

## Section 9: Seven-Year Action Plan

### Accomplishments Since the 2010 OSRP

The City of Gloucester has undertaken a number of projects since the adoption of the 2010 plan. **Figure 33** shows a summary of significant Open Space and Recreation accomplishments, a majority of which include projects that were fully or partially funded through the Community Preservation Act.

#### Community Preservation Act

The Community Preservation Act (CPA) helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities. The CPA is funded through a local option surcharge on property tax bills and a state match or those surcharges. The City of Gloucester adopted the CPA in 2008, implementing a 1% property tax surcharge rate and establishing a Community Preservation Committee (CPC). The CPC subsequently developed the City of Gloucester’s Community Preservation Plan, which includes an analysis of local needs, goals for CPA program areas (i.e., Housing, Open Space and Recreation, Historic Preservation), as well as priorities and potential projects to utilize CPA funding over the coming years. The Plan functions as an informational document and as a blueprint for the CPC to guide their recommendations to the City Council for project funding. Since 2011, the Community Preservation Committee and the Gloucester City Council have approved approximately 33 projects related to Open Space and Recreation.

**Figure 33:** Open Space and Recreation Accomplishments

Project Name	Project Description	Year
<a href="#">Dogtown/North Gloucester Woods Preservation Planning</a>	<i>Inventory the ownership and existing level of protection of 105 parcels north of the publicly owned land in Dogtown and the Babson Watershed.</i>	2011
<a href="#">Wostrel Environmental - Adventure Center</a>	<i>An education center adjacent to the Annisquam River and Gloucester High School that will utilize this unique environmental area to enhance outdoor educational and vocational opportunities for Gloucester High School students.</i>	2011
<a href="#">City Of Gloucester, Community Development Dept. - Little River Stream Habitat And Restoration</a>	<i>Implementation of a Stream Habitat and Restoration project located at Little River in West Gloucester adjacent to the Wellspring House on Essex Avenue.</i>	2011
<a href="#">Essex County Greenbelt - Thompson Street Reservation Gateway</a>	<i>The Essex County Greenbelt will acquire and preserve a 6.75 acre property for \$220,000, partially funded with \$120,000 from CPA funds</i>	2011

Project Name	Project Description	Year
Nate Ross Little League Fields	Renovation of the fields, fencing and dugouts at the Nate Ross Little League Fields.	2012
Green Street Playground	Renovation of the playground equipment at Green Street Playground.	2012
<a href="#">Dogtown/North Gloucester Woods Preservation Planning</a>	Hire a certified appraiser to determine the fair market value of properties or easements prior to acquisition as required by law for the Dogtown/North Gloucester Woods acquisition support project.	2012
<a href="#">City Of Gloucester Skate Park</a>	Rehabilitating and restoring a recreational resource by repairing and enhancing the Skatepark located at the O'Maley Middle School.	2012
<a href="#">Gloucester Dog Park</a>	Creation of an agility center for dogs at the new Gloucester Dog Park by adding fencing, a gate and outdoor agility equipment to the park	2012
<a href="#">Newell Stadium Capital Improvement Project</a>	Complete rebuild of the track, field, stands and bathrooms as part of the overall Newell Stadium renovation project.	2012
<a href="#">Cape Ann Women's Softball League Working With Gloucester DPW - Mattos Field</a>	Repair and resurface areas of the infield and outfield at Mattos Field.	2013
<a href="#">Hodgkins Cove Public Landing</a>	Rehabilitation and restoration of recreational land by clearing over grown areas and provide seating/viewing and parking areas at Hodgkins Cove Town Landing.	2013
<a href="#">Lobster Cove Public Landing</a>	Rehabilitation and restoration of recreational land by clearing the overgrown areas and to provide seating/viewing area for the public at Lobster Cove Public Landing.	2013
<a href="#">Magnolia Bike Club</a>	Technical assistance funds to aide in the planning, location, design, and permitting and cost analysis for the construction of a "pump track" in the area of the Magnolia Woods, off Rte. 127.	2013
<a href="#">Essex County Greenbelt - Norcross Acquisition</a>	Essex County Greenbelt proposes to acquire and preserve a 10.3 property located off of Concord Street and Route 128 exit 13.	2013

Project Name	Project Description	Year
<a href="#">Burnham's Field Phase I</a>	Major renovation to Burnham's Field playground which includes: new playground equipment and refurbish playing surfaces, installation of new pathways and lighting that meet ADA standards including an ADA restroom and appropriate landscaping as part of the overall project.	2014
<a href="#">Cape Ann Women's Softball League Working With Gloucester DPW - Mattos Field</a>	Perform preliminary design work for installing new playing field lights at Mattos Field on Webster Street.	2014
<a href="#">Burnham's Field Phase I</a>	Continued Improvements at Burnham's Field - Installation of two new ball field back stops, player's benches and planters.	2014
<a href="#">Burnham's Field Community Garden Club - New Fencing</a>	Installation of new fencing at Community Garden	2014
<a href="#">Essex County Greenbelt - Annisquam Woods</a>	Acquisition and preservation of a 27.4 acre property known as Annisquam Woods located off Hutchins Court and Tufts Lane.	2014
<a href="#">Essex County Greenbelt - Annisquam Woods</a>	Additional funding to acquire and preserve 27.4 Acres known as Annisquam Woods. See Project ID#42297	2015
The Oval - Palazola Playground	Installation of new playground equipment at the Oval (Palazola Playground).	2015
<a href="#">Cape Ann Women's Softball League &amp; DPW Mattos Field Rehab Phase 2</a>	Installation of six (6) light pole bases and lighting fixtures.	2015
West Parish Elementary School	New playground and field associated with new school.	2016
<a href="#">Back Shore Land Acquisition</a>	Preservation of 4 parcels of land along the backshore of Gloucester for Open Space.	2016
Solomon Jacobs Park Renovation	Renovation of Solomon Jacobs Park associated with NGRID clean-up.	2017

