


1995

# Space Inventory and Preliminary Marketing Recommendations

UMass Amherst Center Economic Development

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**SPACE INVENTORY AND  
PRELIMINARY MARKETING  
RECOMMENDATIONS**

**CITY OF GLOUCESTER,  
MASSACHUSETTS**

**Spring 1995**

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Department

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## Executive Summary

This project is a comprehensive space inventory for two targeted study areas. The two locations designated as targeted study areas by the City of Gloucester Community Development Department are the downtown commercial properties fronting on both Main Street and Rogers Street, and a portion of the working waterfront.

Gloucester's historical background shows a community whose economy, culture, and character have revolved around and evolved with the fishing industry. Gloucester will continue to foster and grow with this relationship by transforming their industry into one which emphasizes storage, packaging, and distribution rather than harvesting.

There is evidence to show that Gloucester has taken steps to secure its position as a major fishing port without having to rely on traditional harvesting as a large source of revenue. The city has taken initial steps required to maintain its position as a leader in fish processing. Gloucester has already built a modern commercial docking facility, is rebuilding the North Wharf on the State Fish Pier, and is building a major fish auction which is vital to distribution.

Based on research and a comparative community study, it is apparent that the city has a solid economic base. Although the city is committed to the fishing industry, the resources are available to diversify and strengthen other sectors of the local economy.



The company has been located in Dublin, New Hampshire throughout its 60 year history. The site was chosen because that is where the owner and publisher lives. They have advertising and sales offices in Boston and New York, and an additional publishing office in Anchorage, Alaska, where Alaska magazine is produced.

At the headquarters in Dublin they occupy approximately 20,000 square feet of space. They have been considering expanding the company and are investigating property in the neighboring community of Peterborough. Presently they have 65 staff who perform the writing, editorial, production and support functions. The majority (95%) live in the Monadnock region (Dublin/Peterborough/Keene).

Dorval says the location in rural New England has been important to them for a number of reasons: 1) Quality of life for the staff--the aesthetic appeal of the picturesque Monadnock region and the leisure and cultural resources in the area; 2) Contact with the rural countryside keeps the editors "fresh for story ideas, and focused on the nature of their publications"; 3) The readership "likes to know we really are located in a small New England town with a little white church with a steeple."

Locating in Brooklin also added credibility to the publication. Boatbuilding is a primary interest in the Brooklin area. "There are so many boatbuilders in the area," says Peaslee. "They often provide us with material that make our articles more interesting and informative." In fact, in addition to WoodenBoat, the company also publishes Professional Boatbuilder, which focuses on fiberglass boats. The company also operates a boatbuilding school in Brooklin.

3) Cahners Publishing (Newton, Massachusetts)

Criteria: New England-based, Publisher of technical trade publications (possibly one that is fish processing related or marine related)

Contact: Real Estate Portfolio Administration Office (Executive Assistant)

Cahners Publishing Company, one of the largest publishing firms in the country, is a division of the international media company, Reed International. Most of their magazines are targetted at specific industries. They cover topics such as traffic management, industrial design, food and restaurant management, health care, etc. Some of their more prominent newsstand magazines are Interior Design, Publishers Weekly and Variety (Mogel 1992, 148). In addition to producing 90 publications in 20 markets, the company also conducts trade shows. In the United States they have offices in Los Angeles, New York, Chicago, Boston, and their corporate headquarters in Newton, Massachusetts.

At the Newton site they produce approximately 17 publications. Editorial, production, research and advertising functions are all performed in-house. Although the Real Estate Portfolio Office manages the corporate properties, they have little input regarding site location of a particular magazine. Most of the publications are located on the present corporate properties because they have greater access to the company resources. However, the executive assistant pointed out that the decision on where to locate is determined by the publisher of the individual magazine. The significance of targetting a large firm like Cahners is that perhaps they publish a magazine which focuses on the marine industry and might in some way benefit by locating in a waterfront area.

4) Yankee Publishing (Dublin, New Hampshire)

Criteria: New England-based publisher of books, pamphlets and periodicals focusing on historic preservation and leisure/tourism; artist community

Contact: Ann Dorval, Administrative Assistant to the President

Yankee produces two monthly magazines, four annual magazines and a number of books and newsletters. Their most visible products are Yankee Magazine and Old Farmers Almanac.

