

Strategies	Done	IP	NS
Develop density standards based on existing infrastructure and development patterns	+		Village Development Overlay (VDO) District Zoning district special permit adopted. The Capital Improvement Program (CIP) submitted to City Council .The city has contracted for a public facilities master plan to evaluate infrastructure capacity. Cluster zoning is under review.
Develop site and design review standards and processes		X	<p>The adopted Open Space Residential Design (OSRD) ordinance includes a site plan review component. The Planning Department is considering ways to approach site and design review. There is a need to establish performance zoning regulations.</p> <p>Need to consider zoning ordinance incorporating LEED “green building” standards for new municipal and/or private construction. Renewable Energy Committee is exploring this concept.</p>
<p>Develop procedures for identifying and protecting special places</p> <ul style="list-style-type: none"> • Coordinate regulations and programs for consistency • Identify special places and features • Recommend methods to preserve special places and features 		X X X X	<p>OSRD adopted. Special Places needs to follow neighborhood land use review. Some identified in Open Space Plan. Should be reviewed by Open Space Committee. City databases need development. Historic inventory is a resource. Stormwater management regulations are being developed. Neighborhood groups input on case-by-case basis. The Conservation Commission (Con. Com.) continues to review its ordinances for consistency. Community Development staff prepared various brochures for the public on Dogtown and Public Landings. The City's web site has been updated to include site maps, information on conservation regulations, beaches and restrictions.</p> <p>A report, “Gloucester Reconnaissance Report, Essex County Landscape Inventory”, was completed as part of the Massachusetts Heritage Landscape Inventory Program under the auspices of the Mass. Dept. of Conservation and Recreation and the Essex National Heritage Commission with input from about two dozen local residents.</p>
Adopt the Open Space Residential/Subdivision Design permitting process	+		OSRD regulations have been adopted by the Planning Board.

Strategies	Done	IP	NS
<p>Connect land use planning with infrastructure planning and Implementation</p>		X	<p>Capital Improvement Advisory Board works closely with the Planning Director and Community Development Director.</p> <p>Public facilities master plan has been put out to contract to evaluate infrastructure capacity and needs.</p> <p>Energy Efficiency (potential savings from conservation measures and “green construction” methods) should be factored in when prioritizing capital projects. Gloucester Greenhouse Gas Inventory provides baseline, albeit dated, information on energy usage.</p>
<p>Manage existing and future development to meet city objectives and reserve business and industrial park space for commercial and industrial uses</p> <ul style="list-style-type: none"> • Ensure park uses conform with agreements and regulations • Upgrade technology infrastructure 		X X X	<p>Blackburn Industrial Park appears to have full tenancy. Some concerns have been expressed about additional land for industrial development. EDIC jurisdiction could be expanded to other locations. EDIC monitors adherence to the “Declaration of Restrictive Covenants” including the detention catch basins and stormwater planning. EDIC serves as a negotiator between the city’s departments and boards and the developer providing information and insight to both. Final decisions are made by the Planning Board. Phase II road extension has been completed.</p> <p>Technology infrastructure is currently not a problem. The businesses that made requests have been accommodated. EDIC does not anticipate any problems with upgrade requests. Further communications technology developments are being discussed.</p> <p>Ordinances to encourage alternative energy sources such as wind energy are currently under review for adoption.</p>

Strategies	Done	IP	NS
Use financial mechanisms to manage development, including incentives and impact fees		-	<p>Village Development Overlay (VDO) provides innovative tools. City Council continues to review proposed CIP including identified projects. Potential use of incentives being considered in Inclusionary Zoning revisions.</p> <p>In addition to considering zoning that encourages “green buildings” the Renewable Energy Committee is exploring ways to take advantage of incentives for use of alternative energy; e.g. incentives for Renewable Energy available to Massachusetts are listed on a “Database of State Incentive for Renewable Energy (www.dsireusa.org) web site. Opportunities for economic growth and development are increasing rapidly as the need for decreasing our dependence on fossil fuels becomes more and more evident. Varian Semiconductor has now received a ZBA permit for a height exception for two 408 ft. wind turbines on their property in the Blackburn Industrial Park. Mass. Technology collaborative has studied several locations for possible siting of large wind turbines. Also, preliminary discussions between GREC members and school officials have been held re: the possibility of applying for MTC grants for smaller renewable energy projects.</p>
Ensure conformance of development to applicable standards	+		<p>Review and enforcement procedures are in place. Systematic reporting by staff to the Planning Board and Con. Com. seems to be working.</p>
Coordinate land-use decisions with neighboring communities		X	<p>The 418 grant is exploring barriers to appropriate housing development and identification of opportunities from the perspective of the four municipalities on Cape Ann. Regional forum was held and summary report prepared. There is still a need to schedule joint meetings with Con. Com., Planning Board and/or Rockport committees that consider these policies.</p>

Strategies	Done	IP	NS
Provide information to the public on land use regulations and decisions		+	Need to add timely information to City's web site. Many agendas and minutes are now being posted on the web and GIS databases are being developed, but staff is constrained by limited resources. Conservation has added information available through its web site.
Explore ways to allow land and special resources preservation, including examining benefits of adopting the Community Preservation Act		-	2001 initial ballot referendum failed. Currently on-hold by most groups pending economic changes. Needs more public education efforts. VDO may be used as a preservation tool. Mayor Bell has committed to establishing a Land Bank. The Con. Com. agent recommends the establishment of neighborhood based informational and educational programs. A forum on the CPA is scheduled for early 2007 for laying the groundwork for re-introduction.
Open Space			
Form an Open Space and Recreation Committee		X	Com. Dev. has proposed formation of an OS&RC to the Mayor's office, which is in the process of proposing framework and getting input from City staff and public. The formation is expected to occur in January, 2007. A group of interested participants has begun to meet to outline the initial tasks in updating the Open Space and Recreation Plan.
Review and Update the Open Space and Recreation Plan		-	<p>Drafting has been initiated; the Mayor is expected to establish the formal committee early 2007. Funding opportunities are being explored. DPW and Con. Com. need to coordinate on city owned trails. OS&RC will assist the ongoing review of the transfer of stewardship of City lands to Con. Com.</p> <p>Community awareness of quality of life and health issues continues to be promoted by the environmental health collaborative sponsored by the Mayor's Office, Health, Conservation and Shellfish departments.</p>

Strategies	Done	IP	NS
Find funding mechanisms to acquire open space		X	VDO planning, Cluster Development, and OSRD provide ways to preserve open space. The CPA, Conservation Restrictions and land easements are other mechanisms. A CPA Alliance (ad hoc group) has formed to promote the adoption of CPA in Gloucester to help fund open space acquisition among other goals.
Expand City resources for enforcement of regulations that protect open space	+		<p>OSRD, with regulations, adopted. Subdivision open space regulations and Wetlands ordinance to be reviewed. Stormwater Ordinance and Regulations are being developed. Subdivision Rules and Regulations have been amended incorporating steep slope protection and minimizing vegetation clearing. Funding for staff and resources needed to increase enforcement. An Assistant Shellfish Constable has been hired and an Assistant Conservation Agent position has been posted with anticipated hire in January 2007.</p> <p>City should create department or Board to oversee land management issues such as Dogtown, Rockport corridors, parkland, etc.. Planning Board should review corridors and public access issues. Such issues may also be addressed during the development of a new Open Space Plan.</p>
Develop new ordinances and regulations for open space protection		X	OSRD and VDOP adopted. Staff and stakeholders should now perfect the associated review and permitting systems to ensure that these tools and the associated incentives are embraced and used. Con. Com. is in the process of reviewing changes to its performance standards. 418 grant will promote future exploration of land use, including key open space. CZM's Smart Growth program is reviewing "limited impact development" reviews.

Strategies	Done	IP	NS
Natural Resources and the Environment			
Establish an Office of Natural Resources		X	Re-organization is underway. Shellfish Officer reassigned to Community Development. Staffing levels are being increased in related departments with the addition of an Assistant Shellfish Constable and anticipated hire of an Assistant Conservation Agent.
Develop a Natural Resource Management Plan		X	<p>A wetlands inventory and restoration plan has been submitted by Mass. Audubon. Open Space and Recreation Plan may contribute. Cape Ann Climate Change Network to make recommendations on climate protection and emissions.</p> <p>The Gloucester Renewable Energy Committee (GREC) takes into account information and recommendations in the April 2001 Gloucester Greenhouse Gas Inventory. By meeting with representatives from such agencies and groups as the Dept. of Energy Resources, the Mass. Technology Collaborative, the International Council for Local Environmental Initiatives (of which Gloucester is a member) and others, the Committee is attempting to take the fullest advantage of the technical and financial resources that are available. Additional staff in Com. Dev. and DPW and regulations are needed to develop a plan and to take advantage of the increasing economic opportunities available as public support and desire for alternative energy sources grows.</p> <p>City Staff from Com. Dev., Health and Engineering departments participate in an ad hoc wetland restoration group along with agency representatives from NOAA and CZM. These agency staff may provide assistance if a comprehensive natural resource management plan is initiated.</p>

