

Developing Gloucester's Visitor-based Economy: Opportunities and Challenges

October, 2009



TABLE OF CONTENTS

- Objectives of the Discussion Paper
- Key Findings
- Overview
- Major Visitor Attractions in Gloucester Harbor
- Recent Trends in Key Market Segments
- Opportunities and Challenges for Gloucester

OBJECTIVES OF THE DISCUSSION PAPER

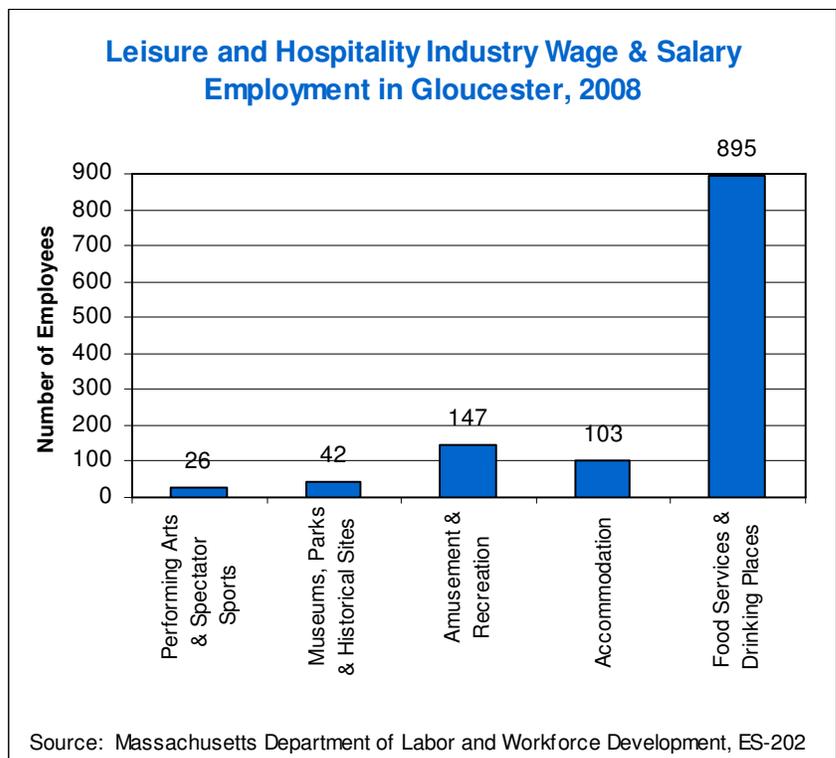
- Provide an overview of Gloucester's visitor economy.
- Identify larger tourism industry trends that will influence the local tourism industry's future.
- Define the major opportunities and challenges related to development of the city's visitor economy.
- Provide a basis for decision-making about the role of tourism the development of Gloucester Harbor and what kinds of tourism development are consistent with the community's vision for the Harbor.

KEY FINDINGS

- Local tourism industry representatives view Gloucester's working waterfront as central to the local visitor economy.
- Gloucester's tourism industry has shown signs of decline as evidenced by the bellwether indicator of leisure and hospitality employment.
- Gloucester offers a large and diverse number of water-based, maritime heritage, and arts and cultural attractions that draw visitors to the harbor. At the same time, the diversity of these attractions and the absence of a single major destination presents challenges for how to best define or brand the "Gloucester experience" and ensuring visitor's awareness of and access to these many attractions.
- Nationally, the tourism economy has exhibited solid growth during the past decade. However, within tourism segments important to Gloucester, water-based tourist activities have declined while historical- and culture-based activities have expanded.
- Gloucester faces a number of challenges and opportunities if it seeks to further develop its visitor-based economy. Among the most critical of these are:
 - Leveraging and preserving Gloucester's authentic character.
 - Strengthening tourism marketing.
 - Enhancing and expanding visitor attractions.
 - Developing the cruise ship market.
 - Improving harbor access and expanding services for recreational boaters.
 - Improving wayfinding, circulation and connectivity.
 - Developing lodging facilities accessible to the harbor.