5) Klein Post Card Service (Hyde Park, Massachusetts)

Criteria: New England based; Leisure/Tourism

Contact: Owner

Klein Post Card Services actually does not publish post cards. Rather, they produce (take the pictures) and then, once printed, distribute the post cards.

According to the owner, there are no post card publishers located in New England--in fact the only one he knows of on the entire East Coast is located in Maryland. Most publishers, according to Klein, are located in the Middle America States. However, he was still interviewed to determine if a "post card producer/distributor" would be a viable business for Gloucester.

Initially the owner was reluctant to share any specific information about his company. However he did offer the following insights: for businesses his size (small businesses), the structure of the building and the location to the market is not the first consideration. The owner has been living in the Boston area for many years and established his business in Hyde Park because at the time it was the lowest rent district in the area closest to his home.

He has been in the business for 25 years. He employs a photographer to take the pictures, but a high quality photo processor develops the film off-site, so there are no special needs for dark room or chemical storage facilities. His location is used for storage and sales.

He makes post cards of Boston and the territory from Worcester east to Cape Cod, and generic "New England" character type cards. Although being near a tourist market such as Boston is beneficial to his business, he feels as long as he has the appropriate resources the business can be conducted anywhere, and having the Hyde Park location is not vital to its success.



The city of Gloucester should actively pursue value added industries. For the downtown targeted study area, some potential candidates to attract would be the publishing industry, marine related industries, health care industries, and architectural or design firms.

The following list is a brief summary of the recommendations made by the project team after analysis of the two study areas:

#### Main Street and Rogers Street

- Maintain existing residential space.
- Improve the parking on Main Street.
- Improve advertising for the public transit.
- Relocate the Municipal Offices from Poplar Street to Main Street.
- Strengthen the link between Salem State College and Gloucester.

#### Marketing for vacant and underutilized second floor space

- Market the space for small non-retail businesses.
- Target telecommunications technology.
- Emphasize Gloucester's unique quality of life characteristics.
- Establish a Main Street business association.

#### The Waterfront study area

- Continue to pursue some of the following recommendations which are also suggested in the 1994 Gloucester Waterfront Study prepared by the Urban Harbors Institute..
- Develop a comprehensive management strategy for the waterfront.

- Amend the zoning ordinance for the waterfront to narrow the range of allowable uses in areas determined to be suitable for water-dependent uses.
- Continue to attract tourists through maritime activities.



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# Introduction

This report was designed to assist the further economic development of Gloucester's working waterfront and downtown commercial district. This market and economic development plan will provide the Gloucester Community Development Office with some key ingredients for the success of their overall economic revitalization plan that is currently being prepared for the entire city. Throughout this process, careful consideration was taken of Gloucester's desire to maintain its productive waterfront harbor while simultaneously preserving its historic character.

A three step approach was taken in the development of this report. First, a detailed physical inventory survey was prepared using primary data obtained through field research and secondary data from existing studies on both the waterfront industrial space and the commercial property located on Main Street and Rogers Street. This survey concentrated heavily on the economic viability and commercial activity present in both areas. Second, a market analysis and plan was created to capitalize on the market potential for the city based on its regional advantages and current economic conditions. Third, a comprehensive market strategy was designed to fill vacant and under-utilized space with businesses and industries that will boost the local economy without harming Gloucester's community character.

The waterfront study area is in a period of rapid transition. The modern docking facility and public auction which are currently under construction should provide Gloucester with the opportunity to adapt to the many changes that the fishing industry is experiencing. These two major projects will provide

Gloucester with the ingredients necessary to transform their fishing method by placing greater emphasis on processing and distribution rather than fish catching. The condition of Gloucester's infrastructure and economic base are more than sufficient to handle this new commitment to modern fishing methods.

The improvements on the waterfront loop will also have a positive effect on the non-waterfront areas. Most of the available first floor space on Main Street and Rogers Street is occupied. However, there is a large amount of second floor space available on both of these streets. Most of this space could be filled with a variety of targeted value added businesses and industries, a sample of which is included later in the report.