Strategies	Done	IP	NS
<p>Strengthen city policies that address pollution from marine-related activities, and continue programs to reduce pollution in the inner harbor.</p>		+	<p>The Health Department's Wastewater Management Plan continues oversight of the design, construction and maintenance of Gloucester's on-site wastewater systems, tracks every on-site septic system within the City of Gloucester, makes sure each on-site septic system has regular inspections, and provides maintenance information to both homeowners as well as professionals. Additionally, the Health Department recently obtained an additional \$5 million dollars from the Massachusetts Water Pollution Abatement Trust to assist homeowners in upgrading officially failed on-site septic systems. The Health Department has been active in the effort to develop a Sewer Service Area delineation in West Gloucester and is hopeful that when the delineation is complete that many of the recommendations found in the Daylor "West Gloucester Land Use and Wastewater Plan" will be implemented. NPDES Phase II applies. Washington Street CSO to be remediated. Harbor Cove CSO proposed to be remediated. Atlantic Street restoration project has been funded. NOAA reviewing hydraulic connection at Sleepy Hollow Pond to marsh area. Waterways Board reviewing salt marsh erosion in Jones Creek area and proposed a no-wake restriction. A photo survey has also been done for the Annisquam River, Little River, Mill River, clam flats and the harbor. Increased visibility is needed. An inter-board/departement team is reviewing policies. A Coastal Management grant request was to be submitted in November 2004.</p>

Strategies	Done	IP	NS
Cont'd.			<p>The issue of a possible LNG terminal off Gloucester and next to fishing grounds and our marine sanctuary is serving as an impetus locally and regionally in the search for other options. Many individuals and groups, including members of the Gloucester Renewable Energy Committee (GREC) have presented testimony on this subject. Committee members are also discussing bio-fuels, cleaner fuels to supplement heating and/or motor vehicle and boat engine fuels and is supportive of a new private business venture in the city that involves the processing of used cooking oil for fuel.</p>
Develop a storm water management plan		X	<p>Engineering and Com. Dev. reviewed NPDES Phase II storm water requirements. Phase II plans are in place. Reviewing MS4 regulations. A Stormwater Management Ordinance is being drafted by the Engineering Department with input from Planning, Conservation and Health Departments.</p>
Develop programs that promote stewardship of natural resources		X	<p>West Parish Science Park and several school programs to monitor wetland areas are examples. City received a grant for wetland restoration and education at Dun Fudgin. 418 maps to be formalized and submitted. Con. Com. ordinance being reviewed. BOH grants in process.</p> <p>A number of children and youth from the schools and local organizations such as ArtSpace and the YMCA have become involved in renewable energy initiatives such as promoting compact fluorescent light bulbs since they participated in the 2006 Clean Energy Fair.</p> <p>The Maritime Heritage Center also offers educational programs that increase appreciation for the oceans. Cape Ann Climate Change Network and the Gloucester Renewable Energy Committee, Sustainable Cape Ann, Action Inc. and other groups are committed to increasing public awareness through initiatives like the Green Up program, TV programs, talks and presentations, etc.</p>

Strategies	Done	IP	NS
Cont'd.			<p>From the funds received by Gloucester through residents participating in the Green Up program, a Big Belly solar trash compactor was purchased. Besides the practicality of its use, its visibility helps to promote awareness of alternative energy options.</p> <p>Of particular significance, as a joint effort of some 20 individuals from several groups, a Clean Energy Fair was held for the first time this year. It was a resounding success. An estimated 1000 people attended the all day event. Thirty-eight exhibitors, 70 volunteers, including many youth, and an impressive line-up of speakers participated. Nearly two dozen major sponsors supported the effort too. From this many ideas and collaborations were born. In particular, an initiative entitled 20/20 by 2012 has really taken off. The initiative asks municipal governments, businesses and residents to pledge to reduce their energy use by 2012. More information on this and other programs and events can be found at www.capeannenergy.org.</p> <p>Mayor Bell has been commended by the press and others for his efforts in promoting renewable energy. Within the city government, conservation measures have been established and staff members have received training. A comprehensive recycling program is in place. This year a bus trip to the Waste Management facilities in New Hampshire entitled "Tour de Trash" was arranged and attended by a large group of interested citizens and officials.</p> <p>The Sawyer Free Library is strengthening its collections on energy use, climate change and with a wide range of "how to" books on energy saving.</p> <p>A Wingersheek Beach Management Plan has been completed. Measures have been implemented to protect the dune resources along with installation of informational kiosks on resource values.</p> <p>A Good Harbor Beach Watershed Study has been completed by the efforts of Conservation, Shellfish and Health Department staff which included outreach components to how individuals can be involved in pollution solutions.</p>

Strategies	Done	IP	NS
Promote programs the encourage water use efficiency		X	City established water ban. Engineering reviewing additional programs, leak detection. A program has been undertaken to evaluate and replace water valves. Conservation Office has created and distributes brochures on landscaping practices that conserve water and enhance water quality.
Create a “no activity/no disturb” zone within wetland buffer zones		+	City council did not take action on a citizen petition in 2002. Planning Board OSRD ordinance promotes limiting construction activities outside the buffer zone. Con. Com. and Com. Dev. reviewed the existing wetlands ordinance and surveyed standards in place in other communities. A proposal to allow the Con. Com. to adopt performance-based standards was not approved by City Council. Con. Com needs to increase enforcement of existing regulations. A Con. Com. sub-committee is continuing to review changes to its ordinances and proposed regulations.

Strategies	Done	IP	NS
Seek funds, grants, and gifts for preservation and protection of natural resources		X	<p>Need to refine database of City owned property. VDO and OSRD contain “gift” mechanism. CPR grant for Eastern Ave/Days Pond area. Some capital improvement grants for downtown/ Main Street Phase 3. Grant applications for planning funds for ACEC not funded. Grants for restoration of Mill Pond, Dunn Fudgin, Wingersheek Beach, and Little River Alewife run areas are in process. Some public gifts have been made but are very irregular. Nothing in-process at this time. City submitted Commonwealth Capital Application in September 2004. Mayor has committed to establishing a land bank that will hold conservation restrictions and other alternative means of land protection.</p> <p>Increasing opportunities exist in field of alternative and renewable energy, both for savings and for economic development. The Gloucester Renewable Energy Committee is working on a wind turbine initiative with Mass. Technology Collaborative (MTC), for example. MTC has grant money available for various types of renewable energy endeavors, including large and small solar, wind and hydro projects. The Gloucester Renewable Energy Committee has been exploring various options, particularly wind and solar projects, that could be connected to energy use at municipal buildings and schools. Also, Action, Inc. and some private businesses are already working with MTC funds to carry out a number of local projects.</p>
COMMUNITY FOCAL POINTS			
Harbor and Waterfront			
Support the recommendations of the Gloucester’s Harbor Plans		X	A Draft Harbor Plan Update has been submitted and is being considered by the City Council. It is expected that a draft of the plan will be presented to the state for approval in early 2007.

Strategies	Done	IP	NS
Promote economic development along Gloucester Harbor		X	The city continues to support the use of Tax Increment Financing (TIF) as an incentive for property owners to enhance the economic development of downtown and the harbor. A TIF allows for tax abatement for a period of time for a project that the city finds beneficial. The city continues to receive Seaport Bond funds for improvements to the harbor and to create economic opportunities. And the draft of the Harbor Plan update promotes consistency between state and local regulations that govern the use of waterfront property. The city has benefited from private investments, with such as the recent groundbreaking for the cruise ship terminal, and other potential projects being discussed. Planning tools are being investigated to promote development linkages between downtown and the harbor.
Develop process to preserve or develop special waterfront parcels.		X	Mayor's office continues to facilitate discussions regarding potential development opportunities for the "I4C2" parcel. Mayor Bell participated in the Mayor's Institute hosted by MIT to examine opportunities in the Roger's Street Corridor. Maritime Heritage Center has preserved the Harbor Loop marine railways facility and opened it for public access and education.
Invest in infrastructure that supports the waterfront.		X	The city continues to make improvements to seawalls. The removal of navigation hazards from the harbor which is essential for larger vessels coming into port is near completion. The draft Harbor Plan will also provide direction regarding future infrastructure investments that will support the economic development of the harbor.
Complete a waterfront public access plan.		-	Waterways Board has a complete inventory of all public landings and has been developing a plan for improvements as appropriate. Waterways Board plans for improvements at Solomon Jacobs include a walkway linking the Harbormaster's site with the Maritime Heritage Center.

Strategies	Done	IP	NS
Identify special places and cultural links along the waterfront.		-	As part of the Preserve America grant directional signs and informational kiosks are being designed and will be installed in the downtown and at several sites around the harbor.
Improve public boating access opportunities.		+	<p>Major improvements to Dun Fudgin landing completed during the 2002 boating season. Waterways Board is working to initiate improvements at the Solomon Jacobs landing which will include short term tie up areas for boaters. The Waterways Board completed installation of new floats at the Lobster Cove Footbridge, increasing available dinghy spaces from 18 to 48.</p> <p>Floats also were added at Lanes Cove and Magnolia. Signage has been improved at the Lobster Cove landing and debris has been removed at Lane's Cove.</p> <p>The harbor plan update will likely include some provisions for public boat access which will be allowed under the State's Designated Port Area (DPA) regulations.</p>
Downtown			
Identify downtown steward and support it with resources		X	The Downtown Development Commission (DDC) is the designated steward, to be supported by the City DPW. Many people believe that the DDC should be more proactive in Downtown revitalization and marketing. The Code of Ordinances and Plan 2001 spell out considerable responsibility and authority for the DDC; several people believe that they could exercise greater authority and assume more responsibility. More effort and collaboration among merchants would give DDC effort more visibility and 'payoff', which could be fostered through the DDC or the Chamber of Commerce, or both.
Complete physical plans to the downtown		+	Phase 4, the last section of Main Street, East End improvements is near completion. Other plans have yet to be implemented: the Pleasant Street intersection, as an example.

