

# CITY OF GLOUCESTER PLAN 2001 IMPLEMENTATION REPORT

Prepared by the Plan Implementation Review Committee

Data collected between 12/05/02 and 7/14/03

Key: IP (In Process), NS (Not Started). IT (only) codes: X = moderate progress, - = little progress, + = considerable progress

Strategies	STATUS			REMARKS
	Done	IP	NS	
<b>THE LAND AND ITS RESOURCES</b>				
<b>Land Use</b>				
Revise the zoning ordinance and subdivision regulations <ul style="list-style-type: none"> <li>• Establish interim zoning regulations</li> <li>• Review current ordinance requirements</li> <li>• Conduct a neighborhood land-use review</li> <li>• Prepare neighborhood inventory of resources needing protection</li> <li>• Review growth management literature</li> <li>• Prepare draft zoning ordinance</li> <li>• Evaluate success of zoning ordinance annually</li> </ul>		X  X X  - X + X X		City: Zoning Ordinance Review Task Force (ZORTF) created with City Council, city staff and Planning Board representation. Sewer moratorium for precinct 5-2 established. ZORTF reviewed the zoning ordinance for errors and it presented recommendations to city council, a majority of which were subsequently adopted. ZORTF is continuing its analysis. Com. Dev. is preparing recommendations on formulation of an OS&RC -- an OS&RC could provide some analysis on neighborhood land uses and special places needing protection. Staff is also preparing recommendations to upgrade the 'Lowlands zoning ordinance'. A public process is also being prepared within the 418 grant program to plan future land use, identify barriers within local codes influencing appropriate housing construction and to suggest code retrofits/upgrades. West Gloucester area reviewed (Daylor Plan) for density and service. Neighborhood groups would like assistance from City staff. There is consideration of whether to change the permissible by-right height in certain districts, or whether to use neighborhood characteristics and site plan review to consider case by case grants of higher heights. Drive-through proposal represents an effort to develop a performance-based ordinance to manage growth. Downtown Dev. Com. is reviewing revisions.

Strategies	Done	IP	NS	
Develop density standards based on existing infrastructure and development patterns		+		Zoning district special permit adopted. The Proposed CIP submitted to City Council provides information on existing infrastructure and needs. Related discussion is also being prepared for consideration under the 418 grant program including housing, mapping and infrastructure. Magnolia Water Supply is in planning process. VDO adopted.
Develop site and design review standards and processes				Need to establish performance zoning regulations. The adopted OSRD includes a site plan review component. Downtown Cmte. is considering ways to approach site and design review. Height standards are being reviewed.
Develop procedures for identifying and protecting special places <ul style="list-style-type: none"> <li>• Coordinate regulations and programs for consistency</li> <li>• Identify special places and features</li> <li>• Recommend methods to preserve special places and features</li> </ul>		X X X X		OSRD adopted. Special Places needs to follow neighborhood land use review. Some identified in Open Space Plan. Should be reviewed by Open Space Committee. ZORTF is reviewing. City databases need development Historic inventory is a resource. Stormwater management plan under review. Neighborhood groups input on case-by-case basis.
Connect land use planning with infrastructure planning and Implementation		X		Capital Improvement Advisory Board
Adopt the Open Space Residential/Subdivision Design permitting process	X			Planning Board held a hearing in 8/02 to consider adoption of Open Space Design regulations. See also reference in the Housing Section.
Manage existing and future development to meet city objectives and reserve business and industrial park space for commercial and industrial uses <ul style="list-style-type: none"> <li>• Ensure park uses conform with agreements and regulations</li> <li>• Upgrade technology infrastructure</li> </ul>		X X X		CofC reviewing tenancy of Blackburn Industrial Park. EDIC jurisdiction could be expanded to other locations as requested. 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. EDIC is currently looking at a roadway expansion. Technology infrastructure is currently not a problem. The business that made requests have been accommodated. EDIC does not anticipate any problems with upgrade requests.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Use financial mechanisms to manage development, including incentives and impact fees				Village Development Overlay (VDO) provides innovative tools. City Council to review proposed CIP in 7/03 including identified projects.
Ensure conformance of development to applicable standards	X			Review and enforcement procedures are in place. There is renewed efforts to promote communication between staff and there is systematic reporting by staff to the Planning Board and Con. Corn.
Coordinate land-use decisions with neighboring communities		X		The 418 grant is exploring barriers to appropriate housing development and identification of opportunities from the perspective of the four municipalities on Cape Ann. Need to schedule joint meetings with Con. Com., Planning Bd. and/or Rockport.
Provide information to the public on land use regulations and decisions		X		Need to add timely information to City's web site. Many agendas are now being posted on the web and GIS databases are being developed, but staff is constrained by limited resources.
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.
<b>Open Space</b>				
Form an Open Space and Recreation Committee				Corn. Dev. is in the process of proposing framework and getting input from City staff and public.
Review and Update the Open Space and Recreation Plan				Expect to initiate this year. DPW and Con. Corn. need to coordinate on city owned trails. Reviewing the transfer of stewardship of City lands to Con. Com.
Find funding mechanisms to acquire open space		X		VDO planning and OSRD provide ways to set aside open space.
Expand City resources for enforcement of regulations that protect open space	X			Incentive zoning to be reviewed by City Council. OSRD adopted. Subdivision open space regulations and Wetlands ordinance to be reviewed. OSRD regulations in public review process.

