.FRTH	F.FRTH -P.CMPBL
Khanbaty	R.WHYNT	P.CMPBL	P.CMPBL	P.CMPBL -F.FRITH
Nelson	P.CMPBL	P.CMPBL	P.CMPBL	P.CMPBL -R.WHYNT
Pope	P.CMPBL	P.CMPBL	P.CMPBL	P.CMPBL -F.FRITH
Ritek	P.CMPBL	P.CMPBL	P.CMPBL	P.CMPBL -F.FRITH
				F.FRTH P.CMPBL
				F.FRTH F.FRTH
				F.FRTH F.FRTH
				P.CMPBL F.FRTH
				P.CMPBL R.WHYNT
				P.CMPBL R.WHYNT
				P.CMPBL F.FRTH
				P.CMPBL F.FRTH

On motion of Councilor Galvin and second of Councilor Costa, the City Council voted 8-0 to refer the first and second choices for City Clerk with five votes for the position of City Clerk to the Ordinances & Administration Committee, with a meeting to be scheduled for Thursday, May 21, 1992, 7:30 p.m., Second Floor Conference Room for negotiating with the Personnel Director (Eileen Sullivan) a contract for the remainder of the tenure of City Clerk to include the following provisions:

1. Retention of portions of only dog, fishing/hunting fees allowed under MGL.
2. Restriction on not performing Justice of the Peace services during office hours.
3. City Clerk to act as Clerk of the City Council and attend Council Meetings as a condition of employment with no extra stipend.
4. Negotiate a beginning salary level not to exceed the one presently listed in the FY/92 Budget (Grade 13 Step 3 as per list attached).

Meeting was adjourned at 10 p.m. (L. Bishop - Clerk of Cmtes.)

MOTION TO ELECT ROBERT WHYNOTT AS CITY CLERKRoll Call Vote:

On motion of Councilor Galvin and second of Councilor Gustaferro, the City Council voted 5 in favor (Bjorlie, Giacalone, Gustaferro, Khambaty and Witek) to 4 opposed (Costa, Galvin, Nelson and Pope) to elect Robert Whynott as Gloucester City Clerk.

ROBERT WHYNOTT UNANIMOUSLY DECLARED CITY CLERKVoice Vote:

On motion of Councilor Giacalone and second of Councilor Pope, the City Council voted unanimously to declare Robert Whynott as duly elected City Clerk of the City of Gloucester.

Highlights of discussion prior to the above vote:

Councilor Gustaferro suggested that Fate may have played her hand in having the first and second choices decline the position, which now gives the Council an opportunity to perhaps pick the best of the three finalists. He noted that Mr. Whynott is a resident with the proper background, experience and education, with volunteer experience in City Government, and a man of fine reputation. Councilor Giacalone stated that he would support Mr. Whynott because of the same reasons as Coun. Gustaferro and took exception to an editorial in the Gloucester Times this evening which intimated that the refusal of the first choice for the Clerk's position was somehow politically engineered.

SPECIAL O & A CMTE. MTG SET FOR MONDAY - 6/1/92 - 6:30 p.m.

Ordinances & Administration Committee Chairman Brian Galvin announced that there is a special meeting scheduled for 6:30 p.m. Monday, June 1, 1992 to meet with newly-elected City Clerk Robert Whynott and Personnel Director Eileen Sullivan to work out salary and other conditions of employment as reflected in a City Council motion voted 5/18/92, with the final agreement come back to the full City Council for ratification.

Mr. Robert Whynott then addressed the full City Council, thanking them for their support and promising to do his best to fulfill the obligations of the City Clerk.

3. VERBAL UPDATE ON COMPENSATING RETIPING CITY CLERK FRED J. KYROUZ FOR A SALARY ISSUE. The City Council agreed that the above matter is going to be resolved by filing special legislation through the Budget & Finance Committee members who are working with the City Auditor Joseph Pratt on pulling the detailed information together and drafting the motion which eventually requires formal full City Council approval and Mayor's concurrence before it goes to our State legislators to be formally filed.

MAYOR'S REPORT:

1. Transfer Request 92-17 - Ref'd B & F Cmte.
2. Memo from Priscilla White, Acting Director - Sawyer Free Library asking City Council acceptance of funds to be deposited quarterly into Adult Learning Center's P. S. Acct. 29-0000458103771-0000). Ref'd B & F Cmte. for their review and recommendation.