Strategies	Done	IP	NS
Improve the image and market the downtown		X	Image is improving, with new buildings and new businesses and storefronts and further building and renovation in planning stages. Window boxes and hanging plants add interest; however maintenance, including basic cleaning, is an issue. Marketing is another matter. The DDC has addressed some marketing strategies, but does not have a full Plan, and is not aggressive in this area. Some improvements in directional signage has helped, direct visitors to the downtown/retail section of the city. There is need for downtown merchants to work together to promote business. The Preserve America designation and grant awards include funds for signage.
Encourage mixed uses of commercial and residential properties		+	Several 'mixed use' properties are now occupied, and more have been developed and ready for occupancy, with retail on the ground floor and residences above. These appear all along Main Street, on Pleasant Street and at Station Place on Railroad Avenue. More projects are in planning and permitting stages.
Develop a site plan and review process for the downtown area			<p style="text-align: center;">X</p> <p>Although the DDC talks about this process, they seem not to be aware that the Plan is very specific about site plan review in the downtown section of the city, suggesting who might work with the review. The DDC seem to be waiting for city-wide review, when, in fact, they can take the initiative for implementing review in the downtown area.</p> <p>New development plans (preliminary plans) are often submitted to DDC for comment and recommendations; however, there is no provision for follow-up or enforcement. The need for such review continues and is made poignant by recent development. The mayor has announced that the administration will work to improve downtown in general and Rogers Street in particular.</p>

Strategies	Done	IP	NS
Coordinate efforts of the Historic Commission and the Historic District Commission		X	The same city staff person is staff and coordinator to the DDC and to the Historical Commission, providing some coordination and communication between groups. The two groups, themselves, appear not to work together.
Improve the railway station		+	Most of the work in the railway station area has been completed, providing a much improved rail traffic entrance to the city. Private development provides modest retail and some residential use on the site adjacent to the tracks. New commuter parking space on the other side of the track is a major improvement. Private development on the outside of the tracks continues, with both new buildings and reconstruction. A new restaurant opened in the fall; other small retail businesses are opening in an older building. Further work to include sidewalk improvements has been discussed but has not been funded.
Create a downtown traffic and parking plan		X	The joint City/Chamber Parking Committee has recommended changes in parking practice that will allow more public parking near Main Street. Alternative parking and pricing schemes have been implemented, including parking passes to those who work downtown. The Chamber maintains its long-held position that urges more parking.
Seek funds to support Main Street and Downtown improvements		X	Funds have been secured to complete the Main Street East End project. More funding for other projects should be part of all downtown development planning. Preserve America funds will be used for Downtown improvements.

Strategies	Done	IP	NS
Villages and Neighborhoods			
Assess the historic and architectural character of Gloucester's neighborhoods		X	<p>The Historic Commission's street index of Gloucester's properties of historic significance is available through the Massachusetts Historic Commission's searchable database MACRIS. The Historic Commission works with groups/people who want to get properties listed in the National Register. The Commission has initiated a series of neighborhood meetings.</p> <p>The Historic Commission and the Historic District Commission continue to provide guidance regarding potential impacts to the historic character of neighborhoods in the city.</p>
Establish neighborhood associations		X	<p>The Planning Board (PB) has revised its Public Hearing Protocol to establish an order for comments and time allowances that give priority to representatives of neighborhood associations. PB encourages the formation of neighborhood groups when the degree of comments during development review is significant and sustained. The neighborhood group is encouraged to attend site visits, to formalize their comments, and to communicate directly with the applicant. The PB has further directed neighborhood groups to avail themselves of the services of Planning staff to assist in their participation. Neighborhood associations exist in many areas of the City. With a couple notable exceptions, they are largely reactive - opposing development proposals. There is no up to date list of organizations or contacts.</p>
Develop land management regulations to preserve village and neighborhood character		X	<p>City regulations provide an opportunity through the project review process to protect the character of a neighborhood or a particular resource. The city also has established a committee to draft a demolition delay ordinance which should be available for consideration early in 2007. At the end of 2006 the proposed Demolition Delay ordinance is ready to move through the official process.</p>

Strategies	Done	IP	NS	
Limit commercial and residential development along roads between distinct neighborhoods and villages			X	This will require that the city take a new approach to our land use regulations and zoning district requirements.
Expand activity in villages and neighborhoods with community programs and changes in land use regulations		X		The City Council adopted one component of the Housing Coalition's proposed zoning amendments allowing for residential units over retail space in the CB and VB zones. This should encourage residential development while maintaining commercial activity.
Encourage increased density in existing commercial districts		X		The City Council adopted one component of the Housing Coalition's proposed zoning amendments allowing for residential units over retail space in the CB and VB zones. This should encourage residential development while maintaining commercial activity.
Encourage additional services and amenities to neighborhoods & villages		X		Magnolia Neighborhood Association (MNA) has successfully worked with the Trust for Public Lands to create a community park (Surf Park) in the center of Magnolia, providing an area for passive recreation and community gatherings. MNA also maintains plantings and banners at key village intersections. Major development projects located away from existing Village Centers (eg. LePages site) have been encouraged to include mixed use, in keeping with established principles of Plan 2001 that define, preserve and promote quality of life in neighborhoods and villages.
Monitor success of goals and objectives for neighborhoods & villages			X	A process for such monitoring has not been entertained or established.
THE LIFE OF THE CITY				
Housing				
Community Development takes responsibility for housing policy and issues	X			Housing policy and assistance on issues is clearly in the City scope, assigning the Community Development Director and staff to policy responsibility and support.

Strategies	Done	IP	NS
Establish housing coalition	X		The Community Housing Coalition is an active organization in its own right, following recommendations included in Plan 2001.
Encourage adoption of open space design siting process	X		The Open Space Residential Development ordinance was approved in 2002, and rules and regulations are applied to development proposals.. The first application using this permitting method is currently in appeal.
Establish regulations and programs to increase housing supply		X	The Grants Office has expanded its housing rehab program to include opportunity to create additional units with priority for aging adults. The Zoning Ordinance has been amended to allow mixed-use by-right in the Central Business District with 3 dwellings above retail and in Village Business 2 dwelling above retail are permitted. City Council will consider an Accessory In-Law Apartment ordinance, which has been design to provide more housing options.
Increase supply of affordable rental and owner-occupied housing		X	<p>Several housing proposals have been approved in the past year; several are in construction including Pond View Village and the City's first cluster development known as the Village at West Gloucester.</p> <p>In the meantime, the housing market has changed drastically, with more houses on the market for long duration and high number of rentals available. Fair Housing Plan assists in eliminating obstacles to purchasing and renting homes.</p> <p>The City is also in the process of marketing city owned property (Maplewood School) for residential reuse.</p> <p>The Planning Board is developing new Inclusionary Zoning language that may require more than the existing 10% affordable. See the above comments on Regulations and Programs. CHC recommendations to ease permitting for building new multi-family and converting to multi-family and to expand housing in village business zoning areas, while preserving business, did not pass.</p>

Strategies	Done	IP	NS	
Revise zoning ordinance to allow easier permitting and conversions of multi-family dwellings and mixed uses		X		The CHC proposed Zoning Ordinance (ZO) amendment that would have extended the by-right for multi-family from two to three and from there simplify the process for multi-family, did not pass. Mixed use projects are now allowed by right in the CB and VB zoning districts.
Adopt measures to assist senior citizens to remain in their homes			X	City Council is in receipt of a draft Accessory In-Law Apartment Ordinance which would both increase housing options and may enable seniors to remain in their homes.
Promote options for residents to downsize		X		<p>Increased housing supply will increase options for seniors to make changes in living arrangements. The ZO does not include standards for housing for the ‘Over 55” age group, but may in part be addressed by the adoption of an Accessory In-Law Apartment Ordinance. In the meantime, private sector proposals for a variety of projects that would provide housing for seniors – supported by the Housing Coalition – have been approved and work is going ahead. A permit for a 10 unit elderly (62+) housing project has been granted.</p> <p>The Assisted Living Ordinance amendment prepared by the ZO Review Task Force (ZORTF) and the Senior Housing Options Group (SHOp) has been adopted making it much easier and more practical for development to happen.</p>
Change zoning ordinance to allow live/work accommodations			X	Although live/work situations may be accomplished by Special Permit by the ZBA, the increasing numbers of home business situations do need permitting review.
Modify zoning codes and establish programs to allow more housing options			X	<p>The consideration of both enhanced Inclusionary Housing provisions and Accessory In-Law Apartment ordinances are to be considered.</p> <p>CHC recommendations, which would have simplified permitting, by modifying lot size and set-back requirements were not passed.</p>