Strategies	Done	IP	NS	
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.
<b>Natural Resources and the Environment</b>				
Establish an Office of Natural Resources			X	City Administration needs to define priorities, identify resources and establish a framework.
Develop a Natural Resource Management Plan		X		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.
Strengthen city policies that address pollution from marine-related activities, and continue programs to reduce pollution in the inner harbor.		+		The Health Department's Wastewater Management Plan continues oversight of the design, construction and maintenance of Gloucester's on-site wastewater systems and has been active in the effort to develop a Sewer Service Area delineation in West Gloucester. NPDES Phase II applies. Washington Street CSO to be remediated. Harbor Cove CSO proposed to be remediated. Atlantic Road restoration seeking funding. 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. Board of Health developed dredge regulations.
Develop a storm water management plan		X		Engineering and Com. Dev. reviewing NPDES Phase II storm water requirements. Expect to submit a proposal to EPA in July 2003. Reviewing MS4 regulations.

Strategies	Done	IP	NS	
Develop programs that promote stewardship of natural resources				Proposed West Parish Science Park and several school programs to monitor wetland areas are examples. City to apply for wetland restoration grant and education at Dun Fudgin.
Promote programs the encourage water use efficiency		X		City established water ban. Engineering reviewing additional programs, leak detection.
Create a "no activity/no disturb" zone within wetland buffer zones		+f.		City council did not take action on a citizen petition in 2002. Planning Board OSRD ordinance promotes acting outside the buffer Con. Com. and Com. Dev. reviewed the existing wetlands ordinance and surveyed standards in place in other communities. There is now a proposal to allow the Con. Com. to adopt performance based standards.
Seek funds, grants, and gifts for preservation and protection of natural resources		X		Need to establish Office of Natural Resources first. Need to refine database of City owned property. VDO and OSRD contain "gift" mechanism. CPR grant for Eastern Ave/Days Pond are. Some capital improvement grants for downtown/ Main Street Phase 3. Some public gifts have been made but are very irregular. Nothing in-process at this time.
<b>COMMUNITY FOCAL POINTS</b>				
<b>Harbor and Waterfront</b>				
Support the recommendations of the Gloucester's Harbor Plans		X		Harbor Plan Implementation Committee continues to address 1999 Harbor Plan recommendations. Coordinator is funded from Seaport Bond. Waterways Board oversees recommendations from 1993 Harbor Plan.