OVERVIEW

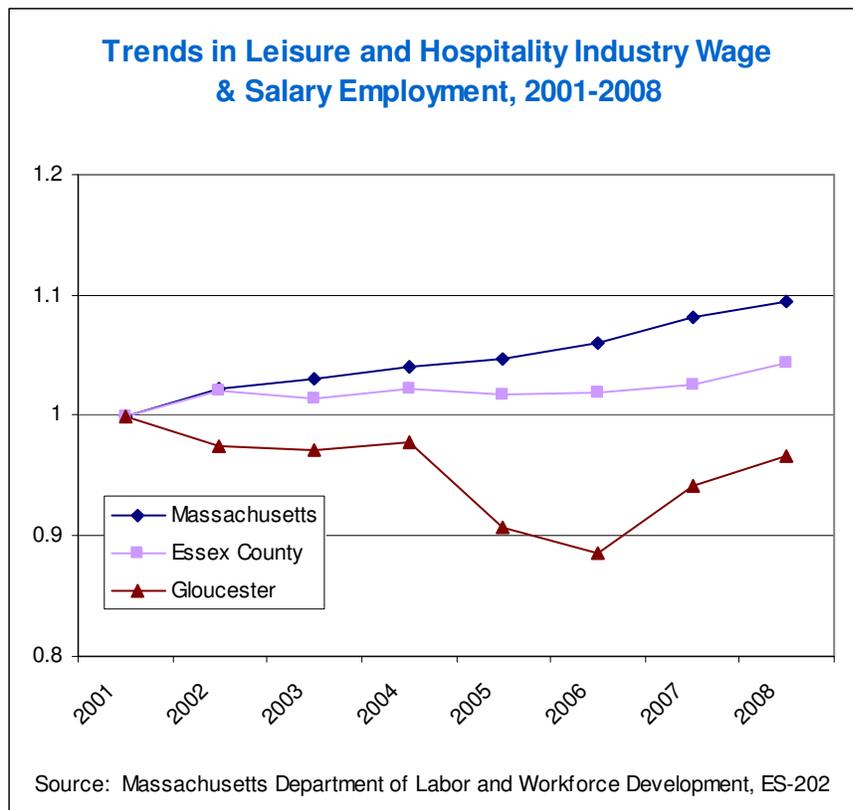
- Gloucester offers a diverse range of visitor attractions — recreational, cultural, historical, and educational. The diversity of the visitor experience has been a key factor in developing the city’s visitor economy.
- Most of the city’s visitor attractions are closely tied to the region’s maritime setting, economy, and history. The city’s beaches and parks are also important attractions.
- Gloucester Harbor is central to the city’s visitor industry.
 - Local tourism industry representatives agree that its working harbor is what makes Gloucester a visitor destination. The harbor’s “authenticity” distinguishes Gloucester from many of the region’s other tourism destinations.
 - There is strong consensus within the local tourism community that the working harbor must be preserved, not only for its centrality to the maritime economy, but also for its role in drawing visitors to the city.
- Gloucester draws most of its visitors from the “extended drive” market.
 - Local tourism industry representative report that most visitors come from New England, the Middle Atlantic states, and eastern Canada.
 - This is consistent with national data showing that 71% of domestic travelers to New England in 2006 were from New England, and 19% were from the Middle Atlantic. Five percent were from the South Atlantic states, with the remaining 5% divided between the other U.S. regions.¹
 - Local tourism industry representatives also report seeing a considerable number of visitors from western European countries such as France, Germany, and Great Britain.
 - Gloucester is a primary destination for some visitors and a secondary “extended stay” destination for others visiting the Boston region.



¹ Travel Industry Association, *Domestic Travel Market Report*, 2007.

• Employment in Gloucester’s leisure and hospitality industry provides the best indicator of the role played by tourism in the local economy. While not a precise measure of tourism-related employment (it includes employment such as food services that is only partly tourism-related, excludes employment in other industries such as retail that are also partly tourism-related, and does not incorporate data on self-employed workers, which is not available at the municipal level), it is the best data available absent more precise economic impact studies.