Strategies	Done	IP	NS
Seek funding for housing from all available sources		X	<p>Search for funds is ongoing, with new possibilities from state sources, such as the 40R Initiative that encourages ‘Smart Growth’ and the Facilities Consolidation Fund, through the Mass. Department of Mental Health that integrates housing for people with diagnosed mental health needs. The proposed Housing Trust Fund requires City Council approval and then, will be used to bring more affordable housing to the city. The CHC will work with developers to encourage future contributions to the fund.</p> <p>The effort to pass the Community Preservation Act has begun, with a committee doing outreach and seeking new committee members.</p> <p>City staff, along with the Housing Coalition, are working to identify opportunities to partner with Cape Ann Habitat for Humanity to construct affordable housing.</p> <p>Grants Office through the use of CDBG has made \$310k available for affordable homeownership assistance and HOME money for the development of affordable rental units at Pond View Village. Peabody HOME Consortium awarded CAHO with \$104k to assist in affordable ownership. The Grants Office also offers variable rate loans for housing rehabilitation.</p>

Strategies	Done	IP	NS
The Economy			
Establish a City Economic Plan		X	<p>At last, we hear official discussion of need for an Economic Plan, from the mayor and members of the Planning Board, all in evidence at the Nov. BCC meeting. Although the City is short of staff and resources to do such a Plan, much of the work can be done by an <i>ad hoc</i> committee. Senator Tarr has filed a bill that would provide the City with \$150 K for the Plan. The need for a Plan remains in order to assist at all levels of decision-making, to guide decisions rather than having to argue each issue individually. The Economic Plan Task force was not appointed during the past year. This is unfortunate, as issues arise that would indeed benefit from thoughtful planning and community discussion. The \$150 K has not been delivered to the City; however, a Task force could do much of the work without the grant.</p>
Recognize and support the economic contribution of the arts		+	<p>The arts community is active, with momentum in several areas. Both seARTS and the Committee for the Arts organizations promote economic opportunity for arts. Other art groups have a definite presence in the city, sponsoring events and workshops, as well. This effort moves along well.</p>

Strategies	Done	IP	NS
Encourage skills training		+	<p>Cooperative effort between local employers, the high school and the Chamber of Commerce goes into assessing skills training needs and then following up with training. This training is done through the Vocational School at the high school and in work-study and internship programs at the workplace. The Business Education Collaborative, formed in 1988, made up of school and business interests, identifies areas of skills needs and then provides information through speakers and cooperative work arrangements. The Vocational Advisory Committee comes together as needed to address issues as they arise.</p> <p>A recent (2005) 'letter to the editor' in the Gloucester Daily Times pointed out that job training extends to areas of the arts, including music art and drama. The letter pointed out the need for drama at the high school in preparation for a career in entertainment and film industry.</p> <p>The enthusiastic participation of many youth from school groups and other organizations in the first Clean Energy Fair in Gloucester suggests the viability of teaching new skills in the burgeoning field of alternative energy.</p>
Protect economic contribution of the Harbor.		+	<p>The Harbor Plan Five Year Review has been completed, providing an opportunity to promote meaningful discussion about the harbor, which is deteriorating from neglect and under-use. The review will offer innovative amendments to local state and federal zoning and regulation that would allow a mix of uses to promote harbor use. Waterfront infrastructure is decaying; dredging needs to be done; funds for both purposes have been earmarked by the Seaport Bond Council. Potential new uses for the harbor should be examined. The harbor needs a strong advocacy.</p> <p>Organizations such as Clean Catch are represented on the Gloucester Renewable Energy Committee and active in protecting the fisheries' interests.</p>

Strategies	Done	IP	NS
Enrich the visitors experience in the City		+	<p>Despite a low operations budget, the City tourism office and the Tourism Commission continue to be active. Gloucester is busy at night, spurred by new restaurants and public improvements, making downtown an attractive place to stroll. The Tourism Commission has conducted a survey of visitors. Plantings make Main Street more pleasant. Signage has improved to assist visitors to move around and appreciate the city, and cleaner streets would enhance visitors' experience; the Preserve America Community grant application includes signage. As tourism in Gloucester expands, we all need to remember our main attraction is that we are an authentic fishing port.</p>
Promote expanded telecommunications infrastructure		X	<p>Although improved service by Adelphia and Verizon meet the needs of many businesses and residents, the next generation of telecommunications creates a new level of demand to accommodate state of the art services (i.e. wireless) for many small businesses and visitors. There is some wireless service, and some effort toward coverage has been initiated. The Sawyer Free Library has 'wireless service'.</p>

Strategies	Done	IP	NS
<p>Promote economic and environmental sustainability for new and expanding business and city procurement practices</p>		<p>X</p>	<p>The City has in the past conducted seminars for local contractors on work and employment needs of the City. The content is now on the City web-site, as a link from the Purchasing Dept.</p> <p>City staff (e.g. the Purchasing Agent and the School Department's Energy Coordinator) are pursuing energy-wise purchases and staff education on conserving energy. The Purchasing Dept. has developed "<i>Energy Conservation Policy and Training Program</i>" for City Staff.</p> <p>The Gloucester Renewable Energy Committee (GREC), was formed, at the mayor's request, with the mission to reduce consumption of fossil fuels through renewable energy and energy efficiency; by promoting community awareness and participation through education and outreach. Committee members have also joined with other organizations such as Cape Ann Climate Change Network to promote initiatives such as "Green Up", a program that increases clean energy use by electric companies and also brings funding to the City for renewable energy projects. Currently, the GREC is working on a Lighting Conservation Ordinance that will result in significant savings for the City, taxpayers, businesses and residents. It will also increase public safety and the overall aesthetics of the community.</p> <p>As a result of a joint effort of some 20 individuals, a Clean Energy Fair was held for the first time in 2006. An estimated 1000 people attended the all day event. Thirty-eight exhibitors, 70 volunteers, including many youths, and speakers participated. Nearly two dozen major sponsors supported the effort. From the fair many ideas and collaborations were born. In particular, an initiative entitled 20/20 by 2012 has taken off. The initiative asks municipal governments, businesses and residents to pledge to reduce their energy use by 2012. More information on this and other programs and events can be found at www.capeannenergy.org</p>

Strategies	Done	IP	NS
<p>Cont'd.</p>			<p>The 20/20 by 2012 Campaign is also looking for “ways to partner with the City, Cape Ann Business Incubator and the Chamber of Commerce to promote and support the wide range of local professionals and businesses – including solar power installers, energy conservation services, appliances and lighting vendors, architects and builders – whose services and products are key to Cape Ann’s Energy Future.”</p> <p>Local businesses, one of which is Varian Semiconductor, the City's largest employer, are working with MTC to build wind turbines and to develop other clean energy projects. Wind is an excellent local resource, and using it is an economic plus for both public and private entities. Another business – the reuse of discarded cooking oil – is in the beginning stages. Also, a known and valuable resource in this state and in this area is intellectual capital, and Gloucester should be able to benefit from new alternative energy development and technology.</p> <p>Sustainable Cape Ann is organizing a series of roundtables to leverage talents and support local sustainability initiatives.</p>

Strategies	Done	IP	NS
Historic and Cultural Resources			
<p>Redefine and enhance roles of the Historical and Historic District Commissions</p>		X	<p>The Gloucester Historical Commission (GHC) has used Plan 2001 to define their role and plan of organization. The commission is comprised of members who have joined since 2001. To achieve objectives of Plan 2001 the GHC is actively working with city departments to expand its role under the mandate of the Massachusetts Historical Commission. The Tourism Coordinator from Com. Dev. has been assigned as liaison between the City and the GHC which works very well. The GHC has begun an outreach program to neighborhoods and is holding meetings throughout the city.</p> <p>The GHC supported the nomination of the Gloucester Maritime Heritage Center, the Marine Railways and Mill Building, and the Riggs Corridor, to the National Register of Historic Places.</p> <p>The Historic District Commission (HDC) is using design review as a positive tool to help manage the character of development in the downtown district. The HDC is of the opinion that it would be beneficial to the preservation of the character of downtown Gloucester to expand the boundaries of the Downtown Historic District. The HDC is currently working on getting the Design Review Guidelines onto the City's website in order to facilitate a proactive and educational role.</p>

Strategies	Done	IP	NS
Update historic information		+	<p>The GHC is updating the 1990 Historic Plan, documenting new discoveries and updating existing data. An inventory of pre-1750 structures has been completed. A draft proposal for preserving pre-1750 buildings has been developed and may be worked on further if efforts to pass Demolition Delay Ordinance do not succeed. No update of the street inventory of historic structures developed in the 70's and 80's has been performed.</p> <p>The GHC supported the nomination of the Gloucester Maritime Heritage Center, the Marine Railways and Mill Building, and the Riggs Corridor, to the National Register of Historic Places. The Historic Plaque Program has resumed and is being organized by a former GHC member.</p>