Strategies	Done	IP	NS	
Promote economic development along Gloucester Harbor		X		Active support and coordination efforts to ensure survival of the fishing industry in the face of increasing regulations. City approved a TIF for Allied Cold Storage to double their freezing capacity on the State Pier, supporting the adjacent herring operations. Harbor Plan Coordinator is managing a grant funded study to identify economic development opportunities related to recycling of waste products from DPA businesses. Ongoing communication with businesses and property owners regarding development potential and constraints.
Develop process to preserve or develop special waterfront parcels.		X		Permitting for Paint Factory residential proposal underway. Discussions regarding a process to define 14C2 alternatives. 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		Seaport Bond funding for seawall restoration continues. Blynman Canal seawall repairs nearly complete. Seaport Bond funding has been obtained for the removal of navigational hazards and debris in the North Channel of the Inner Harbor. Funding also obtained to study feasibility for dredging the north side of the State Pier. Improvements at the Cripple Cove landing area includes refurbishment of the careening wall for short term vessel repairs. Waterways Board, Harbormaster and the Harbor Plan Committee continue to work with the Army Corps of Engineers to seek dredging of the Annisquam River, and especially the mouth of the river. Additional private expansion of freezer capacity and herring processing is being discussed.
Complete a waterfront public access plan.		X		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.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Identify special places and cultural links along the waterfront.		×		SEArts is working to develop a network of cultural organizations throughout Gloucester. Harbor Plan Coordinator participates, along with private and public organizations.
Improve public boating access opportunities.		X		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.
<b>Downtown</b>				
Identify downtown steward and support it with resources		×		The Downtown Development Commission continues to play a key role in downtown matters. In the Spring they began 'Downtown Notes', a quarterly newsletter providing a means of communication to downtown businesses. The DDC recently sent letters to certain businesses in the area with empty storefronts asking if they could help facilitate ideas for their window spaces so the storefronts would not just appear empty.
Complete physical plans to the downtown		×		Work continues with phased improvements to the East End of Main Street. Phase I is complete. Phases II and III are under construction, approximately 50% complete. Design for the final phase, Phase IV, will begin in early fall with public discussion and review.
Improve the image and market the downtown		×		The window box program, begun and still supported by a private citizen, continues in the downtown. This program has paid for a number of window boxes in the downtown. The Gloucester Civic and Garden Club have planted containers on Main Street which are very attractive. The Planting Committee has encouraged businesses to help water them. The Planting Committee along with the Clean City Committee took on the job of cleaning up the Municipal Parking Lot traffic island. Weeds and debris were removed and bark mulch spread.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Encourage mixed uses of commercial and residential properties		X		Two sites have recently been successful in obtaining rezoning to Neighborhood Business and Village Business, both allowing mixed use. One is Station Place on Railroad Avenue, the other is the former LePages factory on Essex Avenue.
Develop a site plan and review process for the downtown area			X	
Coordinate efforts of the Historic Commission		×		The Historic Commission has been revitalized with newly active membership. A meeting has been scheduled to discuss how to integrate Historic Commission information and interests in early project review process.
Improve the railway station		×		The MBTA, Station Place LLC, and the City had a public presentation of Conceptual Design for new parking at the Train Station, new development alongside the tracks, and improved pedestrian amenities in the area. The MBTA schedule is 30% design in August, 90% in November, and bidding for construction to start in the spring of 2004. Station Place LLC is underway with Brownfields cleanup, and planning on construction in the fall, 2004. The City is starting survey and design conversation about RR Avenue sidewalks and amenities for construction in Spring, 2004.
Create a downtown traffic and parking plan			X	Creation of a traffic and parking plan has not been identified as a current task. However, staff meets regularly with the Joint City/Chamber Parking Committee to review opportunities to increase parking in the downtown area. Funding for additional studies is being investigated, as well as potential inclusion of additional parking in the East End improvements.
Seek funds to support Main Street and Downtown improvements		×		Currently \$1.8 million in a combination of CDBG and CDAG funds are committed for the East End improvements.
<b>Villages and Neighborhoods</b>				
Assess the historic and architectural character of Gloucester's neighborhoods		X		Historic Commission is compiling a "Street Index" identifying properties of historic significance and identifying by neighborhoods.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Establish neighborhood associations		X		The Planning Board (PB) has revised its Public Hearing Protocol to establish an order for comments and time allowances which 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.
Develop land management regulations to preserve village and neighborhood character		X		Responses to recent zoning amendment proposals regarding the City's height restriction and drive through facilities have included consideration of neighborhood character. Draft regulations implementing the Open Space Residential Design ordinance include consideration of compatibility with neighborhood character
Limit commercial and residential development along roads between distinct neighborhoods and villages			X	
Expand activity in villages and neighborhoods with community programs and changes in land use regulations			X	
Encourage increased density in existing commercial districts		x		Village Development Overlay Ordinance adopted in the Ward 5-2 area of West Gloucester. This provides incentives to protect open space and increase density along the Essex Avenue corridor.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
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. NINA 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 retail space, 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	
<b>THE LIFE OF THE CITY</b>				
<b>Housing</b>				
Community Development takes responsibility for housing policy and issues		+		The Department has taken responsibility, assembling local, regional, and state information and data and working with the mayor to establish a Housing Coalition, as suggested in the Plan.
Establish housing coalition	X			The Coalition appointed by the mayor in 2002 has become an active group, with goals and objectives and functioning subcommittees on Strategies & Information, Development, and Regulatory Review. Plan 2001 was used in establishing the agenda and the G&O for the group.
Encourage adoption of open space design siting process	X			The ORSD was approved by the City Council on August 20, 2002. Rules and Regulations are ready for adoption by the Planning Board.
Establish regulations and programs to increase housing supply				Very little has been done that would increase housing supply. However, the City Council and boards and commissions appear to be aware of the need for housing stock and seem to make an effort to interpret policy to allow permitting.