The report opens with a description of Gloucester's history. The city's proud cultural, economic and architectural history are included to show how the character of the community has evolved over time into its present condition. Next Gloucester's geographic setting is laid out. Once this background section is completed, the focus of the report is on the two study areas.

A regional advantage section is provided which outlines Gloucester's economic advantages based on its location. Gloucester benefits from state and local tax incentives, being designated as a Massachusetts economic target area, and from having a well educated labor force. The report also provides city-wide social and economic characteristics which contain information about Gloucester's population, educational institutions, and the city's infrastructure.

The study areas are then analyzed separately, including information about parcels, and the uses located on the parcels for each individual study area. The data collected included a variety of information about map and parcel numbers, the use, the address and the tenants occupying it, the lot size, the various floor areas, parking, utilities, and other information necessary for analysis.

Recommendations are then provided for both study areas. Finally, a preliminary marketing recommendations section is included which targets the publishing industry, marine related businesses, the health care industry, and architecture & design firms.



# 1 Historic Background

## 1.1 Waterfront

Gloucester is the oldest fishing port in America. This fact has been the focal point of the city's rich history. This history started in 1614 with exploration of the port and the first settlers who came to the rocky shores to make a living fishing its waters and continues to evolve today, as Gloucester continues to depend on its waterfront for work, recreation, and artistic inspiration (Bourne 1989).

The region was first named "Beau Port" which means beautiful port, by the French explorer, Samuel de Champlain. Later the English Captain John Smith renamed the cape "Tragabigzanda" in memory of a woman from Turkey who saved his life. However the name was difficult to pronounce, so the region was renamed Cape Ann, after Queen Anne of England (Loughlin 1940, 210). Then, in 1642 the settlement was incorporated as the town of Gloucester, taking the name from a town in England (Hawes 1970, 17).

The first documented settlement transactions started in 1623 when the tract of land was acquired by Robert Cushman and John Winslow of the Plymouth Colony. However before the Plymouth settlers could take advantage of their property, a group commissioned by a company from Dorchester, England had already reached the Gloucester shores intending to reap the benefits of its waters. In 1624 the Plymouth settlers decided to procure the rights to the land and made a settlement alongside their English counterparts and the fishing industry in Gloucester was established.



Early settlers in the colony had both successes and failures. When the hardships outweighed the benefits, those discouraged would abandon the area and move onto other fishing territories along the Northern Atlantic coastline. Those able to endure the hardships embraced the community, and added the unique qualities of their culture to the city's legacy.

Today Gloucester is renowned for its fishing industry, and the city continues to identify itself with this heritage. The bronze statue, "The Man at the Wheel," by Leonard Gaske, is an icon of the city dedicated to those who have given their lives to the fishing community (Clayton and Whitley 1979, 2,10).

## 1.2 Arts

Gloucester's rocky shoreline has been the inspiration for many artists who visited or took up residence in the area. The poet Henry Wadsworth Longfellow penned "The Wreck of the Hesperus" in Gloucester (Snow 1976, 204). Winslow Homer and Fitz Hugh Lane are two of many noted artists who lived in Gloucester and used its scenic vistas for their paintings.

The area known as Rocky Neck served as the impetus for Rudyard Kipling to pen the novel Captains Courageous about the trials and tribulations of life at sea. Rocky Neck has fueled the imagination of many other artists as well. It is home to the oldest artist colony in America. Formerly an island connected to the mainland by a sandbar, the neck was raised above water in the 1830's and became a residential area for the fishing community. Today along Rocky Neck, several artists have established studios. Painting, fabric art, glass making,

weaving, and photography are some of the crafts practiced in this area (Donovan and Brengle 1990, 31).

### 1.3 Architecture

From the humblest clapboard houses dating back to Gloucester's early settlements in the late 1700's, to the elegant estates built at the turn of the century, to present-day buildings, Gloucester's architectural landmarks are a strong part of the city's legacy. Some of the architectural styles reflected in the houses of Gloucester include Colonial, Georgian, Federal, Greek Revival and Victorian . Among the structures are buildings by noted architects like Charles Bulfinch (Clayton and Whitley 1979 x,xi).