- Wage and salary employment in the industry was 1,213 in 2008, 11.4% of total wage and salary employment.
- Among leisure and hospitality industry employees, 998 were employed in accommodation and food services, while 214 were employed in arts, entertainment, and recreation.
- Leisure and hospitality jobs in Gloucester are generally low-paying. The average weekly wage in 2008 was \$372 compared to \$938 for all wage and salary jobs. Within the industry, jobs in arts, entertainment, and recreation paid significantly higher wages, \$604 versus \$323 in accommodation and food services.
- Recent trends in local leisure and hospitality employment indicate that Gloucester’s tourism economy has lost ground. Employment declined between 2001 and 2008, while increasing at both the county and state levels.
- Employment trends differed in the two major industry segments: while it grew by 25% in arts, entertainment, and recreation, it declined by 8% in accommodation and food services.



MAJOR VISITOR ATTRACTIONS IN GLOUCESTER HARBOR

Working Waterfront

- Tourism industry representatives report that, aside from any single attraction, visitors are drawn to Gloucester to observe the working waterfront, particularly the operations of the fishing fleet.
- Visitors have expressed an interest in viewing activities such as fish-offloading, sale, and processing “up close.” However, there are limited opportunities to do so, largely because of safety and security concerns.
- One exception is Cape Pond Ice, which offers tours of its facility. Another is Harbor Tours, which offers lobstering trips including hauling lobster traps.

Water-based Activities

- Deep Sea Fishing and Fishing Charters
 - 16 Gloucester businesses offer deep sea fishing excursions, with seven based in Gloucester Harbor.
- Whale Watches and Other Boating Excursions
 - Four harbor-based businesses operate whale watches; narration by naturalists adds an educational dimension.
 - Harbor-based Schooner Thomas E. Lannon and Harbor Tours, Inc., as well as Annisquam River Cruises based outside the harbor, offer scheduled cruises.
 - At least four harbor-based businesses offer custom sailing or yacht charters.
- Recreational Boating
 - There are five “grand-fathered” recreational marinas within the DPA boundaries, of which at least four offer transient berths. The city also has a number of recreational marinas outside the DPA.

Maritime Heritage

- Gloucester offers a wide range of maritime heritage attractions and events.
 - The *Gloucester Maritime Heritage Center*’s mission is to promote Gloucester’s maritime heritage as a platform for teaching maritime skills and marine sciences and for encouraging environmental stewardship. It offers exhibits on marine ecology and Gloucester’s maritime economy, technology, and history, demonstrates the craft of wooden boat and dory building, operates the oldest continually operating marine railway in the U.S., and organizes a variety of educational programs for youth in its state-of-the-art Marine Education Center. The center estimates that it attracts approximately 30,000 visitors annually.

- The *Schooner Adventure*, owned by a local nonprofit organization and currently under restoration, is one of the last of the great fishing schooners, and the last boat of its kind from the Gloucester fleet. The vessel will be used for year-round education programs, weekly sails, and private charters. A \$2.5 million restoration of the hull and deck has been completed, and an additional \$1 million is being raised to fit out the vessel for sailing and put it into service.
- The city's *downtown Historic District*, which encompasses much of Middle Street and the west end of Main Street, includes several 18th century Georgian-style houses, federal-style seaport buildings, and the historic Blackburn Tavern.
- The collections of the *Cape Ann and Sargent House museums* showcase the city's artistic, architectural, economic, and cultural heritage. The Cape Ann Museum exhibits an important collection of the paintings of the 19th century Gloucester native, Fitz Henry Lane.
- The three-day *Schooner Festival* on Labor Day weekend, sponsored by the Cape Ann Chamber of Commerce, includes sailing races, vessel tours, maritime-related events (e.g., Gloucester Maritime Heritage Day sponsored by the Maritime Heritage Center) and demonstrations (e.g., the Coast Guard's search and rescue demonstration, and art exhibits (e.g., the North Shore Art Association's Schooner Festival Wet Paint Exhibit).
- *Sail Gloucester*, a new event organized in 2009 to coincide with Sail Boston, attracted nine tall ships over the 4th of July holiday. The event was a collaborative effort of the city, Schooner Festival organizers, downtown merchants, Stage Fort Park Visitor's Center, Cape Ann Chamber of Commerce, the Seaport Gloucester Destination Marketing Organization, Cruiseport Gloucester. The organizers are working to certify Gloucester as an official Tall Ship Port with the American Sailing Training Association in order to draw some of the grant money available to communities with tall ship festivals.
- *St. Peter's Fiesta*, held in late June, is a five-day festival honoring the patron saint of the fisherman St. Peter. The fiesta, organized by the city's Italian-American community, is estimated to attract 50,000-60,000 annually. It includes several traditional events – the greasy pole, seine boat races, a mass, a parade, and the blessing of the fleet, as well as entertainment, sports, games, and a fireworks display. A recent addition is the New Fish Festival, which showcases locally-caught seafood.
- A number of *private galleries* offer arts and crafts products and exhibits related to Gloucester's maritime heritage, complementing local nonprofit organizations and events. Examples include:
 - The recently opened Gorvett/Gravure Gallery on Main Street, sells art focusing primarily on seaports, including Gloucester, and ships.
 - American Marine Model Gallery on Pleasant Street, which recently moved to Gloucester after 26 years in Salem, sells investment grade antique and contemporary ship models.