Project Name	Project Description	Year
<a href="#">Stage Fort Park Beautification Project</a>	<p>Projects improvements include:</p> <ul style="list-style-type: none"> <li>Improving the comfort and accessibility of the bandstand viewing area by installing a new lawn, reconfiguring pathways and creating a pedestrian gateway</li> <li>Modifying a portion of the parking area to create an accessible Events Plaza and Quadracentennial Terrace overlooking Cressy Beach</li> <li>Creating a new trail connection in Stage Fort Park leading towards Ravenswood Park</li> <li>Adding a kayak storage facility.</li> </ul>	2017
<a href="#">Burnham's Field Phase II</a>	Complete the renovations of Burnham's Field from Phase I and complete the walking path loop (370 feet) with asphalt inside the fence along Burnham Street and add three lights to the field.	2017
<a href="#">Stacy Boulevard Gardens</a>	Add granite edged flower beds along Stacy Boulevard and install an irrigation system.	2017
<a href="#">Seine Field Handicap Access Trail</a>	Rebuild an existing 1600-foot trail through the open field by removing organic materials, applying plus gravel, landscape material, and placing benches and signage along the trail.	2017
<a href="#">Cape Ann Women's Softball League Working With Gloucester DPW - Mattos Field</a>	Install new backstop and fencing at Mattos Field.	2017
<a href="#">Avis Murray Tennis Court Capital Improvements</a>	Renovation and renaming the tennis courts located on Stacy Boulevard.	2018
Betty Smith Garden	Garden renovations, tree plantings, and the installation of decorative lighting at the Betty Smith Garden.	2018-2019
<a href="#">Street Hockey Rink Construction</a>	Development of street hockey rink located at Stage Fort Park by Young Legends Street Hockey in collaboration with DPW.	2019
<a href="#">Camp Spindrift Restoration</a>	Improvements to outdoor recreation facilities located at Camp Spindrift.	2019
<a href="#">New Y Facility</a>	Support of new Y facility; funds to be used for the construction of outdoor splash park.	2019

Project Name	Project Description	Year
<a href="#">Stage Fort Park Landscape Survey</a>	Landscape survey and plan for fort area of Stage Fort Park.	2020
<a href="#">Stage Fort Park Landscape Survey</a>	Full site survey and construction plan to implement the construction and renovation to the Fort area of Stage Fort Park and the continuance/tie-in to Lucy Davis Pathway. This request is made off-cycle to meet a completion deadline of 2022 for all construction.	2020

The Seven-Year Action Plan identifies the specific actions and activities that should occur over the next seven years to successfully implement this OSRP. Each action item is organized by goals and objectives and where applicable, a funding source is identified. The party or parties responsible are listed with the primary one being in **bold** type (there are a few where several entities are primary and are listed in **bold**). Acronyms for the responsible departments, boards and commissions identified in the Seven-Year Action Plan are listed below:

#### Responsible Party Acronyms

- **ArtC:** Arts Commission
- **CC:** City Council
- **CDD:** Community Development Department
- **COA:** Council on Aging
- **ConC:** Conservation Commission
- **CPC:** Community Preservation Committee
- **CuIC:** Cultural Council
- **DCR:** MA Department of Conservation and Recreation
- **DPC:** Dogtown Preservation Commission
- **DPW:** Department of Public Works
- **HO:** Harbormaster’s Office
- **HC:** Historic Commission
- **IT:** IT Department
- **MO:** Mayor's Office
- **PB:** Planning Board
- **OSRC:** Open Space and Recreation Committee
- **SC:** School Committee
- **WB:** Waterways Board

The Action Plan is arranged sequentially beginning with the first goal and the associated objectives and actions to facilitate the achievement of this goal. For each action, a timeframe for when the proposed action should be taken is listed. Short-term recommendations fall within 1-3 years, mid-term recommendations fall within 3-5years, and long-term recommendations fall within 6-7 years. Recommendations that are ongoing are marked as such.