Strategies	Done	IP	NS	
Increase supply of affordable rental and owner-occupied housing		X		Everyone seems to be aware of the need for housing and is working toward that end. Although many impediments remain, private and public and non-profit organizations express intent to work toward increasing housing supply, with Peggy's Cove completed, Granite Street nearly so, and Station Place and 147 Essex Avenue in the permitting stage, with a variety of individual proposals that will yield more housing stock.
Revise zoning ordinance to allow easier permitting and conversions of multi-family dwellings and mixed uses		X		Some discussion in both areas - multi-family and mixed use - however, no policy or ordinance changes have been adopted. Two applications for rezoning - 147 Essex Ave. and Station Place - have been approved to allow residential use of property previously zoned for industrial and extensive business.
Adopt measures to assist senior citizens to remain in their homes			X	Although there may be a more permissive attitude toward converting to multi-family, no new policies or zoning ordinance amendments have been adopted. The Grants Office has some discretionary money that might be made available to seniors.
Promote options for residents to downsize			X	This recommendation assumes approval and development of housing for the over-55-or-60 crowd. Nothing has happened in this area.
Allow live/work options that protect quality-of-life and existing neighborhoods	X			Section 2.3.7, Line 72 of the Zoning Ordinance (ZO) really does allow live/work space - by Special Permit by the ZBA, subject to the conditions of Section 5.3, which appear to be reasonable conditions. 147 Essex Ave. has been zoned Village Business, which will allow live/work 'by right'.
Modify zoning codes and establish programs to allow more housing options		X		No changes have been made although the Chair of the Planning Board has often expressed intent to propose these modifications to the ZO. The CHC has recommended to the mayor that two city properties be used for housing - the former Maplewood School and the former Action property on Elm Street. The Regulatory Subcommittee of the CHC is studying the ZO in order to recommend changes.