- Local Colors Gallery, an artists cooperative in Gloucester, organizes an annual exhibition of works inspired by the sea and fishing communities in Cape Ann, coinciding with St. Peter's Fiesta.
- Flatrocks Gallery recently mounted an exhibition of images of Gloucester Harbor spanning 150 years, including paintings, drawings, lithographs, historic maps, prints, and books.
- At the regional level, the *Essex National Heritage Area*, funded by the National Park Service and managed by Essex National Heritage Commission, and encompassing 27 North Shore communities, develops and implements programs that enhance, preserve, and encourage regional awareness of the unique historic, cultural, and natural resources found within the area. Most of the ENHA sites in Gloucester are in or near Gloucester Harbor. They include the Cape Ann and Sargent House museums, schooners Thomas E. Lannon and Adventure, Gloucester Maritime Heritage Center, and the Sleeper-McCann House.

Arts and Culture

☛ Gloucester has a thriving arts community whose presence is closely tied to the natural beauty of its coastline, the compelling story of its fishing community, and the lively scenes of its working harbor.

- According to the Society for the Encouragement of the Arts (seARTS), a local artists' coalition, Cape Ann's arts community consists of approximately 2,000 working artists, including painters; sculptors; photographers; graphic, media, and design artists; writers; craftsmen; musicians; dancers; actors; and filmmakers.
- The Rocky Neck Art Colony, established in the mid-19th century, is the nation's oldest continuously operating art colony. Centered in East Gloucester and Rocky Neck, the colony includes 25 studios and galleries (18 on Rocky Neck, seven in East Gloucester), the North Shore Arts Association, the Gloucester Stage Company, shops, restaurants, and lodging. The colony holds a series of events, including:
 - Nights on the Neck: gallery receptions with refreshments, performances, and lectures during the summer months.
 - Rocky Neck Residency Program, in which three artists live and work at the Colony for one month during the summer and a distinguished artist/teacher visits for a week. The program includes exhibits, talks, and discussions.
 - A winter exhibit during the Christmas holiday season.

The colony recently developed the Rocky Neck Historic Art trail, a brochure and a website that guides visitors to sites associated with the city's most renowned artists over the past century and a half.

- The North Shore Arts Association, located in East Gloucester, has three galleries with revolving exhibits of over 400 pieces of art at one time, holds three major annual exhibitions, and sponsors demonstrations, workshops, classes, lectures, critiques, auctions, film presentations, and concerts. It has a membership of over 375 contemporary artists.

- Gloucester also has a growing number of downtown galleries, along with the Cape Ann and Sargent House museums.
- A considerable amount of the art produced by Gloucester's past and present artists is tied to the city's maritime setting and heritage. At the same time, contemporary artists work in a variety of styles and media that broaden art offerings well beyond a maritime focus.
- The city's arts organizations have worked to support the visitor economy by marketing galleries and exhibits to visitors, sponsoring and participating in visitor-oriented events, and developing creative approaches to making the harbor a setting for arts activities, such as the New Arts Festival.
- Visitors to Gloucester make up a significant portion of the audience for local arts activities. According to a 2003 study by Americans for the Arts, almost one-quarter of attendees to the city's arts events were non-local.