Strategies	Done	IP	NS
Provide assistance for historic preservation		X	<p>The GHC has begun an outreach and public education program, has conducted a program in conjunction with the Cape Ann Historical Association, has continued the Historic Markers program and has begun a Preservation Awards program. GHC successfully nominated Girl Scout Troop 137 to be recipient of Mass Historic Commission 2003 Preservation Award for their efforts in preserving the Joan of Arc Statue. The City has given moral support to the creation and development of the Maritime Heritage Center. The City supports the Schooner Adventure through the organization's use of the Fitz Hugh Lane House. The GHC is involved with the current Heritage Landscape Project sponsored by the DCR and Essex National Heritage Association with the Chairman acting as the community liaison between the DCR and the ENHA. The GHC will participate in the next step of expanding the inventory on Dogtown. The GHC, by asserting its presence and offering advice and recommendations, is working to integrate their activities with others in the city. The GHC provides letters of support for historic preservation issues including nominations for the Ten Most Endangered Structures in Massachusetts. The GHC is currently actively involved in efforts to preserve the Paint Factory and to ensure that the development of the site is sensitive to the wishes of the community in maintaining the overall characteristics of the complex. In 2006 Gloucester was designated a Preserve America Community. Preservation Awards Ceremonies were held in 2004 and 2005 to recognize organizations and members of the community for their efforts to preserve, protect, and educate people about Gloucester's Historic Assets.</p>
Adopt a demolition delay ordinance		+	<p>The GHC has revised the Demolition Delay Ordinance and passed it on to the Planning Board for its consideration. The Ordinance will be before the City Council in early 2007.</p>

Strategies	Done	IP	NS
Support the Gloucester Archive Committee		X	<p>An Archives and Records Management Board has replaced the former Archives Commission, with the charge "to promote adequate assurance of the long term storage, security, preservation and accessibility of all records held by the City of Gloucester" and to "continually review and assess the records storage and preservation systems of the City and advise the Administration..." The volunteer Archives Committee continues to catalogue, index, and store files.</p>
Require historic assessment of potential historic buildings for building permits		-	<p>Integrating historic preservation with City permitting process requires coordination with Community Development's current process. Although budget does not permit an additional staff person for this effort, an approval process that would include GHC review could be implemented at no cost to the city. Political and civic will is necessary in order for this to happen.</p> <p>The Building Inspector reports that locally nothing has been done. The Zoning Code does have a section pertaining to Historic Buildings but the buildings have to be registered.</p>

Strategies	Done	IP	NS
Preserve and maintain historic cemeteries and archeological sites		+	<p>The GHC maintains a subcommittee on historic burial grounds. Inventories of the historic cemeteries (i.e. cemeteries with no salable lots remaining) have been completed and the process of entering them into the City's searchable database is in progress. Printed copies with photographs are available at the public library and other public places. The restoration of the First Parish Burial Ground has started with the clean out of the front of the grounds. The First Parish Burial ground is in the process of nomination to the National Register of Historic Places. A Historical Burial Ground Fund has been established to accept tax-exempt donations. An "Adopt a Cemetery" program has also been established and to date has resulted in the adoption of three historic cemeteries. Two cemeteries are currently being considered as Heritage Landscape Preservation Sites.</p> <p>As of October 2005, six cemeteries have been adopted: Bray, Cove Hill, Magnolia Point, Langsford St., Prospect St. and Sumner St. New signs are to be erected that will acknowledge the adoptions. Broken and toppled stones are being reset.</p>
Establish a Preservation Trust Fund			X The economic downturn of the past three years does not encourage establishment of new funds for any purpose. This should be attempted in better times.
Seek funds for historic acquisition and preservation		+	<p>The GHC is pursuing grants, especially for cemetery records, through a national cemetery organization. GHC is also researching grants to help with public education, outreach, and historic markers. They are working with the City's Grants Office.</p> <p>The Committee for the Historic Burial Grounds has established a fund for preserving these sites.</p>
Adopt the Community Preservation Act (CPA) to support historic preservation		-	A Committee has been meeting regularly with the goal of putting the Act on the Ballot for the November elections in 2007.

Strategies	Done	IP	NS
Education			
Provide sufficient infrastructure to meet educational goals		X	Our K-8 facilities are in serious need of modernization, as reflected in the School Committee's ten-year Capital Improvement Plan. The Committee is undertaking a review entitled <i>Planning for Effective Learning Communities</i> , which will review the infrastructure in relation to the curriculum and the effective organization of learning. The aim is to have proposals ready for when the state's School Building Assistance list re-opens in 2007.
Ensure school system provides qualified staff		X	The contract agreement with the Gloucester Teacher's Association expires in 2007. The School Committee will begin negotiations with the GTA in early 2007 to ensure a timely negotiated agreement. The continued aim of the agreement will be to remain competitive with other schools in the region in order to recruit and retain highly qualified teachers. Professional development for all staff is ongoing, with a current emphasis on the teaching of mathematics and literacy. The School Committee will be working with the Gloucester Teachers' Association to review professional development arrangements in the near future.
Provide services that promote literacy for all ages		X	The district has established a district-wide goal that 90% of students will read with comprehension at or above grade level by 2010. Reading specialists have been appointed with grant support. K-8 literacy and writing handbooks are being published. The literacy programs K through Grade 8 are continuing, as well as the emphasis on the teaching of reading in the content areas for older students. The high school offers Adult ESL classes, and the Sawyer Free Library hosts literacy classes.

Strategies	Done	IP	NS
Match educational opportunities with local workforce needs		X	<p>For most students the purpose of secondary education is to provide a quality general education that encompasses generic, transferable knowledge and skills. The Gloucester High School curriculum pays specific attention to the skills identified in the Secretary of Labor's <i>Necessary Skills Report</i>. Gloucester High School is developing its internship program. While there are some vocationally specific programs at the high school, additional resources are required to provide the necessary leadership to expand the program. The district participates in the Cape Ann Chamber of Commerce Education-Business Collaborative.</p>
Expand use of school properties for community programs		X	<p>School facilities are available for use by the community outside of school hours. The schedule of user fees reflects the need overall to cover the costs of provision. The high school accommodates an adult education program.</p>
Expand knowledge base of school programs		X	<p>All programs reflect State Standards.</p>

Strategies	Done	IP	NS
Develop a Gloucester-based environmental program		X	<p>The <i>No Child Left Behind</i> Act is requiring schools to focus on mathematics and literacy at the present. Mass. Audubon assists O'Maley School students in a project at Mill Pond. An interactive science park has been developed for elementary school children at West Parish Elementary School. Beeman Elementary School is currently planning environmental; learning areas within the school grounds. All fifth graders have the opportunity to participate in Nature's Classroom, a week-long wilderness experience. Weather stations have been introduced in all elementary schools. Work is in hand to develop the K-5 Science curriculum in a way which will link science to the local area. The Gloucester Maritime Heritage Center is conducting a maritime studies program with students at Fuller and Veteran's Memorial Elementary Schools.</p> <p>The enthusiasm shown by youth at the Clean Energy Fair points the way to meaningful environmental programs based on 21st century needs. Also, if renewable energy projects (e.g. wind, solar or hydro) are located on school grounds, a possibility now being explored by various city officials and volunteers from the Gloucester Renewable Energy Committee (GREC), these would provide natural learning opportunities for students.</p>
Develop a Gloucester Heritage program		X	<p>Schools are working with the Gloucester Maritime Heritage Center, the schooner <i>Lannon</i> and the Cape Ann Historical Assoc. It is hoped that the refurbished schooner <i>Adventure</i> will also contribute to this effort.</p>

Strategies	Done	IP	NS
Expand affordable day care programs		+	<p>The state is establishing a new department of government to coordinate the development of day care and early years education. The Gloucester Public Schools will seek to cooperate with the new agency. The high school has a day-care program that is a teaching class for its students to learn parenting and teaching skills. Although it is not set up for teachers, they may enroll their children. However, hours are shorter than the school day. Fees for the program have increased. There is an effort to make it affordable.</p>
Provide health education programs		X	<p>Community health services are available, working closely with the City Dept. of Health and the Addison Gilbert Hospital. A School Based Health Center is open at the High School, funded through the Mass. Dept. of Public Health. The Middle School has received a grant to combat substance abuse. The Middle School provides a health education program for all students. There are elective health education programs at the high school. The School Committee is establishing a wellness policy, dealing with nutrition, health and physical education.</p>
Encourage public dialogue about educational issues		+	<p>School Committee meetings are taped to allow the public access to discussion and decision-making. Public involvement is encouraged through the site-based management program that involves parents, teachers, community members and students, discussing and acting on curriculum matters. The elementary schools and the middle school have Parent Teacher Organizations that provide through volunteers and in kind, and are increasingly looking to support the curriculum.</p> <p>A District Coordinating Council has been established, consisting of PTO presidents, parent co-presidents of the Site Councils, the School Committee Chairman and the Superintendent of Schools. A district wide automated phone system has been purchased to notify families of emergencies or important events.</p>

Strategies	Done	IP	NS
Arts and Culture in the Community			
Support the Gloucester Cultural Council and the Committee for the Arts		X	Both are meeting regularly as is seARTS, the newly formed non-profit cultural coalition that the Committee for the Arts helped to facilitate. The city has a high degree of interest in supporting the work of the Gloucester Cultural Council (GCC) and Committee for the Arts. The City's Community Development Director acts as a liaison to the Committee for the arts and the Tourism Coordinator acts as a liaison to seARTS and the larger arts community. Financial support is evident in the provision of an office for the GCC, seARTS and the Committee for the Arts to use. Also, federal Community Development Block Grant (CDBG) grants that benefit low and moderate-income persons through the arts have been awarded; e.g. CDBG funds are being used in the ArtSpace renovations going on at Maplewood Ave. and gave funds to the Council on Aging to assist with the Open Bowl project.
Develop a comprehensive arts and cultural strategy		X	CDBG funding has been provided by the City to hire a consultant to work on a marketing strategy. A Public Arts Policy is in progress. Also, an intern with the Comm. for the Arts has nearly completed an inventory of City-owned art. Visibility has been increased with festivals and with membership in the North of Boston Convention and Visitors Bureau.
Prepare an economic impact study for the arts		X	This has been completed for nonprofit organizations. There has been participation by many of Gloucester's arts organizations in the Americans for the Arts survey whose recently released draft: "Arts & Economic Prosperity, The Economic Impact of Nonprofit Arts Organizations and Their Audiences" includes our city as one of 28 cities across the country who took part. Several City Departments assisted.