0763A
 City Council of the City of Gloucester, Massachusetts
 Minutes of Meeting held Tuesday, June 9, 1992

Special Meeting 7 p.m. - re City Clerk-elect Robert D. Whynott

Regular Meeting 7:30 p.m. - Public Hearing on Proposed FY/93 Budget

followed by the regular Calendar of Business.

Council Chamber - City Hall

All City Councilors were present:

Council President John Giacalone chaired.

Council Vice President John Bjorlie and Councilors Howard "Ted" Costa III, Brian Galvin, Jay Gustafarro, Abdullah A. Khambaty, Valerie Nelson, Dale A. Pope and Peg Witek.

Chair Convened meeting 7:00 p.m.

DRAFT AGREEMENT BETWEEN CITY OF GLOUCESTER AND ROBERT D. WHYNOTT -CITY CLERK-ELECT.
 Mr. Whynott was present.

Filed for the Record: Extract re above from Ordinances & Administration Mtg.
 6/1/92:

The draft agreement as proposed by the Ordinances & Administration Committee after meeting with Mr. Whynott on June 1st, 1992, contained a provision that the new City Clerk would accept a starting salary level of Grade 13 -Step 2; however, some of the City Councilors at this time felt that although he has the background and education to start at Step 2, that Mr. Whynott would have to train for a couple of weeks with the present City Clerk (both at full salary) before starting officially July 1, 1992 as City Clerk. Therefore, he should start at Step 1.

There was some discussion on the appropriateness of the beginning salary level. The consensus of the City Council, with agreement of Mr. Whynott, was that if Mr. Whynott would start at Step 1 Grade 13 (plus being allowed to retain portions of certain license fees), that after six months of work, the O & A Cmte. would evaluate his performance; and if acceptable, with Council approval, Mr. Whynott's salary level would move to Step 2 of Grade 13.

FINAL ACTION:

MAIN MOTION:

On motion of Councilor Galvin and second of Councilor Khambaty, the City Council voted on roll call of 6 in favor (Bjorlie, Gustafarro, Khambaty, Nelson, Pope and Witek) to 3 opposed (Costa, Galvin, and Giacalone) to amend the Letter of Agreement between the City Council and City Clerk-elect Robert Whynott to fill the unexpired term of Fred J. Kyrouz to February 14, 1994, as follows:

1. Mr. Whynott shall begin his employment in the City Clerk's office on June 15, 1992.
2. Mr. Whynott shall be compensated at Grade 13, Step 1 of the Management Pay Schedule, at the rate of \$32,489.per annum.

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3. Upon completion of six (6) months' employment, Mr. Whynott shall receive a Performance Review to be performed by the Ordinances & Administration Committee and approved by the full City Council; and if satisfactory, his level shall move to Step 2 - Grade 13 (\$34,114 per annum).
4. Mr. Whynott, in his position of City Clerk, shall retain said portions of dog, fishing and hunting license fees as designated in Mass. Gen. Laws, C. 131, 131 A and 308.
5. The City Clerk, in his role of Justice of the Peace, shall not perform marriage services during regularly scheduled office hours.
6. The City Clerk shall remit all vital statistics license application fees and certified copy record fees to the City's General Revenue Account.
7. The City Clerk shall not be required as a part of his duties, to take minutes of City council meetings. Attendance at Council meetings is a condition of employment (with no extra stipend).
8. Mr. Whynott understands and agrees that the City Clerk is legally responsible for overseeing the Electoral process.
9. As Mr. Whynott's employment shall begin on June 15, 1992, and the current City Clerk, Fred J. Kyrouz, will not terminate employment until June 30, 1992, a request shall be made to the Administration to transfer appropriate funds for the overlap. (Note: The Administration has agreed to this request.)

by _____
Robert Whynott

by _____
John Giacalone, Council President

Date _____

Date _____

This section of the special meeting was adjourned at 7:25 p.m.

MINUTES OF THE REGULAR AGENDA:

7:30 p.m.

PRESENTATION OF RESOLUTION HONORING RETIRING EXECUTIVE DIRECTOR OF THE COUNCIL ON AGING MAUREEN DURKIN O'CONNELL.

Councilor Jay Gustaferra, the Council's representative on the Council on Aging, read the Resolution and handed it to Mrs. O'Connell, who was present to accept with her husband, family, and many members of the Council on Aging.

She acknowledged with appreciation the Resolution from the City Council and Mayor on behalf of the citizens of Gloucester. She said that after almost 5 years of service, she has appreciated everyone's support and will continue to work on a voluntary basis with the Board of Directors of the Council on Aging. She has decided to be a full-time mother to her two young children, but promised to come back at a later time when she feels it will be appropriate.