RECENT TRENDS IN KEY MARKET SEGMENTS

Overview

- Nationally, the tourism industry has experienced solid growth in recent years and has shown surprising resilience in light of the recent economic downturn.
- Historic and cultural tourism has been one of the fastest growing segments of the tourism industry and generates relatively high levels of visitor spending.
- Water-based tourism activities that are found in Gloucester have been declining.

General Tourism

- Leisure travel in the U.S. has grown considerably over the past decade. U.S. domestic leisure travel volumes (i.e., the number of person-trips) increased by 19.5% between 1998 and 2008, according to data developed by the Travel Industry Association. Despite the weak economy, 2009 volumes are expected to decline by only 1.4%.
- Travel expenditures in Massachusetts and Essex County increased by 20.4% and 11.8%, respectively between 2000 and 2007, according to a report prepared by the Massachusetts Office of Travel and Tourism.

Historic and Cultural Tourism

- Travel industry research confirms that cultural and heritage tourism is one of the fastest growing segments of the travel industry, according to a report prepared by the U.S. Department of Commerce and the President's Committee for the Arts and the Humanities in 2005. The report concludes that, "For a growing number of visitors...who are tired of the homogenization of places around the world, authentic experiences are an important factor and motivator for their travel decisions and expectations."
- *The Historic/Cultural Traveler*, a report prepared by the Travel Industry Association in 2003, extensively studied the characteristics of the historic/cultural traveler. Among the key findings:
 - 81% of U.S. adults who took at least one trip of 50 miles or more away from home in the prior year included at least one cultural, arts, historic, or heritage activity or event while traveling.
 - 25% of historic/cultural travelers are frequent historic/cultural travelers, taking three or more of these trips per year. A majority report that a specific historic/cultural activity or event was a main reason for taking at least one such trip during the prior year. Four in ten say they added extra time to their trip because of an historic/cultural activity.

- Among historic/cultural travelers, the five most frequent types of activities or events were: 1) visiting a designated historic site (41%); 2) art museum, gallery, exhibit, or auction (33%); 3) visiting a fair or festival such as a state or county fair or arts and crafts festival (31%); 4) antique shop, show, or auction (30%); and 5) attending a live theater performance (30%). Visiting a designated historic community or town was sixth (28%).
- Historic trips are more likely than the average U.S. trip to include higher spending. They are more likely than average to include a stay at overnight lodging. Households taking historic/cultural trips spend an average of about one-third more on these trips (excluding transportation to the destination) than traveling households overall.

Recreational Boating

- After a significant decline from the mid-1990s to the mid-2000s, recreational boating activity increased between 2005 and 2008. According to data generated by the National Marine Manufacturers Association, adult participation in recreational boating declined by almost 19% between its recent peak in 1997 and 2005, before rebounding by 21% between 2005 and 2008. 2008 participation was less than 2% below the 1997 peak. (*2008 Recreational Boating Statistical Abstract*.)
- The proportion of the American adult population who went boating in 2007 increased to 30.5% from 29.2% in 2003. At the same time, the number of boats in use fell slightly to 16.93 million from 16.94 million in 2007.
- Massachusetts had 145,496 recreational boat registrations in 2007, ranking 29th in the U.S. This was a decline from a recent peak of 156, 121 in 2003. (National Marine Manufacturers Association.)
- The Massachusetts Marine Trades Association estimates that, on any given high season weekday, between 56,000 and 90,000 Massachusetts residents go boating on the state's waterways. On an average high-season weekend, the number of boats jumps to between 130,000 and 195,000.

Recreational Fishing

- 298,000 saltwater anglers fished in Massachusetts for a total of 3.1 million days during 2006, according to a survey conducted by the U.S. Fish and Wildlife Service. Of these, approximately 25% came from out of state.
- Saltwater fishing has declined considerably during the past decade. Between 1996 and 2006, the number of saltwater anglers declined by 31% and the number of fishing days declined by 23%. The number of anglers from out of state declined by 32%.
- Massachusetts ranks 9th among 23 coastal states in the number of saltwater anglers.