Strategies	Done	IP	NS
Establish collaborations between the City and its cultural organizations		X	<p>The City has encouraged representatives from Community Development, Grants, Tourism, Harbor Planning Office, etc. to collaborate and offer assistance to the Comm. for the Arts, GCC, seARTS and the larger arts community, Initiatives being implemented and also planned for future funding of projects that financially benefit the Cultural Community. A community input meeting is held annually by the GCC.</p> <p>The GCC, in cooperation with seARTS, is working on a grant to help restore and promote the murals in Gloucester City Hall. The GCA maintains contacts with the Historical Association, the Sawyer Library and Lyceum, ArtsNorth, North of Boston Chamber of Commerce, and other area organization.</p>
Actively pursue additional funding of arts programs		X	<p>Various groups are actively seeking funding. The Massachusetts Cultural Council disseminates state funding, and the local Cultural Council awards grants to local artists and groups; e.g. funds for a YMCA mural. Advocacy efforts have been very effective at times; e.g. an e-mail and letter campaign spear-headed by arts groups and efforts by Mayor Bell, Sen. Bruce Tarr, and the Community Dev. Dept. helped restore funding that had been awarded by the Mass. Cultural Council but then not appropriated in the state budget.</p> <p>The GCA is examining the Economic Investment Act, Preserve America Act, and other grant availability, the GCA is also considering various fund-raising strategies: funds may now be deposited in a designated arts account, approved by the City Council in 2005. The GFCFA has petitioned the City Council for two legislative requests: the right to have a stand-alone account that could receive grant and donation funds for their use, and a stipulation that the GFCFA be an advisor to the Mayor and the Council on questions of art in and on public property. Both requests were approved.</p>

Strategies	Done	IP	NS
Identify space and facilities for artists		—	<p>School committee has given initial approval to the Cape Ann Symphony to establish group to collaborate with the School Dept. to refurbish Fuller Auditorium and establish partnership in the running of the Auditorium. Could be forerunner of an Arts Center. ArtSpace has received CDBG grant for renovating Maplewood Ave. Space. The “Little House” on Poplar St. is meeting place for three arts groups: seARTS, Committee for the Arts and the Cultural Council. The North Shore Art Assoc. has expanded their season by adding additional heating in their building, and it has from time to time allowed groups to hold events there; e.g. a Boards, Committees and Commissions meeting.</p> <p>The GCA is examining with Mayor Bell and his representative the possibility of properties being mad available for work/living/ presentation space for artists. At the Mayor’s request, the GCFA examined the possibility of using Maplewood School as an artists’ work space.</p>
Expand utilization of city facilities as art venues		—	<p>City has hosted the recent Pathways lobster sculpture project. Cultural events such as large Sawyer Free Library and Lyceum programs are regularly held at City Hall. The library also has space for artist’s displays in their Matz gallery. The Committee for the Arts is in the process of writing wall text for City-owned art and developing a related city-wide walking tour and brochure. The GFCA arranged for the portraits of the Mayors to be re-hung in Chronological order and in an orderly way. The GFCA held an event in City Hall titled “Talking Wall” which featured Professor Patricia Hills speaking on the city’s murals and their provenance. This event was conducted with grant money obtained in co-operation with seArts and the Massachusetts Cultural Council.</p>

Strategies	Done	IP	NS
Expand school-related arts programs and opportunities		-	<p>The Cape Ann Symphony receives discounted rates for use of school facilities. Grants to the schools are available through the Gloucester Cultural Council, and the GCC is also raising money from the business community for two high school scholarships. Non-profit groups, like ArtSpace, assisted by CDBG funds, offers educational opportunities outside school hours. The Music position that had been cut in 2003 has been restored at 3/5's level with plans to make it full time next year. Funding for the elementary and middle schools band programs is being continued through collaboration between the Gloucester Public Schools, the Sawyer Trust Fund and the students' families (\$60 user fee). The elementary band program is a 30-week program of group lessons and rehearsals at each of the five elementary schools. Cost is approximately \$20,000 per year.</p> <p>The GCA has named a member as school liaison to help expand school-related arts programs.</p>
Health and Social Services			
Support locally-based health services to provide a continuum of care		+	<p>The Health Department and the Administration have worked successfully with Salem Family Health Center and Northeast Hospital Corporation to secure a site at 302 Washington Street to open a Community Health Center in 2007. Likewise is the Health Department's level of interest in programmatic development at the North Shore Health Project where in addition to providing an array of HIV/AIDS management and prevention services, Hepatitis C Information and Case Management Planning is offered every Monday without charge. The Student Health Center at the High School and targeted Behavioral Health Programs including Tobacco Control have developed funding sources. An Assisted Living Residence is included in a Preliminary Plan under review for a development project known as Gloucester Commons.</p>

Strategies	Done	IP	NS
Revitalize the Health Plan Steering Committee		+	<p>Social Science Research and Evaluation, Inc. of Burlington, MA is evaluating the results of a Community Health Needs Assessment survey that was sent out in 2005 to a random sample of 500 households. Local health indicators are being assessed and incorporated into the study as well as input from key health informants. A 2005-2006 Gloucester Student Health Survey was administered by Social Science Research and Evaluation, Inc. to public school students in grades six through 12. The high school version of the survey (grades nine to 12) was adapted for use at the middle school level (grades six to eight) and while many questions remained unchanged, some were either omitted or modified to facilitate completion by younger students. A total of 1,754 students participated. Organizers hope this survey will provide valuable baseline information to help the schools, Health Department, and other city Departments, along with community agencies plan and evaluate their policies and programming and develop new ways to support young people. The data too will be particularly useful information to The Healthy Gloucester Collaborative which was recently funded for five years of community prevention work. Based largely upon student health surveys such as the Center for Disease Control and Prevention's Youth Risk Behavior Survey, the Gloucester survey focused mainly on risky and healthy behaviors and assets. Questions ranged from demographic and background items to student substance use (e.g., alcohol, tobacco, other drugs), to other issues related to student health such as stressors, suicide, violence and safety, sexual behavior, dietary behavior, and physical activity. The results of the survey are complete and being evaluated.</p>

Strategies	Done	IP	NS	
Create a comprehensive directory of health and social service agencies			X	Creating and maintaining a comprehensive directory is impractical. Most health & social service agencies maintain topical directories or host web sites with links that are recognized by Internet search engines. The City's web page is redesigned. The public's access to computers and the Internet is assured at the Rose Baker Senior Center and the Sawyer Free Library. The Gloucester Daily Times publishes a column that advertises Volunteer Opportunities.
Support integrated addiction prevention, treatment and recovery programs		+		The Health Plan Steering Committee's Substance Abuse Sub-Committee reports that lead agency Health and Education Services, Inc. (HES) continues to direct the Sub-Committee's program, <i>Communities Mobilizing for Change on Alcohol</i> , to help set community standards to discourage underage drinking. A grant to the Health Department supports a program designed to implement a plan that integrates Public Health and Public Safety's initiatives for eliminating illicit opiate use. A lengthy report documenting significant progress with this initiative was distributed. Although 27% of respondents were identified in the 1998 Health Needs Assessment as habitually using tobacco, a comprehensive nicotine addiction recovery program is not readily available.