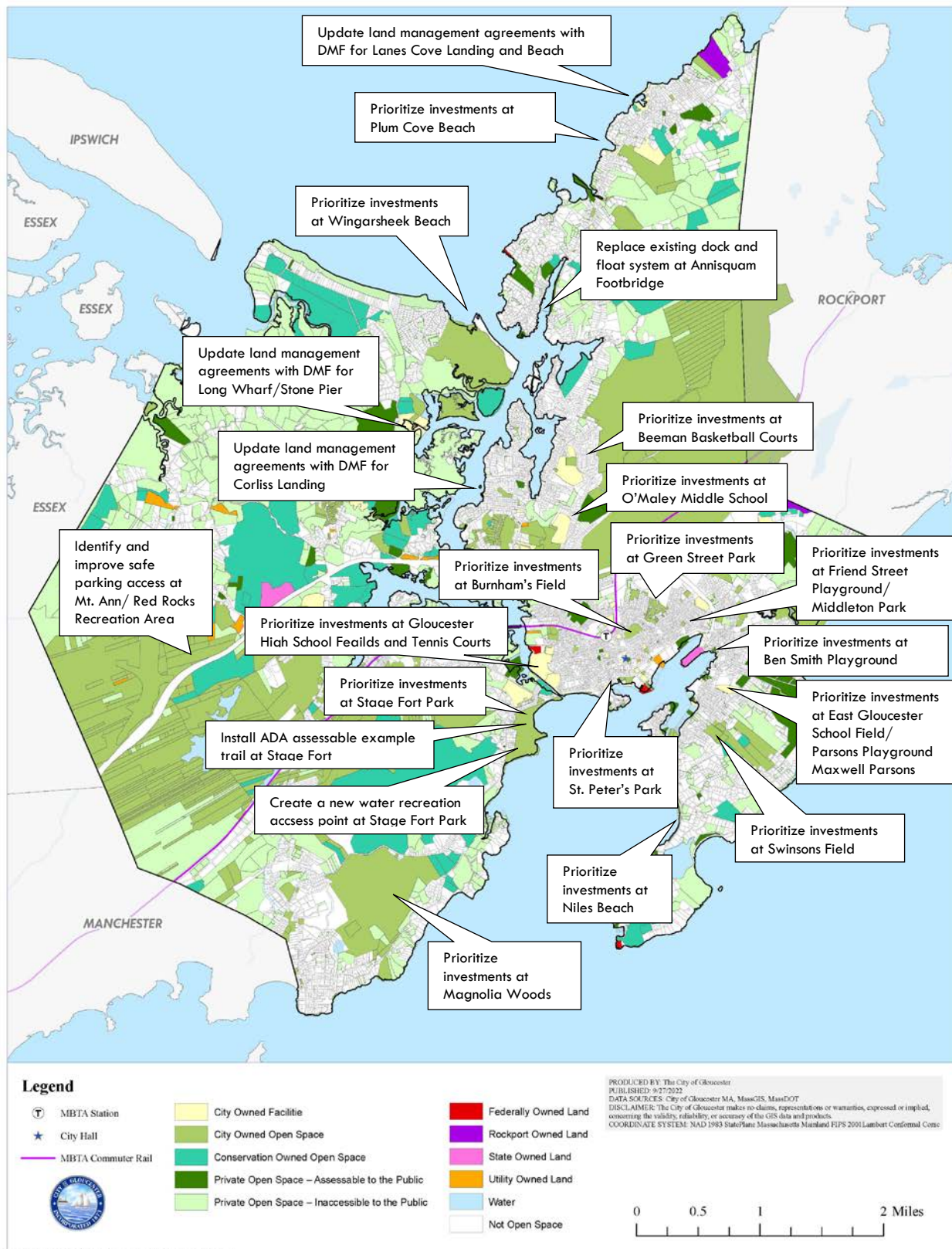
## Potential Funding Source Acronyms

Acronyms for potential funding sources (see program descriptions below) listed in the Seven-Year Action Plan Matrix are:

- **CB: City Budget**
- **CPC: MA Community Preservation Commission**
  - **CPA:** [MA CPC Community Preservation Act](#)
- **CZM: MA Office of Coastal Zone Management**
  - **CPR:** [MA CZM Coastal Pollutant Remediation Grant Program](#)
  - **CRG:** [MA CZM Coastal Resilience Grant](#)
- **DCR: MA Department of Conservation and Recreation**
  - **MTG:** [MA DCR MassTrails Grant Program](#)
  - **UCF:** [MA DCR Urban and Community Forestry Challenge Grant](#)
- **DCS: MA Division of Conservation Services**
  - **CP:** [MA DCS Conservation Partnership Grant](#)
  - **LAND:** [MA DCS Local Acquisitions of Natural Diversity Grant](#)
  - **LWCF:** [MA DCS Federal Land and Water Conservation Fund](#)
  - **PARC:** [MA DCS Parkland Acquisitions and Renovations for Communities Grant](#)
  - **ORLPP:** [MA DCS Outdoor Recreation Legacy Partnership Grant Program](#)
  - **LPGP:** [MA DCS Landscape Partnership Grant Program](#)
  - **DWSP:** [MA DCS Drinking Water Supply Protection Grant Program](#)
- **DEP: MA Department of Environmental Protection**
  - **604b:** [MA DEP Section 604b Water Quality Management Planning](#)
  - **WURP:** [MA DEP Water Utility Resilience Program](#)
  - **CWSRF:** [MA DEP Clean Water State Revolving Fund Clean Water Program](#)
- **DER: MA Division of Ecological Restoration**
  - **SR:** [MA DER Streamflow Restoration Programs](#)
  - **DR:** [MA DER Dam Removal Program](#)
  - **URR:** [MA DER Urban River Revitalization Program](#)
  - **WR:** [MA DER Wetlands Restoration Program](#)
  - **CRMA:** [MA DER Culvert Replacement Municipal Assistance Grant Program](#)
- **DHCD: MA Department of Housing and Community Development**
  - **CDBG:** [MA DHCD Community Development Block Grant Program](#)

- **DOT: MA Department of Transportation**
  - **Ch90:** [MA DOT Chapter 90 Program](#)
  - **SRTS:** [MA DOT Safe Routes to School: Infrastructure Funding Program](#)
  - **SSS:** [MA DOT Shared Streets & Spaces Program Funding](#)
  
- **EEA: MA Executive Office of Energy and Environmental Affairs**
  - **MVP:** [MA EEA Municipal Vulnerability Preparedness Program](#)
  - **DSR:** [MA EEA Dam and Seawall Repair or Removal Program](#)
  - **MET:** [MA EEA Environmental Trust General Grant](#)
  - **PAG:** [MA EEA Planning Assistance Grant](#)
  
- **FWS: MA Fish and Wildlife Service**
  - **LIP:** [MA FWS Landowner Incentive Program Grant](#)
  
- **HC: MA Historical Commission**
  - **HCSP:** [MA Historical Commission Survey and Planning Grant](#)
  - **HCPP:** [MA Historical Commission Preservation Projects Fund](#)
  