Whale Watching

- An estimated 910,000 people went on whale watches in New England in 2008 with an average ticket cost of about \$38, according to a report recently released by the International Fund for Animal Welfare.
- Stellwagen Bank is the most popular whale watching location, accounting for about 80% of all whale watching in the region. The major whale watching ports are Gloucester, Plymouth, Provincetown, and Boston.
- The average annual number of whale watchers in the region declined by about 3% between 1998 and 2008, while the average ticket cost increased by about \$13.

OPPORTUNITIES AND CHALLENGES FOR GLOUCESTER

Overview

- Tourism in Gloucester, as evidenced by leisure and hospitality employment trends, has been declining.
- Strengthening Gloucester’s visitor-based economy will require attracting more visitors to Gloucester and motivating them to stay for longer periods, thus increasing spending, business income, and employment.
- A range of actions, both large and small, can be taken to strengthen Gloucester’s visitor-based economy if the community supports the objective of increasing visitation to Gloucester Harbor and other local attractions.
- A comprehensive approach to tourism development involves a combination of research, product development, communication, infrastructure, education and training, and partnerships.
- Through research and discussion with tourism industry representatives and other stakeholders, a number of opportunities and challenges emerged that require priority attention
 - Leveraging and preserving Gloucester’s authentic character
 - Strengthening tourism marketing
 - Enhancing and expanding visitor attractions
 - Developing the cruise ship market
 - Improving harbor access and expanding services for recreational boaters
 - Improving wayfinding, circulation and connectivity
 - Developing lodging in close proximity to the harbor

Leveraging and Preserving Gloucester’s Authentic Character

- The emerging concept of “geotourism” provides a framework for tourism development that maintains the authentic character of the working waterfront.
Geotourism:
 - Sustains or enhances the geographical character of a place—its environment, culture, aesthetics, heritage, and the well-being of its residents.
 - Incorporates the concept of sustainable tourism—that destinations should remain unspoiled for future generations—while allowing for ways to protect a place's character.
 - Adopts the principle that tourism revenue should promote conservation, culture, and history—all distinctive assets of a place.

- Appeals to visitors seeking quality environmental, cultural, and arts experiences and willing to pay more for them.
- Engages the local community in stewardship of local assets.

Geotourism is supported by a recently established nonprofit organization, “Center for Sustainable Destinations,” affiliated with the National Geographic Society. Participating states, regions, and communities include Rhode Island, northeast Vermont, southern Arizona, and Montreal.

- Local tourism representatives agree that tourism must preserve Gloucester’s authenticity, including preserving and complementing the commercial fishing industry and working waterfront.
- The community has repeatedly demonstrated a strong commitment to the concept of geotourism through its active engagement in organizing heritage and cultural attractions and events.

Strengthening Tourism Marketing

- A number of organizations are involved in marketing Gloucester to visitors through websites, printed guides, maps, and other efforts.
 - The North of Boston Convention and Visitor Bureau and the Essex National Heritage Area conduct regional marketing.
 - Cape Ann Chamber of Commerce markets Gloucester and three other Cape Ann communities—Rockport, Essex, and Manchester-by-the-Sea.
 - Seaport Gloucester, a newly established nonprofit Destination Marketing Organization, recently created and distributed Gloucester’s first comprehensive visitor guide with the participation of 120 local businesses. 76,000 guides were printed and distributed.
 - The city’s Tourism Office has had to significantly scale back its marketing activities because of finding cutbacks and the lay-off of its director. However, a group of volunteers has taken on the task of maintaining and upgrading the city’s tourism website, “ilovegloucester.com”.
 - Many individual tourism-related organizations and businesses have developed their own web-based and print marketing materials.
- Funds for tourism marketing are limited. Unlike some heavily tourism-oriented communities, Gloucester lacks a dedicated annual public revenue source for tourism marketing. Most tourism businesses and organizations are small and locally-based, and lack the revenues to contribute significant funds to tourism marketing.
- While existing web-based and printed marketing materials are highly professional, resources are insufficient to undertake more labor- and technology-intensive marketing activities. These include placement of media stories, outreach to travel guides, trade show attendance, marketing to tour operators and travel agents, developing vacation packages, and developing more sophisticated digital media tools.
- There is no consistent brand, theme or look to integrate the various marketing efforts.