Strategies	Done	IP	NS	
Seek funding for housing from all available sources		X		The Grants Office and non-profits are doing well in this regard, applying to a variety of funding sources.
<b>The Economy</b>				
Establish a City Economic Plan			X	With the budget cuts of the past year, Community Development, has yet to establish the Economic Plan. The "Economic Impact of the Arts" Report that has been prepared by the Committee for the Arts should be included in the overall Economic Plan.
Recognize and support the economic contribution of the arts		x		An "Economic Impact of the Arts" Report has been done by the Committee for the Arts. This should be included in the overall Economic Plan. A new organization, SEArts, with staff from Community Development, input from the City Council, and the CofC are an active group, planning and supporting art and cultural events.
Encourage skills training		+		Resources of the School Department, branches of colleges, the business community and non-profits provide skills training that respond to business needs and existing skills of people seeking employment or advancement. The School Department reported that Plan 2001 was helpful in focusing the effort. CAD training is a requirement of all vocational students
Protect economic contribution of the Harbor.		X		Harbor activity follows the 1999 Harbor Plan, in cooperation with several groups and efforts, including the Heritage Center, tourism, SEArts. Dredging, especially maintenance dredging is needed for commercial shipping. Planning for infrastructure improvements continues, following both the Harbor Plan and Plan 2001. Seawall restoration is underway.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Enrich the visitors experience in the City		×		Despite a reduced City budget for tourism progress does enhance residents' and visitors' experience in the city. Improvements in the downtown infrastructure are progressing; several new shops have opened recently, and building and renovation is progressing, all making the area more attractive for work and visiting The planting Committee has engaged a public planting and window box program. The Downtown Development Commission has begun a newsletter that announces coming events, including a visit by the New York Yacht Club on July 31, 2003. The City has joined SEArts and supplies a liaison to the group. The Maritime Heritage Center has officially opened with a variety of visitor attractions.
Promote expanded telecommunications infrastructure				Discussions are taking place in the private sector. City coordination or involvement by the City might enhance this effort. Ideally, this would be conducted and invested by the City as part of the infrastructure supported by betterments and/or general funds.
Promote economic and environmental sustainability for new and expanding business and city procurement practices		X		Some effort, with some success, has been made in this area despite the loss of retail establishments. The City has conducted training to prepare local vendors to apply for City contracts.
<b>Historic and Cultural Resources</b>				
Redefine and enhance roles of the Historical and Historic District Commissions		+		To achieve objectives of Plan 2001 the Historical Commission (GHC) is actively working with city departments to expand its role under the mandate of the Massachusetts Historical Commission. Suzanne Silveira from Com. Dev. has been assigned as liaison between the City and GHC. The Historic District Commission appears to be comfortable with their role and their performance.
Update historic information		X		The GHC has initiated consolidation of existing inventory, preparation of a database, and making that information available to city departments.

Strategies	Done	IP	NS	
Provide assistance for historic preservation		x		The GHC has begun an outreach and public education program, has conducted a program in cooperation with the Cape Ann Historical Association, begun a Historic Markers (formerly referred to as Plaques Program) Program, plans a Preservation Awards program, and nominated and received a '25th Annual Mass. Historic Preservation Awards'- in cooperation with the Girl Scouts - for restoration of the Joan of Arc statue. The City has given moral support to the development of the Maritime Heritage Center, a private non-profit, which is officially open, with a variety of exhibits and attractions and plans for more.
Adopt a demolition delay ordinance				GHC is researching demolition delay ordinances in other communities in preparation for revising language of earlier attempts, to submit for Planning Board and City Council approval. GHC will act as strong advocate for passage of ordinance.
Support the Gloucester Archive Committee		X		An Archives and Records Management Board will replace 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 will continue to catalogue, index and store files. Additional and secure conditions are needed for the wealth of historical records already in city archives; this might be included in Sawyer Free Library expansion or as part of other restoration efforts in the city.
Require historic assessment of potential historic buildings for building permits		-		GHC is seeking cooperation of Community Development to develop a process for including historic review in permitting processes.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Preserve and maintain historic cemeteries and archeological sites		+		The HGC Historic Burial Subcommittee has completed 1/3 of the work in documenting burials and assessing site and monument conditions and preparing a data base of that information. They are doing preservation and maintenance work at first parish burial Grounds. They have plans to repair monuments as needed, which has not started. New appointments to the Cemeteries Committee will monitor (do) maintenance, signage and repair on the entire City burial grounds system.
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, in conjunction with the CPA.
Seek funds for historic acquisition and preservation		X		The GHC is pursuing grants, especially for cemetery records, through a nail. cemetery organization. GHC is also researching grants to help with public education, outreach, and historic markers. They are working with the City Grants Office.
Adopt the Community Preservation Act (CPA) to support historic preservation		-		Although the 2001 city ballot question on the CPA did not pass, the GHC is keeping current with progress in other communities to be prepared if interest in CPA is shown in the future, in a better economic climate.
<b>Education</b>				
Provide sufficient infrastructure to meet educational goals		X		A consultant is analyzing infrastructure adequacy to meet educational goals.
Ensure school system provides qualified staff				No salary increases in 2003-04 budget. Professional development for all staff is ongoing. The Rotary Club is seeking rental housing for teachers; however, shortages continue and serious budget cuts at the local, state and federal levels put serious restraints on improvements.