Strategies	Done	IP	NS
Improve access to integrated mental health and support services		+	<p>Psychotherapists in private practices regularly offer specialized group and individual treatment sessions on a sliding-scale, fee for service basis. Many support service agencies provide in-house counseling services relevant to their specific missions. Some offer referral services for more acute mental health needs. HES offers behavioral health residential programs, outpatient clinic programs, an array of mental health counseling services, and specialized school based and after school programs. A Senior Adult Unit offering short term crisis intervention with medical oversight is located on Steele II in the Addison Gilbert Hospital. The Administration has made further strides to comply with the Americans with Disabilities Act of 1990 by targeting Community Development Block Grants.</p>
Promote public information on health issues		+	<p>The Health Department, in collaboration with the Addison Gilbert Hospital, maintains a semimonthly column in the <u>Gloucester Daily Times</u> and sponsors an annual Family Health and Wellness Expo and a Teen Health Expo. The Health Department in conjunction with the Mayor's Office is providing Community Health Forums three times per year. Health Department personnel supply various agencies and networks with information and interact with the public on a daily basis. Select staff attends or facilitates philanthropic committee or subcommittee meetings and provides support for the Board of Health. Most submissions to The Editor on issues of local significance are published in the <u>Gloucester Daily Times</u> or <u>The Boston Globe's North Section</u>. Cable TV's Local Programming channels broadcast scheduled interviews, public health forums and PSA information in which Health Department staff regularly participates.</p>

Strategies	Done	IP	NS
Ensure an environmental integrity and protection of public health		+	<p>The Board of Health issues an array of licenses or permits and otherwise fulfills its mandate on a daily basis. Typically this is accomplished with efforts to assure proper restaurant, food service, recreational camps for children, residential rental unit, massage, tattoo, and body piercing parlor inspections, livestock management, potable and bathing beach water testing, design and installation of on-site wastewater management and drainage systems, and enforcement of all State and Local public health regulations. In response to signing a Consent Decree with the U.S. Environmental Protection Agency to upgrade an antique portion of the downtown sewer system, the Administration is providing for the funding and oversight of an extensive construction project, the CSO Project, which is designed to separate wastewater from storm water runoff and thereby prevent sewerage discharges into the harbor. In an effort to reduce our consumption of fossil fuels and emissions of toxic substances into the environment by focusing on clean energy initiatives, several plans are before the mayor's Renewal Energy Committee to help conserve energy, investigate the practicality of burning biodiesel blends in fleet vehicles, and to employ wind power to generate electricity. Sustainable Cape Ann and many individuals including members of the YMCA's Teen Leaders Club and crews from Artspace and a number of high school groups volunteered in October to coordinate and run Cape Ann's first Clean Energy Fair. It was held at the high school simultaneously with the Health and Wellness Expo. There were many exhibitors. The Energy Fair proved to be very popular with the public. Coordinators hope to make this an annual event.</p>
Continue the annual Health Fair	X		<p>The Health Fair is renamed The Family Health and Wellness Expo.</p>

Strategies	Done	IP	NS
Encourage social service organizations to continue to meet city needs		+	<p>Strong partnerships exist with agencies, activists and public officials who share the common goals of improving the physical and emotional health and welfare of the residents of the community. Community Development Block Grant (CDBG) funds are disbursed annually. Often they serve as leverage for more substantial funding of public service programs. Beneficiaries of CDBG funding for 2006 include Action, Inc. for their Compass Youth Program, ESL Program and Health Care Industry Program, Cape Ann Business Incubator for their Microenterprise Training Program, Cape Ann Interfaith Commission for their Rental Assistance Program, Cape Ann Food Pantry for their Mobile Market Program, Gloucester Fire Department for the purchase of emergency medical equipment, the Gloucester Housing Authority for their Homebuyer Counseling Program, Seniorcare, Inc. for their Aging in Place Program, Gloucester's DPW for Ganine Doucette Playground Rehabilitation and Babson Playground Rehabilitation, the Gloucester Rotary Club for Stage Fort Park Handicap Equipment, the Gloucester Housing Authority for Poplar Park Sidewalk Improvements and Lincoln Park Window Improvements. A CDBG grant of over \$400,000 was awarded to finance low and moderate income household housing rehabilitation and sewer connection expenses. The Friends of the Council on Aging meet to recruit public and private support for the Council on Aging's activities and programmatic developments. The Senior Housing Options Sub-Committee (SHOP) meets to advocate for initiatives such as Adult Foster Care, and to recruit for a Continuing Care Retirement Community, residences that offer Assisted Living services, and other affordable housing opportunities.</p> <p>A Lunch Program is offered at the Rose Baker Senior Center on Monday thru Friday at 11:30 a.m. A \$4 donation is requested. A reservation made at least a day before is required.</p>

Strategies	Done	IP	NS
Cont'd.			<p>The North Shore Health Project provides clients with free congregate meals at Noon; on Monday for those living with Hepatitis C and on Wednesday for those living with HIV/AIDS. Emergency food supplies are available to all clients throughout the week. Clients with HIV may qualify for biweekly groceries tailored to HCV nutritional needs. The Cape Ann Interfaith Council's Harvest offers a Meals Dinner Program in St. John's Episcopal Church on Tuesday and in Trinity Congregational Church on Friday. The Open Door/Cape Ann Food Pantry offers their clients help with preparing eligibility applications, provides needed emotional and practical support, and furnishes a wide variety of nutritional programs. The Food Stamps Outreach Program coordinates the prescreening of clients for Food Stamps eligibility and free or reduced school lunch program application assistance. Focus on Food Resources provides emergency groceries.</p> <p>The Buck-A-Bag Program supplies bread, produce and pastry arranged in an open market style every Friday in the Open Door Dining Room at 28 Emerson Avenue. The Brown Bag Project, launched in March 2006 in collaboration with SeniorCare and the Council on Aging, is a supplemental nutrition program for elders who fall within USDA income eligibility guidelines and maintain their own households. Groceries and fresh produce are set up in a market style in the Rose Baker Senior Center on the last Friday of each month. A nutritionist from SeniorCare reviews the contents of the bags for general nutritional appropriateness. In the first six months of the Brown Bag Project, over 10,000 pounds of groceries were distributed to more than 135 senior households.</p>

Strategies	Done	IP	NS
Cont'd			<p>The Serve Program is a food cooperative for community volunteers that encourages volunteerism and leverages the buying power of a participant's dollar to purchase fresh food packages for \$18 and 2 hours of community service each month. All food is purchased from growers and retailers. None of the food for this project is donated.</p> <p>There are seasonal nutritional programs. Free snacks are provided after school for the kids in Riverdale Park and Willowood Gardens. A ten week Summer Food Service Program that's sited in the Open Door Dining Room, the YMCA, Artspace, Riverdale Park and Willowood Gardens supplies literacy support, physical activity and crafts, and a free lunch for kids 1-18. Working in collaboration with the Addison Gilbert Hospital, the Gloucester Housing Authority, volunteer tenants, the Board of Health and Health Department staff, Massachusetts growers, The Food Project, Appleton Farms, and grocers and food banks, The Mobile Produce Market is a free farmer's market scheduled from July 5 through November 18 for residents of Riverdale Park and residents of Willowood Gardens on Wednesdays. Distributions are based on household size. Guest chefs are on site with product demonstrations and nutrition information.</p> <p>Health care partners provide health screenings.</p> <p>The Cape Ann Food Pantry distributes provisions for preparing Holiday Meals in November and December. Toll free information lines are available for Project Bread SeniorCare for Meals on Wheels or Senior Lunch sites, and for the WIC (Women, Infants and Children) Nutrition Program.</p>

Strategies	Done	IP	NS
Cont'd.			<p>Good used and some donated new clothing is furnished in Jackie's Clothes Closet for clients of the North Shore Health Project. The Open Door/Cape Ann Food Pantry's Second Glance Resale Shop provides low-cost household and clothing items to the community, no-cost provisions for agency-referred clients and on site job training opportunities that focus on retail management for staff.</p> <p>The Coalition for the Prevention of Domestic Abuse meets to affirm their mission statement that led to Gloucester's designation as a Domestic Violence Free Zone. They are assisted by the work of the Child Sexual Abuse Prevention Partnership.</p> <p>Wellspring's Cape Ann Families sponsors Nurturing, Mentor, and Parent Aide Programs. The School Health Advisory Council meets to improve Nutritional and Activity Based initiatives. The North Shore Rape Crisis Center and Help for Abused Women and their Children (HAWC) offer extensive counseling and support services. HES offers HIV/AIDS counseling, testing and referrals. The North Shore Health Project as an HIV/AIDS Service Organization provides palliative care, practical service and referrals. The Health Project also continues programming for those living with Hepatitis C free of charge.</p> <p>Health Project staff and volunteers provide outreach and education on a number of topics for all generations and settings. The Health Project offers individual counseling for those without insurance living with chemical addictions, through collaboration with Operation ABLE. An Inter-Agency Task Force meets periodically to help coordinate mutual goals and objectives.</p>

Strategies	Done	IP	NS
Target opportunities to support teenage needs		+	<p>Working collaboratively, the Addison Gilbert Hospital and the Gloucester School Department provide funds for the High School's Student Health Center. Programs in the school system are in place to improve the civility of peer interaction and to identify significant behaviors that may lead to bullying or domestic abuse. The Substance Abuse Sub-committee's program <i>Communities Mobilizing for Change on Alcohol</i> is in place. There are now over 170 families who have pledged to the <i>Safe Homes</i> program agreeing to actively chaperone all underage parties or activities in their homes. A <i>Safe Homes Directory</i> is available to all the pledged homes. A <i>Safe Homes PSA</i> is airing on cable TV. An annual Teen Health Expo is held for youth. CDBG funds were committed by Action, Inc. to support their Compass Youth Program. The Sawyer Library's Young Adult Librarian and the library's Young Adult Working Group conducted photography workshops, career information programs, and job seeking workshops. The YMCA supports the initiative of an independent Teen Center by designating a special spot and by offering a number of ongoing programs (e.g. the 40 member Teen Leaders Club) and special events for teens. In 2006 the Leaders Club held a "Rock-a-thon" where teens rock in rocking chairs all night as a fund raiser to benefit the Cape Ann Food Pantry. Nineteen members volunteered their services at the first Clean Energy Fair. Throughout the year, Leaders Club members assisted with events for younger children such as monthly sleepovers, weekly "Friday Night Fun" parties, and holiday celebrations including a Halloween event. Fishtown Artspace provides arts, music and cultural programs that both appeal to teens, serve the community, and provide opportunities for volunteering. The Open Door/ Cape Ann Food Pantry provides opportunities for volunteering. The Essex County Community Foundation (www.eccf.org) sponsors a Youth at Risk Initiative.</p>