- **MADA:** [Municipal Americans with Disabilities Act \(ADA\) Improvement Grant Program](#)
- **BRIC:** [FEMA Building Resilient Infrastructure and Communities](#)
- **HMA:** [MEMA Hazard Mitigation Assistance Grant Program](#)
- **FMS:** [US ACoE Floodplain Management Services Program](#)
- **CFP:** [USFS Community Forest Program](#)
- **ACR:** [MAPC Accelerating Climate Resilience Grant](#)
- **NEFRF:** [NFWF New England Forests and Rivers Fund](#)
- **NCRF:** [NFWF National Coastal Resiliency Fund](#)
- **OT:** [National Endowment for the Arts Our Town Placemaking Grants Program](#)

**Figure 34: Seven-Year Action Plan Map**





**Figure 35: Seven-Year Action Plan Matrix**

<b>Goal 1: Develop and direct a program of strategic preservation of Open Space and Recreation Lands using the inventory produced for this plan.</b>			
<b>Objectives/Actions</b>	<b>Timeframe</b>	<b>Responsible Parties</b>	<b>Potential Funding Sources</b>
<b>Objective 1A:</b> Focus land conservation efforts in areas identified as containing valuable natural resources including priority wildlife habitat, watershed lands that supply Gloucester’s drinking water, areas with large contiguous blocks of undeveloped open space and critical areas of environmental and climate resiliency concern	Ongoing	<b>MO, CC, CDD, PB, ConC, CPC, OSRC, DPC</b>	<b>CB, CPA, CP, MET</b>
1Ai. Create a common pathway to conserving land currently under limited or no protection and implement permanent protection on prioritized parcels	1-3 Years	<b>MO, CC, CDD, ConC</b>	-
1Aii. Transfer the following parcels into permanent protection via conservation restriction: <ul style="list-style-type: none"> <li>a. Dogtown parcel cluster and North Gloucester Woods</li> <li>b. City beaches and adjacent marsh lands</li> <li>c. City parks and active recreation areas</li> </ul>	3-5 Years	<b>MO, CC, CDD, ConC,</b>	-
<b>Objective 1B:</b> Continue to refine and improve the open space inventory by identifying and reconciling the following parcel types	Ongoing	<b>CDD</b>	<b>MET, HCPP</b>
1Bi. Parcels of unknown ownership identity	5-7 Years	<b>CDD</b>	-
1Bii. Parcels in City ownership with conservation restrictions	5-7 Years	<b>CDD</b>	-
1Biii. Parcels in City ownership to place into conservation restrictions, merge parcels for survey purposes	5-7 Years	<b>CDD</b>	-
1Biv. Parcels defined by the Assessors as Low Value (marsh lands)	5-7 Years	<b>CDD</b>	-
1Bv. Parcels in private ownership	5-7 Years	<b>CDD</b>	-

<b>Objective 1C:</b> Monitor the open space and recreation land inventory and improve analysis tools to treat the database as a 'living record' of the current status of available and conserved land in Gloucester	Ongoing	<b>CDD, ConC, OSRC</b>	<b>CB</b>
1Ci. Cycle annual updates from/to the Commonwealth of Massachusetts, Essex County Greenbelt Association, The Nature Conservancy and other entities hosting GIS parcel databases of interest	Ongoing	<b>CDD, ConC, OSRC</b>	-
1Cii. Launch the update cycle in line with the Community Preservation Act program to capture new priorities	1-3 Years	<b>CDD, ConC, OSRC</b>	-
1Ciii. Clarify and confirm conservation restrictions held by the Conservation Commission (not an outside entity)	3-5 Years	<b>CDD, ConC, OSRC</b>	-
1Civ. Identify and preserve public access rights-of-way to interior open spaces	3-5 Years	<b>CDD, DPW</b>	-
<b>Objective 1D:</b> Promote and support the acquisition and permanent protection via conservation restriction of the following parcel types:	5-7 Years	ConC, OSRC	<b>CB, CPA, CP, LAND, LWFC, PARC, ORLPP, LPGP, DWSP, LIP</b>
1Di. Land for conservation purposes (e.g., wildlife habitat and water supply protection)	5-7 Years	ConC, OSRC	-
1Dii. Land for parks and facilities in areas that lack parkland	5-7 Years	ConC, OSRC	-
1Diii. Land and easement ROW access to the Commonwealth tidelands (public landings)	5-7 Years	ConC, OSRC	-
1Div. Lands for protection of areas from flooding, storm surge and sea level rise	5-7 Years	ConC, OSRC	-

<b>Goal 2: Improve management and stewardship of Gloucester’s Open Space including conservation lands, trails, forests, and vista points.</b>			
<b>Objectives/Actions</b>	<b>Timeframe</b>	<b>Responsible Parties</b>	<b>Potential Funding Sources</b>
<b>Objective 2A:</b> Increase operational and capital budgets for more personnel to focus on the City’s Open Space system. Implement an annual reporting and reconciliation mechanism into the City’s annual budget cycle to outline short term and long-term maintenance needs	1-3 Years	<b>MO, CC, CDD, DPW</b>	<b>CB</b>
<b>Objective 2B:</b> Develop and implement Land Management Plans for priority parcel clusters to guide protection and management of Gloucester’s Open Space	3-5 Years	<b>CDD, DPW</b>	CPR, CRG, LWCF, LGPG, DWSP, 604b, CWSRF, URR, WR, MVP, DSR, MET, PAG, LIP, NEFRF
2Bi. Develop a baseline set of conditions to evaluate for each property. Assign the goals for each Land Management Plan according to these conditions. Generate a standard inventory or report to use in the evaluation process with metrics including: <ul style="list-style-type: none"> <li>a. ADA accessibility, bathroom facilities, and trash pickup</li> <li>b. Overuse and inappropriate use</li> <li>c. Natural resources and jurisdictional areas</li> <li>d. Environmental hazards, invasive species, and climate resiliency risk</li> </ul>	3-5 Years	<b>CDD, PB, ConC, OSRC, DPW, DPC</b>	-
2Bii. Define current and intended uses including public access, restrictions and easements, and regulatory requirements	3-5 Years	<b>CDD, PB, ConC, DPW</b>	-
2Biii. Identify the property management entity and supporting City departments(s), staff, non-municipal organizations and volunteers responsible for the completion of maintenance tasks	3-5 Years	<b>CDD, PB, ConC, DPW</b>	-
2Biv. Identify funding sources for maintenance tasks such as: outside grants, in-kind contributions of services and/or materials, user fees, City budget	3-5 Years	<b>CDD, PB, ConC, DPW</b>	-