Enhancing and Expanding Visitor Attractions

- The harbor already has a strong and diverse base of visitor attractions. At the same time, building on existing attractions or developing additional attractions could help increase visitation.
- Community members have advanced a number of ideas for developing additional facilities, exhibits, and events:
 - More walkways, viewing points, and facility tours within the harbor to increase opportunities for visitors to closely observe the working waterfront.
 - More boatbuilding demonstrations.
 - Commercial fishing vessel cruises demonstrating commercial fishing techniques (both a unique visitor experience and an opportunity for fishermen to supplement their income when not fishing).
 - Extending the farmers market to create a permanent public market with fresh seafood, produce, baked goods, and other fresh foods, restaurants, arts and craft sales, and local performers.
 - Integrating more arts activities into local festivals.
 - More arts performance and exhibition space, either through use of existing facilities or development of new facilities, and more work space for artists.
 - More shoulder season events.
- Examples from other harbor communities also provide ideas for additional attractions:
 - New Bedford's Working Waterfront Festival focuses on educating the public about the fishing community, its history, and the area's cultural heritage, and is marketed to tourists seeking authentic cultural and learning experiences. Activities include tours of commercial fishing boats and other vessels, demonstrations of fishing industry skills (e.g., net mending, trap making, fish filleting), industry-themed competitions, storytelling by the fishing community, readings by maritime authors, and exhibits of maritime art. The festival is funded by contributions from numerous public, institutional, corporate, and philanthropic donors.
 - Many communities in the Florida Keys and elsewhere sponsor fishing tournaments to promote deep sea fishing.
 - Cape May, New Jersey, hires storytellers to tell stories of local history at strategic spots frequented by visitors, such as historic landmarks.
 - Campus Provincetown is a collaboration of the community's arts organizations that provides arts education programs oriented to off-season visitors.
 - A cruise operator in the Hampton Roads area of Virginia offers teen cruises to broaden the area's appeal for families with children in this age group.

Developing the Cruise Ship Market

- Expanding cruise ship calls is another way to bring more visitors to Gloucester harbor. With the opening of Cruiseport, Gloucester has the capacity to bring small ships (up to about 400 passengers) directly into the harbor.
- While Gloucester has only attracted a handful of cruise ships during the past five years, market trends indicate that there is an opportunity to significantly expand cruise ship calls.
 - Small ship cruises are the fastest growing segment of the cruise industry, according to SmallShipCruises.com, the largest website on small ships. It also reports that several new ships are coming on line or under construction that will be serving the U.S. East Coast.
 - The North American cruise industry had an average annual passenger growth rate of 6.2% per annum between 1990 and 2008.
 - New England's share of total U.S. passenger volumes increased from 5.8% in 1990 to 7.2% in 2008.
 - Cruise capacity in bed days in the Canada/New England market increased by 69% between 2000 and 2009.
 - In 2008, Massachusetts accounted for more than \$433 million in cruise industry direct spending, a 6.5% increase over 2007. The state ranks 11th nationally for economic impact from the cruise industry.
 - Cruising is an important vehicle for sampling destination areas to which passengers may return. In a recent survey of cruise vacationers, 40% stated that they returned to vacation at a destination first visited by cruise.
- Decisions by cruise ship lines in selecting destinations are based on:
 - The capability of the port to safely and efficiently accommodate their ship.
 - The demand from their customers to visit the port or region.
 - Past experience with the port including customer feedback received from past visits.
- Offering a variety of interesting shore excursion options is an essential element of a successful cruise ship port visit. Smaller ships with smaller tour groups are often looking for personalized and unique demonstrations that would not normally be available to the general public. They need to be well-organized and "authentic" to the region/port.
- Gloucester and surrounding areas have many of the attractions in place that can create appealing shore excursions, including whale watches, museums, historical sites, shopping, arts, water recreation, and its working waterfront. At the same time, the fact that some of the initial cruise lines did not return to Gloucester may indicate that in some cases the landside experience was not optimal. Obtaining feedback from the cruise lines on the quality of the landside experience can help the visitor industry, merchants, and the city to address any noted deficiencies and prepare more effectively for future cruises.