Strategies	Done	IP	NS
PUBLIC SERVICES & INFRASTRUCTURE			
Transportation			
Establish a mobility planning committee		+	<p>The city has established an Americans with Disabilities Act (ADA) committee which has issued an RFP to update our ADA compliance plan. We received two bids and selected a firm to update our plan.</p> <p>A combined sewer overflow (CSO) neighborhood relations committee has been appointed to work with the city and its consultants to ensure that downtown transportation problem mitigation efforts are coordinated and that negative impacts are minimized. A Technical Advisory Committee was also appointed to meet with staff and consultants. Jim Duggan was appointed ADA Compliance Coordinator.</p>
Prepare a transportation and access management plan		-	<p>No comprehensive plan exists; most issues dealt with reactively. The Mayor's office seeks formulation of an action agenda. There are studies and ongoing planning efforts that should help set up a transportation and access management plan (TAMP), including: the pavement management plan and the capital improvement plan (CIP) submitted to City Council. Some plans exist for parts of the city.</p>
Enhance transit service through policies and programs and encourage intermodal connections		+	<p>The city has benefited from significant private investment in the area of the rail station with improvements on both sides of the rail tracks for the Station Place and Myrtle Square projects. The Massachusetts Bay Transportation Authority (MBTA) recently completed its improvements to the parking lot and station in Gloucester to complete the transformation of this area. The proposed cruise ship terminal is due to be completed Spring 2007 and cruise ships are scheduled.</p>

Strategies	Done	IP	NS
Support policies and programs that enhance and provide alternatives to the private automobile		-	<p>The city continues to assess and improve bicycle opportunities in the city. Work needs to begin on the Open Space Plan which will also address pedestrian and bicycle connections. The city has received grants for the CSO project which will allow major streetscape improvements including the design and reconstruction of sidewalks in many downtown areas.</p> <p>Efforts of various local clean energy groups and advocates, including the City of Gloucester's Renewable Energy Committee, encourage reduction in the use of fossil fuels which, in part, supports the underlying intention of this strategy.</p>
Continue to provide information on available transportation options		X	<p>The city has worked with the MBTA and provided signs for the rail station which include city maps with information about downtown. The Chamber of Commerce continues to provide information on their web site for visitors. The city has placed a number of informational signs in several places for the visiting public. We received a Preserve America City grant to place directional and informational signs around the city in a coordinated fashion. This also enables the city to remove unnecessary signs.</p>
Identify and implement infrastructure improvement programs for all modes of transportation including railway stations		+	<p>Train station improvements have been made. The Department of Public Works and Engineering have plans to improve a number of roadways in the city, including Bennett Street, and have repaved several areas utilizing Community Development Block Grant (CDBG) funds in some cases. The city continues to consider policy changes regarding whether and how roadways should be accepted into the public system.</p>
Study parking needs and take initiatives to ensure that parking supply and locations match community needs		X	<p>The Joint Chamber and City Parking Committee continues to meet and work to address parking needs. The Capital Improvements Advisory Board (CIAB) recommended a parking garage for Duncan Street and we are hoping to receive funding from the State.</p>

Strategies	Done	IP	NS
Evaluate public and private road development policies, to update codes and develop and maintain a quality road system		+	<p>All city streets and roads have been reviewed and rated. Funding for high priority projects is being sought. CDBG funding continues to be sought for improvements in low income neighborhoods. DPW and Planning staff have been reviewing the mix of private and public roads and identified a need to consider how to address newly created and constructed roads as part of the subdivision process. Once this has been clarified we can begin to assess the myriad of existing private roads in the city.</p> <p>City staff has renewed efforts to enforce subdivision regulations and anticipates proposed revisions to the subdivision rules and regulations in the next calendar year.</p> <p>City staff met with representatives of other municipalities which accept roads to surface ideas and options.</p>
Work with regional transportation planning initiatives, positioning the city for State and Federal funds		+	<p>The city has secured both state and federal funds to assist with CSO project streetscape work to restore the downtown area after the project is complete. Main Street improvements have been substantially completed.</p>
Public Facilities and Services			
Provide a clean and attractive city; enforce relevant ordinances		+	<p>The beach ordinance has been effective in reducing unsightly litter and the Clean City Commission is actively pursuing various efforts. The carry-in/carry-out policy continues to be reviewed and improved. Receptacles for recycling have been added.</p>
Provide sewer capacity to meet existing and future residential, commercial, and industrial needs		+	<p>The project to bring sewer service to Essex is complete with connections made. The CSO project is underway and will increase plant capacity by significantly reducing flows to the plant. The City is planning to select a consultant to draft a Facilities Master Plan.</p>

Strategies	Done	IP	NS
Ensure adequate water supply		+	Improvements to the Klondike Quarry are completed and the new water supply is online. The city has instituted a valve exercise program to ensure that valves are functioning and in proper order. We continue to replace and add valves to the water system. A water needs assessment has been completed. Engineering and DPW continue to work with The Capital Improvements Advisory Board (CIAB) to identify improvements.
Increase public safety by repairing, replacing and adding new sidewalks, streets and related facilities		+	The city has repaired a number of sidewalks and also used Seaport Council funding to repair seawalls in and around the harbor. This resulted in the improvement of adjoining sidewalks. As noted in other provision of this section, the CSO project will fund significant streetscape improvements including new sidewalks.
Support the Police and Fire Departments in providing continued fire, police and emergency protection.		+	<p>The Capital Improvements Advisory Board (CIAB) observes that fire and police headquarters need extensive work and that efficiencies would be achieved if the departments were housed together.</p> <p>The fire chief has requested funding for capital improvements for facilities. Plans to open satellite stations are being implemented.</p> <p>The Police Department has requested a 4-wheel drive vehicle.</p>

Strategies	Done	IP	NS
Examine and plan for meeting assorted public facility requirements		+	An annual CIP submitted by the Mayor to City Council from the Capital Improvement Advisory Board. This Board obtains a unique perspective of the City by considering the needs of all departments. The Board has made the recommendation to the City Council to engage in the planning process of identify ways to consolidate facilities or identify the best use of public facilities, eliminate redundant services, and consider the potential outsourcing of some services. This has been extended to include School Department facility needs, which is a process the School Department is also interested in examining. The CIP identifies facilities and infrastructure needs and improvements and should be a resource consulted for guidance during both the loan order process and development reviews.
Investigate sources and procure funding for capital improvements		+	The city actively pursues all funding opportunities for projects including both grants and direct participation. The Capital Improvements Advisory Board (CIAB) identifies investment needs and attempts to identify revenue sources with the help of the city's Treasurer.
Planning and City Administration			
Create opportunity for citizen input through increased public outreach and special meetings of the City's boards and commissions		X	<p>Ways to improve meetings and enhance communications with citizens were discussed at the November 2006 Boards, Commissions and Committees meeting. These semi-annual meetings are themselves a vehicle for communicating with the public.</p> <p>The City's website maintains a form for online citizen input. The City Council puts its full packets on-line and has expressed interest in expanding this process to all boards and commissions.</p> <p>The city continues to create opportunities for citizen input through committee participation and the public meeting process.</p>
Establish a city Office of Citizen Participation and Public Information			X Needed, but unlikely to happen in the current economic environment.

Strategies	Done	IP	NS	
Establish a Comprehensive Plan Implementation Committee	X			In place and working.
Devote adequate city staffing resources to manage new initiatives and programs called for in the Plan including an Office of Natural and Cultural Resources			X	Shellfish Constable staff and the Conservation Commission have been consolidated as the beginning of an office of natural resources. An assistant shellfish constable has been hired and a position for an assistant conservation agent has been posted.
Increase training for City inspectors, and integrate the Inspector's Office with the Community Development Department		-		While inspectors have been receiving additional training, no moves have been made to shift the Inspector's Office to the CDD.
Establish a semi-annual program to convene all boards and commissions as a way to Increase coordination, consensus, and understanding	X			Established. Ten semi-annual meetings have been held to date. Most have been well-attended and all have been generally considered successes. The next meeting is scheduled for Spring 2007.
Create and support a quarterly forum for area municipal leaders and senior staff to meet and discuss issues of mutual concern		X		The Cape Ann Caucus, comprised of officials from Cape Ann communities, meets quarterly under the auspices of the Cape Ann Chamber of Commerce. Some other meetings occur on a more informal basis.
Revise the permitting and approval process as part of the zoning and subdivision review process		-		The City Council failed to adopt a series of zoning ordinance amendments aimed at facilitating the creation of housing in the city. Many of these were aimed at simplifying the permitting process. The Zoning Ordinance Review Task Force (ZORTF) has submitted recommendations to the Council's Planning and Development Committee.
Broaden the scope and resources of the Grants Program		X		The City is considering additional resources that would be self-funding.
Require formal citizen input regarding disposition of city-owned land		X		In order for the city to dispose of any property, the law requires a process which includes an opportunity for public input. The city also has a land disposition committee which holds public meetings to discuss any request to acquire city land. Typically, the process to designate any substantial property as surplus has a public component.