<b>Objective 2C:</b> Promote responsible and careful use of Open Space by expanding awareness of stewardship needs through public outreach and education	Ongoing	<b>CDD, OSRC, DPW, DPC</b>	CPA, LWCF, HCSP, OT
2Ci. Develop and install signage and adopt trail standards	1-3 Years	OSRC, <b>DPW</b>	-
2Cii. Establish rules and regulations for users	1-3 Years	OSRC, <b>DPW</b>	-
2Ciii. Produce maps, guides, and education materials	1-3 Years	OSRC, <b>DPW</b>	-
2Civ. Host these resources in a digital format on the City website	1-3 Years	OSRC, <b>DPW</b>	-
<b>Objective 2D:</b> Develop partnerships with local organizations and institutions to support the City's management needs	Ongoing	<b>CDD, OSRC, DPW, DPC</b>	-
2Di. Promote youth stewardship and environmental learning through the Gloucester Public School District	1-3 Years	<b>CDD, OSRC, SC</b>	-
2Dii. Establish stewardship groups via neighborhoods, user groups, and community groups throughout the City	1-3 Years	<b>CDD, OSRC, DPW, DPC</b>	-
2Dii. Promote partnerships with The Trustees, Essex County Greenbelt, Mass Audubon, New England Forestry Foundation, Rotary International, Generous Gardeners, Cape Ann Trail Stewards, Mass Mudders and other non-profit organizations	1-3 Years	<b>CDD, CPC, OSRC, DPW, DPC</b>	-
2Div. Promote Partnerships with State and Federal Agencies including the Massachusetts Department of Conservation and Recreation, the Massachusetts Division of Marine Fisheries, and the United States Coast Guard	1-3 Years	<b>MO, CDD, DPW, HO</b>	-

<b>Goal 3: Maintain, enhance and expand Gloucester’s Recreation Lands including parks, playgrounds, athletic facilities, beaches, and public landings.</b>			
<b>Objectives/Actions</b>	<b>Timeframe</b>	<b>Responsible Parties</b>	<b>Potential Funding Sources</b>
<b>Objective 3A:</b> Establish a Parks and Recreation Division within the Department of Community Development to support the organization and development of associated programming	3-5 Years	<b>MO, CC, CDD, DPW, HO</b>	<b>CB</b>
<b>Objective 3B:</b> Conduct a 10-year Parks and Recreation Capital Improvement Plan for all Gloucester athletic fields, courts, and playgrounds to determine facilities maintenance and programming management needs	5-7 Years	<b>MO, CC, CDD, DPW</b>	<b>CB, WCF, PARC, ORLPP, CDBG, HCPP</b>
3Bi. Generate a standard inventory or report to use in the evaluation process with metrics including: <ul style="list-style-type: none"> <li>a. ADA accessibility, bathroom facilities, and trash pickup</li> <li>b. Overuse and inappropriate use</li> <li>c. Safety and lifespan of existing equipment</li> <li>d. Maintenance procedures in regulated areas</li> </ul>	5-7 Years	<b>CDD, PB, ConC, OSRC, DPW, HO, WB</b>	-
3Bii. Prioritize investment in the following parks, playgrounds and athletic facilities: <ul style="list-style-type: none"> <li>a. Parks: Stage Fort Park, St. Peter’s Park, Friend Street Playground/ Middleton Park, Head of the Harbor Park</li> <li>b. Playgrounds: East Gloucester School Field/ Parsons Playground Maxwell Parsons Ben Smith Playground</li> <li>c. Athletic Facilities: Swinson Field, Magnolia Woods, Burnham Field, Beeman Basketball Courts, Green Street Recreation Area, O’Maley Innovation Middle School Fields, Track, and Skatepark, Gloucester High School Fields and Tennis Courts</li> </ul>	5-7 Years	<b>MO, CC, CDD, PB, ConC, CPC, OSRC, DPW</b>	-
3Biii. Prioritize investment in the following activities: <ul style="list-style-type: none"> <li>a. Sports: Baseball, Basketball, Bocce, Pickleball, Softball, Soccer, Skateboarding, Street Hockey, Tennis</li> <li>b. Activities: Dog-walking</li> </ul>	5-7 Years	<b>CDD, OSRC, DPW</b>	