Strategies	Done	IP	NS	
Provide services that promote literacy for all ages		X		High School offers Adult Ed, and the Sawyer Free Library hosts literacy classes. A Parent Education series, including a Parents' College, Saturday series, was initiated and will continue next year.
Match educational opportunities with local workforce needs		X		Vibrant connections are made between business representatives and the high school. Computer training and work-study programs are offered at the high school; in the coming school year. CAD training will be required of all vocational students. Automotive training is done in cooperation with Sudbay Motors.
Expand use of school properties for community programs		X		Use of school properties for community has increased with a fee structure to pay for custodial staff. The GED is conducted at the library, which is open longer hours. Youth athletic programs offer broadest use of school property after school hours.
Expand knowledge base of school programs		X		Bay State College and North Shore Community College and Gordon College offer courses at the high school. Through Action Inc., the federally funded Compass program provides adult literacy, GED and computer skills classes in partnership with the high school.
Develop a Gloucester-based environmental program		X		Mass. Audubon assists O'Maley School students in a project at Mill Pond. An interactive science park has been developed for elementary school-aged children and provides a variety of environmental learning opportunities. All 5th graders are invited to participate in Nature's Classroom; a week-long wilderness experience.
Develop a Gloucester Heritage program		X		A required program for grade 5, the Cannon Program is conducted in cooperation with the Maritime Heritage Center and the CA Hist. Assoc.
Expand affordable day care programs		X		The high school has a day care program. No day care is available to teachers. A study of day care has been completed, and negotiating for more programs is underway.

Strategies	Done	IP	NS	
Provide health education programs		X		Community health services are available, working closely with the City Dept. of Health and the Addison Gilbert Hospital. The "Parent College" workshop includes parenting skills and CPR training.
Encourage public dialogue about educational issues		X		Gorton's Corporation sponsors forums on education issues, held regularly. These are taped and shown on local television.
<b>Arts and Culture in the Community</b>				
Support the Gloucester Cultural Council and the Committee for the Arts		X		Both are meeting regularly as is SEArts, the newly formed cultural coalition that the Arts committee helped to facilitate. The city has a high degree of interest in helping the development of the GCC and Com. for the Arts. Financial support evident in the provision of an office for the GCC.
Develop a comprehensive arts and cultural strategy			X	Not initiated.
Prepare and economic impact study for the arts			X	There was an effort to do this that was abandoned because of loss of state funding. There has however been the participation of many Gloucester 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 helped move the survey along.
Establish collaborations between the City and its cultural organizations		X		In progress. The city has encouraged representatives from Community Development, Grants, Tourism, Harbor Planning Office to collaborate and offer assistance to SEArts. Initiatives being planned and eventual funding of projects, which would financially benefit the Cultural Community.
Actively pursue additional funding of arts programs				Various groups are actively seeking funding.

Strategies	Done	IP	NS	
Identify space and facilities for artists				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 is currently positioning itself to make a proposal for an arts center located in the former Maplewood School. The purchase would require sale by the city. Additionally, some space may be allocated for artists studio/apartments in the development of the 147 Essex Avenue property.
Expand utilization of city facilities as art venues			X	The city had indicated that the arts community could have a role in developing plans for a plaza on East Main Street with public art included which has not been realized.
Expand school-related arts programs and opportunities			X	The city is on hold with all Arts curriculum at this time. Financial support not available. The Cape Ann Symphony receives discounted rates for use of school facilities
<b>Health and Social Services</b>				
Support locally-based health services to provide a continuum of care				The Community Health Plan Steering Committee has been looking at ways to improve access to local health care. Discussions have been held to determine need for Community Health Center to meet needs of uninsured and under-insured. Health Dept. has recently opened a Pediatric Dental Clinic The AGH continues in dialogue with the city to maintain healthcare access and to support the pursuit of access to community health center services. AGH continues to provide a full array of secondary health care services to the community, including emergency services, inpatient services, outpatient services, surgical services, rehab. Services, and diagnostic testing. A new task force has been created to insure that Addison Gilbert Hospital remains a full service health care facility.