- The development of shore excursions can create new business opportunities for local businesses
- The Massachusetts Office and Travel and Tourism’s Historic Ports Cruise Initiative can be a resource in marketing Gloucester to the cruise ship industry.

Improving Harbor Access/Expanding Services for Recreational Boaters

- Recreational boaters are an important source of visitation to Gloucester Harbor. Better harbor access increases the likelihood that recreational boaters will visit the city’s historic and cultural attractions and patronize its harbor and downtown shops, services, and restaurants. However, limitations in harbor infrastructure and services discourage access to the harbor and cause some recreational boaters to avoid Gloucester entirely.
- The 2009 Harbor Plan documents a number of issues related to harbor access for recreational boaters.
 - The harbor is at, or very near, its allowable limit for recreational boats with most of its marinas having long waiting lists. The current waiting list for a private mooring is nearly 600, representing well over a 100 percent increase since the time of the 1999 Harbor Plan.
 - The DPA regulations allow for temporary, bottom-anchored floating docks to support recreational boats, but the city has not been supportive of such uses because of current congestion in the harbor.
 - There are relatively few slips at existing Inner Harbor marinas that are available for visiting transient boats and all are on the opposite side of the harbor from the downtown business district.
- A number of suggestions have been made in the Harbor Plan and by others to increase access to the harbor for recreational boaters:
 - Make facilities built for commercial vessels available to recreational vessels for a short duration (e.g., one night).
 - Use temporary bottom-anchored floats or rafts (licensed on an annual basis).
 - Create additional dinghy tie-ups at Harbor Cove and/or Solomon Jacobs Landing.
 - Consider locations just outside the DPA for transient boating facilities (e.g., Stage Fort Park, south end of Commercial Street).
 - Establish a launch service to ferry recreational boaters into the harbor.
- As emphasized in the Harbor Plan, any facility or amenity constructed to provide services to recreational boaters should not displace or conflict with the water-dependent activities of the waterfront.
- Selective additions to recreational boater services could also make the city a more attractive destination:
 - The city offers a number of services that are useful to recreational boaters, most of them located in the harbor area. These include vessel and engine repair, marine

- hardware and supplies, marine electronics and repairs, rigging services, rubbish disposal, sail repair, pump out facilities, and ice.
- Additional services that would make Gloucester a more attractive destination include a delivery service to boats moored in open water and a showering and laundering facility.
 - The city has an online *Guide to Sailors Visiting Gloucester* with a listing of all services on www.gloucesterma.com. This could be produced in print form and be distributed by the Harbormaster, marinas, and other harbor businesses.

Improving Wayfinding Circulation and Connectivity

- It is widely acknowledged that the disjointed layout of the harbor area, the limitations of vehicle and pedestrian infrastructure, and the disparate location of harbor attractions make navigating the harbor and downtown areas difficult for visitors.
- A number of suggestions have been made for addressing these issues and some have been attempted in the past:
 - Improving wayfinding signage for vehicles and pedestrians.
 - Making the Rogers Street corridor more pedestrian friendly and creating physical and visual connections between downtown and the harbor.
 - Establishing a harbor water shuttle to transport visitors to key locations around the harbor and between the harbor and waterside parking areas such as Stage Fort Park.
 - Creating a more pedestrian-friendly environment by Improving existing pedestrian walkways and extending walkways where practical.
 - Creating more accessible viewing points around the harbor.
 - Increasing auto and bus parking in the downtown and harbor areas and/or shuttling visitors from remote parking areas.
- Cape Ann currently has only about 600 hotel rooms, far short of what the Cape Ann Chamber of Commerce estimates is needed to support the market for overnight visitors.

Developing Lodging in Close Proximity to the Harbor

- Downtown could accommodate a small number of “boutique” hotels. These would:
 - Enable visitors to walk rather than drive to downtown and harbor attractions, and would encourage visitors to stay in the area longer.
 - Provide accommodations for group tours, small business meetings, and business travelers visiting downtown and harbor businesses (e.g., Gorton’s).
 - Make Gloucester a more attractive point of embarkation for cruise ships by providing pre- and post-cruise accommodations.