<b>Objective 3C:</b> Develop Beach Maintenance and Management Plans to assess capital improvement needs and routine maintenance protocols to enhance and protect all <u>Gloucester beaches</u>	3-5 Years	<b>CDD, DPW</b>	CRG, LWCF, ORLPP, MET, MVP, DSR,
3Ci. Generate a standard inventory or report to use in the evaluation process with metrics including: <ul style="list-style-type: none"> <li>a. ADA accessibility, bathroom facilities, and trash pickup</li> <li>b. Overuse and inappropriate use</li> <li>c. Safety and lifespan of existing equipment</li> <li>d. Maintenance procedures in regulated areas, i.e., watershed lands, floodplains</li> </ul>	3-5 Years	<b>CDD, PB, ConC, OSRC, DPW, COA</b>	-
3Cii. Prioritize investment in the following beaches: <ul style="list-style-type: none"> <li>a. Beaches: Cressy’s Beach, Good Harbor Beach, Niles Beach, Plum Cove Beach and Wingersheek Beach</li> </ul>	3-5 Years	<b>MO, CC, CDD, PB, ConC, CPC, OSRC, DPW</b>	-
3Ciii. Prioritize investment in the following activities: <ul style="list-style-type: none"> <li>a. Sports: Surfing, Volleyball</li> <li>b. Activities: Bird Watching, Dog Walking, Walking</li> </ul>	3-5 Years	<b>CDD, OSRC, DPW</b>	-
<b>Objective 3D:</b> Evaluate and improve existing <u>Gloucester public landings</u> to serve and promote boating, recreational aquatics and fishing	1-3 Years	<b>MO, CC, CDD, CPC, OSRC, DPW, HO, WB</b>	CRG, DSR, LIP
3Di. Review and update as needed, the Land Management Agreements with the Division of Marine Fisheries for County Landing, the Dunfudgin Boat Ramp, Long Wharf/Stone Pier, Corliss Landing and Lanes Cove Landing	1-3 Years	<b>MO, CDD, DPW, HO</b>	-
3Dii. Perform regular annual maintenance to all public landings to ensure they are safe and serviceable	1-3 Years	<b>DPW, HO, WB</b>	-
3Diii. Prioritize investment at the following public landings: <ul style="list-style-type: none"> <li>a. Replace existing dock and float systems: Cripple Cove, St. Peter’s Park, Annisquam Foot Bridge, and the City’s two commercial marinas in Gloucester Harbor</li> <li>b. Create a new water recreation access point at Stage Fort Park</li> </ul>	1-3 Years	<b>MO, CC, CDD, PB, ConC, CPC, OSRC, DPW</b>	-
3Div. Prioritize investment in the following activities: <ul style="list-style-type: none"> <li>a. Sports: Kayaking, Paddleboarding, Scuba Diving, Swimming,</li> <li>b. Activities: Community Boating and Sailing, Fishing</li> </ul>	1-3 Years	<b>CDD, OSRC, DPW</b>	-

<b>Objective 3E:</b> Manage programming and supervision of Recreation Lands through the City website using new and existing service portals while prioritizing Gloucester resident's access	1-3 Years	<b>CDD, DPW, IT</b>	-
3Ei. Gather feedback about user experiences and create a system of reporting problems like trash and traffic management that is accessible to the public	1-3 Years	<b>CDD, DPW, IT</b>	-
3Eii. Identify public access rights-of-way to the water via public landings (including driftways and tidelands) and publish an online map for public use	1-3 Years	<b>CDD, DPW, HO, IT</b>	-
3Eiii. Incorporate parking information in online maps and guides to open space and recreation lands	1-3 Years	<b>CDD, DPW, IT</b>	-
3Eiv. Develop a schedule of user fees for recreational activities. Receive funds via an online service portal into a designated fund for Open Space and Recreation Land management	1-3 Years	<b>MO, CC, CDD, DPW, IT</b>	-
3Ev. Maintain a public calendar for facility reservations and special events. Use a registration form via an online service portal to complete reservations	1-3 Years	<b>CDD, DPW, IT</b>	-

**Goal 4: Protect and Improve Gateways to and Create Strategic Connections between Open Space and Recreation Areas.**

Objectives/Actions	Timeframe	Responsible Parties	Potential Funding Sources
<b>Objective 4A:</b> Promote cycling, walking and other forms of self-propelled travel throughout the City by improving multimodal connections and wayfinding to provide safe travel.	Ongoing	<b>CDD, OSRC, DPW, DPC</b>	MTG, CDBG, CH90, SSS, SRTS
4Ai. Identify and improve off and on-road connections and develop an online map of bike lanes, bike-safe streets, multi-use paths, off-street trails, and other cycling accommodations and services	1-3 Years	<b>CDD, PB, OSRC, DPW, IT</b>	-
4Aii. Comply with the City’s Safe and Accessible Streets Policy	1-3 Years	<b>CDD, DPW</b>	-
4Aiii. On an annual basis, poll cyclists and pedestrians to collect and analyze information from the Gloucester Police Department regarding accidents involving cyclists and pedestrians	1-3 Years	<b>CDD, PB, OSRC</b>	-
4Aiv. Compile a list of safety concerns and consult with DPW, GPD, and other relevant departments to address them on an annual basis	1-3 Years	<b>CDD, PB, OSRC</b>	-
<b>Objective 4B:</b> Improve Parking by identifying and enumerating suitable parking at entrances to popular Open Space and Recreation Areas.	3-5 Years	<b>CDD, PB, OSRC, DPW</b>	CH90
4Bi. Promote alternative methods of reserving parking for non-residents using an electronic reservation system at beaches and parks	3-5 Years	<b>CDD, DPW, IT</b>	-
4Bii. Develop a parking program for surfers using Good Harbor Beach before hours	3-5 Years	<b>CDD, DPW</b>	-
4Biii. Identify and improve safe parking access to Mt. Ann/ Red Rocks Recreation Areas	3-5 Years	<b>CDD, DPW</b>	-