Strategies	Done	IP	NS	
Revitalize the Health Plan Steering Committee		+		The group has 3 active sub-committees and the steering committee, which meets quarterly to look at overall health planning issues. Sub committees include: Substance Abuse (massive state budget cuts have had impact), Coalition for the Prevention of Domestic Abuse (recently completed seminar) and Senior Housing Taskforce (working on affordable assisted living facilities). AGH continues as an active member of the Health Plan Steering Committee.
Create a comprehensive directory of health and social service agencies				Several false starts have occurred by non-profit agencies to develop a web-based list. Funding has been a factor in the shortfall of these attempts.
Support integrated addiction prevention, treatment and recovery programs		+		Health Plan Steering Committee has a Substance Abuse program, which unfortunately has lost most of its state funding.
Improve access to integrated mental health and support services			If(	No comprehensive assessment of mental health services has been performed.
Promote public information on health issues		+		The Health Dept. maintains a column in the Gloucester Daily Times every other Friday (Living Well). A dog waste clean up education campaign has been quite successful. AGH provides free speakers on a variety of health topics and shares its space with community groups and agencies providing health services, education and support to area residents.
Ensure an environmental integrity and protection of public health		+		Board of Health does this daily with efforts to assure proper onsite wastewater system design, beach and bathing testing, restaurant inspections etc.
Continue the annual Health Fair	X			Last fall another successful Health Fair was completed with good attendance and over 50 exhibitors. AGH continues to co-sponsor the annual Health and Wellness Expo.
Encourage social service organizations to continue to meet city needs		+		Strong working relationships exist with local agencies, which share a common goal of improving the health of the residents of the community.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Target opportunities to support teenage needs			X	AGH, in collaboration with the Mass. Dept. of Health and the School Dept., has established a school-based health center at Gloucester High School to better meet the physical and emotional health needs of adolescents. The Youth Services Commission lost its funding.
<b>PUBLIC SERVICES &amp; INFRASTRUCTURE</b>				
<b>Transportation</b>				
Establish a mobility planning committee		X		Community Development is establishing a working group of city staffers that will collaborate to advance projects. Overall coordination and planning should improve as a result. There has been an effort to provide systematic citizen input and careful coordination with the downtown railroad station design and the implementation of main street improvements.
Prepare a transportation and access management plan		X		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 TAMP, including: the forthcoming pavement management plan and the Proposed CIP submitted to City Council. Some plans exist for parts of the city.
Enhance transit service through policies and programs and encourage intermodal connections		X		There has been an effort to provide enhanced transit and transit oriented design for the downtown, such as in the railroad station improvements. In near term CATA is likely to reduce routes and increase fares, but CATA and the Mayor's office seek to advance auxiliary parking areas and enhanced shuttle services to the beaches and downtown, possibly in coordination with the schools.
Support policies and programs that enhance and provide alternatives to the private automobile			—	CATA and the Mayor's office seek to advance planning for improved intermodal connections and to enhance transit when feasible. Privately operated trolley service is operating. Bike and sidewalk planning and programming expected to pickup with formation of the mobility planning committee.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	<b>NS</b>	
Continue to provide information on available transportation options		×		Chamber of Commerce provides information. The City web site should be more fully utilized. Tourism web site has MBTA links and CATA and biking trails information. A need for more information on special places and eco-tourism activities; one project underway is development of descriptive information on the public landings.
Identify and implement infrastructure improvement programs for all modes of transportation including railway stations		X		Progress is being made towards initiating substantial improvements to the main train station with private development on adjacent properties . The proposed CIP contains some surface transportation projects.
Study parking needs and take initiatives to ensure that parking supply and locations match community needs		X		Joint Chamber and City Parking Committee has and is studying the issue. Zoning ordinance may need a revising to provide for more spaces.
Evaluate public and private road development policies, to update codes and develop and maintain a quality road system		X		All city streets and road are being reviewed and rated. DPW & Planning staff have been reviewing the mix of private and public roads. City staff has renewed efforts to enforce subdivision regulations.
Work with regional transportation planning initiatives, positioning the city for State and Federal funds		X		Efforts are being made to get more projects in the State Transportation Improvement Plan (TIP).
<b>Public Facilities and Services</b>				
Provide a clean and attractive city; enforce relevant ordinances		+		New beach ordinance effective in reducing unsightly litter and the Clean City Commission is actively pursuing various efforts.
Provide sewer capacity to meet existing and future residential, commercial, and industrial needs		+		Current sewer projects proceeding smoothly. CSO and stormwater planning is actively underway.
Ensure adequate water supply		+		System improvement needs are identified under the water enterprise fund in the proposed CIP for 2004 to 2010. One current objective is to upgrade the water facilities master plan. Klondike Quarry is designed and permitted as a secondary water source. City Council authorized financing for the Magnolia Ave. water line upgrade.