<b>Objective 4C:</b> Improve ADA Accessibility at all Gloucester Open Space and Recreation Areas, to the extent feasible.	Ongoing	<b>CDD, OSRC, DPW, COA</b>	CPA, CDBG, CH90, MADA
4Ci. Conduct a comprehensive ADA self-evaluation and inventory and develop a plan to incorporate all accessibility upgrades needed when maintaining and improving recreation facilities	3-5 Years	<b>CDD, PB, ConC, OSRC, DPW, COA</b>	-
4Cii. Work with the Council on Aging and other community groups to create and improve existing recreation facilities for passive leisure, especially those that are proximate to elderly residential areas	3-5 Years	<b>CDD, OSRC, DPW, COA</b>	-
4Ciii. Install an ADA accessible example trail at Stage Fort Park and use as a model for other locations	3-5 Years	<b>CDD, ConC, DPW, COA</b>	-
<b>Objective 4D:</b> Identify Green Linkages in the City Center and School Zones.	3-5 Years	<b>CDD, PB, OSRC, DPW, SC</b>	CPA, CDBG, CH90, SSS, SRTS
4Di. Expand and maintain a continuous Harborwalk. Redevelop 65 Rogers Street in a manner that includes a component of public recreational use	3-5 Years	<b>MO, CC, CDD, PB, OSRC, HC, CultC, ArtC DPW, HO</b>	-
4Dii. Use the database of named Squares and Memorials to develop an Urban Trail where arts and culture can be showcased during City celebrations	3-5 Years	<b>CDD, OSRC, HC, CultC, ArtC DPW</b>	-
4Diii. Create additional neighborhood parks and pocket parks in underserved and Environmental Justice areas	3-5 Years	<b>MO, CC, CDD, CPC, OSRC, DPW</b>	-
4Div. Expand community garden sites within the City to ensure that they are equitable distributed to serve more moderate to low income neighborhoods	3-5 Years	<b>CDD, OSRC, DPW,</b>	-
4Dv. Develop and Implement the Safe Routes to School Program to encourage pedestrian and bicycle transportation to school. Prioritize the Riverdale neighborhood access to the O'Maley School and Fields and the new Veteran's school.	3-5 Years	<b>CDD, PB, OSRC, DPW, SC</b>	-
4Dvi. Establish and maintain rights of way for safe access to Blackburn Industrial Park, with attention given to access from Gloucester Crossing	3-5 Years	<b>CDD, OSRC, DPW</b>	-

<b>Goal 5: Plan for and incorporate the concerns of Climate Change and Resiliency in all policies and operations programs related to Open Space and Recreation Areas.</b>			
<b>Objectives/Actions</b>	<b>Timeframe</b>	<b>Responsible Parties</b>	<b>Potential Funding Sources</b>
<b>Objective 5A:</b> Advocate for an increase operational and capital budgets for personnel to focus on the City's climate change vulnerability concerns. Implement an annual reporting and reconciliation mechanism into the City's annual budget cycle to outline short term and long term opportunities to become more resilient as a municipality.	1-3 Years	<b>MO, CC, CDD, OSRC, DPW</b>	<b>CB</b>
<b>Objective 5B:</b> Advocate for the development and implementation of Emergency Management Communications Plans for City Departments to use during natural disaster events.	3-5 Years	<b>CDD, OSRC, DPW</b>	CRG, MVP, PAG, BRIC, HMA
Bi. Determine a chain of communication among City Staff for search and rescue and recovery events in watershed protection areas and drinking water supply areas	3-5 Years	<b>MO</b>	-
Bii. Determine a chain of communication among City staff for natural disaster events including storms, floods and fires	3-5 Years	<b>MO</b>	-
<b>Objective 5C:</b> Advocate for the development and implementation of a Forestry Management Plan to minimize the risk of forest fire in City forests.	1-3 Years	<b>CDD, OSRC, DPW</b>	UCF, WR, CFP, NEFRF
Ci. Identify the location of existing and proposed fire access roads and determine whether they are serviceable for fire safety	1-3 Years	<b>CDD, DPW</b>	-
Cii. Create new access roads in West Gloucester forests where public use continues to expand and increase fire risk	1-3 Years	<b>CDD, DPW</b>	-
<b>Objective 5D:</b> Advocate for the development and implementation of the recommendations set forth in the City's updated Municipal Harbor Plan to redevelop a sustainable Gloucester Harbor.	1-3 Years	<b>CDD, OSRC, DPW, HO</b>	CRG, CPR, SR, URR, MVP, MET, FMS

<b>Objective 5E:</b> Advocate for the investment in resilient design projects to protect the Wastewater Treatment Facility from the effects of flooding, storm surge, and sea level rise.	3-5 Years	<b>CDD, OSRC, DPW</b>	CRG, CPR, WURP, CWSRF, MVP, DSR, MET
Ei. Report and analyze sewer overflow events in the Annisquam River, Gloucester Harbor and Pavilion Beach	3-5 Years	<b>DPW, IT</b>	-
Eii. Evaluate and improve upstream stormwater management structures to improve storage and manage capacity in aerial flood events.	3-5 Years	<b>CDD, DPW</b>	-
<b>Objective 5F:</b> Advocate for the development and implementation of a Wildlife and Vegetation Management Program for Watershed Lands and Water Department Facilities.	1-3 Years	<b>CDD, OSRC, DPW</b>	604b, CWSRF, SR, WR, MVP, MET
Fi. Record and report the impact of beaver activity on surface water protection areas	1-3 Years	<b>CDD, DPW</b>	-
Fii. Permit and fund wildlife management activities within the Water Department to protect the City’s drinking water supply	1-3 Years	<b>CDD, DPW</b>	-
Fiii. Permit and fund ongoing invasive species and vegetation management activities where access to and maintenance of Water Department facilities is necessary	1-3 Years	<b>CDD, DPW</b>	-
<b>Objective 5G:</b> Advocate for an update to the existing Surface Water Protection Plan to increase water storage capacity in all existing City Reservoirs.	3-5 Years	<b>CDD, OSRC, DPW</b>	604b, CWSRF, SR, URR, PAG
Gi. Restore “Alewife Creek” upstream of Babson Reservoir to a flowing perennial stream and wet forest to protect the City’s drinking water supply infrastructure and recreate the surface water recharge area in the existing watershed	3-5 Years	<b>CDD, DPW</b>	-
Gii. Complete the ongoing Dam Reconstruction projects at Haskell Reservoir and Goose Cove Reservoir	3-5 Years	<b>CDD, DPW</b>	-
<b>Objective 5H:</b> Advocate for an update to the existing Watershed Management Plan to include an expansion of the Watershed Protection Overlay District.	3-5 Years	<b>CDD, OSRC, DPW</b>	604b, CWSRFPAG, MET
Hi. Implement zoning changes to protect undeveloped areas of Watershed Zone A and B lands, restrict development in Zone C	3-5 Years	<b>MO, CC CDD, DPW</b>	-
Hii. Create a Policy Manual for non-municipal work in watershed areas to guide and inform government entities and private developers of performance standards and best management practices for the area	3-5 Years	<b>CDD, DPW</b>	-

<b>Objective 5I:</b> Advocate for an update to the existing Floodplain Ordinance to identify areas of current and projected flood risk according to the FEMA geospatial database reports.	1-3 Years	<b>CDD, OSRC, DPW</b>	PAG
li. Prohibit new construction in high-risk areas.	1-3 Years	<b>MO, CC CDD, DPW</b>	-
lii. Incentivize resilient design in medium-risk areas	1-3 Years	<b>MO, CC CDD, DPW</b>	-
<b>Objective 5J:</b> Advocate for an update to the existing Wetlands Ordinance to increase protections for wetlands, natural resource areas and buffer zones.	1-3 Years	<b>CDD, OSRC, DPW</b>	PAG
Ji. Require on-site storm water management for single-family homes	1-3 Years	<b>MO, CC CDD, DPW</b>	-
Jii. Implement a 25-foot no-build, no disturb Buffer Zone for all resource areas in new development projects	1-3 Years	<b>MO, CC CDD, DPW</b>	-
Jiii. Establish minimum lot requirements for Buffer Zone in new and redevelopment projects	1-3 Years	<b>MO, CC CDD, DPW</b>	-

## State and Federal Funding Sources

### Local Acquisitions for Natural Diversity (LAND) Program

The LAND Program (formerly the Self-Help Program) was established in 1961 to assist municipal conservation commissions acquiring land for natural resource and passive outdoor recreation purposes. Lands acquired may include wildlife, habitat, trails, unique natural, historic, or cultural resources, water resources, forest, and farmland. Compatible passive outdoor recreational uses such as hiking, fishing, hunting, cross-country skiing, bird observation and the like are encouraged. Access by the general public is required. This state program pays for the acquisition of land, or a partial interest (such as a conservation restriction), and associated acquisition costs such as appraisal reports and closing costs.

### Parkland Acquisitions and Renovations for Communities (PARC) Program

The PARC Program (formerly the Urban Self-Help Program) was established in 1977 to assist cities and towns in acquiring and developing land for park and outdoor recreation purposes. Any municipality with a population of 35,000 or more year-round residents, or any City regardless of size, that has an authorized park/recreation commission is eligible to participate in the program. Only projects that are to be developed for suitable outdoor recreation purposes, whether active or passive in nature, shall be considered for funding. Grants are available for the acquisition of land and the construction, or renovation of park and outdoor recreation facilities, such as swimming pools, zoos, athletic play fields, playgrounds and game courts. Access by the general public is required.

### Land and Water Conservation Fund (LWCF)

This is a federal program administered by the State Division of Conservation Services for the acquisition and development or renovation of park, recreation, and conservation land. The Federal Land & Water Conservation Fund (P.L. 88-578) provides up to 50% of the total project cost for the acquisition, development, and renovation of park, recreation, or conservation areas. Municipalities, special districts, and state agencies are eligible to apply. Nearly 4,000 acres have been acquired and hundreds of parks renovated using the \$95.6 million that Massachusetts has received from the state side portion of the federal program since 1965. DCS administers the state side Land & Water Conservation Fund program in Massachusetts. Access by the general public is required.

### Recreational Trails Grant Program (RTGP)

The Recreational Trails Program provides grants ranging from \$2,000 to \$50,000 on a reimbursement basis for a variety of trail protection, construction, and stewardship projects throughout Massachusetts. It is part of the National Recreational Trails Program, which is funded through the Federal Highway Administration (FHWA). Funds are disbursed to each state to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. In Massachusetts, funds are administered by the Department of

Conservation and Recreation (DCR), in partnership with the Massachusetts Recreational Trails Advisory Board.

### **Community Preservation Act**

The establishment of a real estate transfer tax was signed into law on September 14, 2000, as the Community Preservation Act (CPA). CPA is a tool for communities to preserve open space, park and recreational facilities, historic sites, and affordable housing. The Community Preservation Act is statewide enabling legislation that allows cities and towns to exercise control over local planning decisions by providing a funding source which can be used to address three core community concerns:

- Acquisition and preservation of open space
- Improve park and recreation facilities
- Creation and support of affordable housing
- Acquisition and preservation of historic buildings and landscapes

A minimum of 10% of the annual revenues of the fund must be used for each four core community concerns. The remaining 70% can be allocated for any combination of the allowed uses. This gives each community the opportunity to determine its priorities, plan for its future, and have the funds to make those plans happen.

The City of Gloucester adopted the Community Preservation Act in 2008, implementing a 1% property tax surcharge rate and establishing a Community Preservation Committee (CPC). The CPC subsequently developed Gloucester's Community Preservation Plan, which includes an analysis of local needs, goals for CPA program areas (i.e., Housing, Open Space and Recreation, Historic Preservation), as well as priorities and potential projects to utilize CPA funding over the coming years. The Plan functions as an informational document and as a blueprint for the CPC to guide their recommendations to the City Council for project funding.

### **Community Development Block Grant**

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The City has utilized these funds to provide funding for park improvements at those facilities that are within close proximity to neighborhoods with low- to moderate-income residents.