Strategies	Done	IP	NS	
Increase public safety by repairing, replacing and adding new sidewalks, streets and related facilities		,		DPW is reviewing the draft pavement management plan at the staff level and is preparing to share it with city officials -- the pavement management plan helps prioritize investments. Community Development is helping advance designs for intermodal (including pedestrian) enhancements at the downtown train station and in adjacent corridors: Washington Street, Railroad Ave., Maplewood Ave.). Cut Bridge canal wall is being repaired. Lack of sidewalks remains an issue for West Gloucester (including Essex Avenue by the West Gloucester Train Station), Magnolia and Magnolia Woods.
Support the Police and Fire Departments in providing continued fire, police and emergency protection.		+		Among 12 projects categorized as urgent or necessary for funding from the general fund in Fiscal Year 2004, half emanate from Fire Dept. The Capital Improvements Advisory Board (CIAB) also observes that fire and police headquarters need extensive work and that efficiencies would be achieved if the departments were housed together. Budgetary constraints prevent support at optimum levels.
Examine, and plan for meeting assorted public facility requirements		X		The annual CIP submitted by the Mayor to City Council identifies facilities needs and may be a resource consulted for guidance during development review. Fiscal realities constrain implementing some facility improvements. The City Council is looking to more strongly link developers' site planning with the need to improve public facilities, but the City lacks enabling legislation, including for impact fees.
Investigate sources and procure funding for capital improvements		+		The City has been active in seeking grants, but fewer are available due to cutbacks at state and federal levels. The CIP attempts to identify possible sources of finance -- it is proposed to bolster the system of financial planning associated with the CIP.

Strategies	Done	IP	NS	
<b>Planning and City Administration</b>				
Create opportunity for citizen input through increased public outreach and special meetings of the City's boards and commissions		X		Ways to improve communications with citizens were discussed at the November, 2002 Boards and Commissions meeting. Planning Board has implemented recommendations from the 2 year study by the League of Women Voters - Cape Ann which facilitate the ability of attendees at Boards and Commissions meetings to participate more fully.
Establish a city Office of Citizen Participation and Public Information			X	Needed, but unlikely to happen in the current economic environment.
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	The City is unlikely to fund new staff positions in the foreseeable future.
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. Three meetings have been held to date and these were generally considered successes.
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, is proposed to meet quarterly. Some other meetings occur on a more informal basis. The MAPC will be convening a regional housing forum.
Revise the permitting and approval process as part of the zoning and subdivision review process		X		This has been initiated, such as through analysis by ZORTF. Planning Board has reviewed and revised some procedures, but more work is needed at the level of the Planning Board.
Broaden the scope and resources of the Grants Program			X	The grants program has been working well. However additional resources have not been committed and grant sources can be expected to diminish.

<b>Strategies</b>	<b>Done</b>	<b>IP</b>	NS	
Require formal citizen input regarding disposition of city-owned land		X		The CIAB chair provided a review of city owned land and made recommendations for areas of further research. Some procedural questions submitted to the City's Legal Department. The 418 planning program is expected to facilitate discussion regarding potential programming on some city-owned parcels. The Housing Coalition is developing recommendations on the old Maplewood School and a city-owned building on Elm St.