Some of the city's historically significant properties include the White-Ellery House (1703), the oldest house still standing in Gloucester, and the Alfred Mansfield Brook House (1790), which has remnants of a Bulfinch design on its second floor. Estates like Beauport (1907) and Hammond Castle (1926) reflect lifestyles of people of wealth, who chose to build their mansions along Gloucester's rocky coast (Maynard 1991).

In addition to private homes, Gloucester's many prominent public and community buildings reflect the values of the people settling in the city. One of the most notable structures to grace the city skyline is the Our Lady of Good Voyage Church, which was built by fishermen of the Portuguese community. The church was modeled after churches in the Azores and sits on a site in the neighborhood known as "Portagee Hill." When lit during the evenings, the statue of Our Lady of Good Voyage which is situated between the

two bell towers of the church, served as a beacon to fishermen returning from sea (Bourne 1989).

St. Ann's Church, a granite structure built by Irish settlers, and brick and wooden Lutheran churches built by Scandinavian settlers, add to the religious and ethnic diversity of the city. Other buildings of architectural and historical significance include City Hall, modeled after Philadelphia's Independence Hall, the Sawyer Free Library, and the Cape Ann Historical Society (Bourne 1989, 193, 210).

#### 1.4 Culture

Buildings of historical significance tell only half the story of Gloucester's legacy. Exploring Gloucester's neighborhoods provides insight to the cultural diversity of its residents today. This diversity further establishes the city's colorful character. In addition to a strong Yankee heritage, immigrants from Portugal, Finland, Italy, Greece and Ireland, make up several of the prominent neighborhoods in Gloucester. Along with languages and cuisines, these groups also brought a strong work ethic which enabled them to endure the hardships of a life at sea. Many traditions and rituals practiced in Gloucester today were brought by the immigrant settlers. For instance, members of the Portuguese-American Divino Espirito Santo Club commemorate the heroism of Portuguese Sea Captain, Joseph Mesquita with an annual festival held in late Spring. A colorful procession goes through the streets of "Portagee Hill." At the culmination of the ceremony members of the community gather at the club and celebrate feasting on foods specially prepared for the festival. Similarly, in late June, the Sicilian community celebrates the St. Peter's Fiesta and Blessing of the Fleet. These events have become noted festivals significant not only to the



residents of the city, but to the many visitors who are attracted to Gloucester yearly to observe and participate in the celebrations (Bourne 1989, 196, 215, 216).

## **2 Regional Advantages**

Gloucester is one of the largest communities in the Cape Ann region.

Consideration of the economic and social characteristics of the city provides useful insight of the regional economic development opportunities that exist for the city. In fact, population, labor force, education, employment, and housing characteristics have made the city and the region eligible for funding at both state and federal levels.

### **2.1 Massachusetts Economic Target Area (ETA)**

In July 1994 the City of Gloucester and four other Cape Ann communities submitted a proposal to the Massachusetts Office of Business Development (MOBD) and the Executive Office of Economic Affairs, to be recognized as an Economic Target Area (ETA). Gloucester was the lead community in producing this document. The application received strong endorsements from both state and community leaders, as well as local business owners who have much at stake in strengthening the Cape Ann's economy.

The ETA made the Cape Ann communities eligible to provide local and state tax incentives to new businesses that meet the city's economic development goals outlined in the proposal. Among these goals are redeveloping underutilized industrial space, retaining and expanding existing businesses, creating jobs by attracting incubator industries, expanding the Gloucester waterfront industrial uses, developing downtown commercial districts and improving intermodal

**Table 13 Labor Force Characteristics 1980 & 1990**

Labor Force	Gloucester		New Bedford	
	1980	1990	1980	1990
TOTAL	21,704	23,178	76,050	77,502
In Labor Force	13,429	15,559	44,891	45,998
Percent	61.9%	67.1%	59.0%	59%
Armed Forces	22	39	436	221
Civilian Labor Force	13,407	15,520	44,455	45,777
Employed	12,470	14,470	40,440	40,185
Unemployed	937	1,050	4,015	5,592
Percent	7.0%	6.7%	8.9%	12%
Not In Labor Force	8,275	7,619	31,159	31,504
Institutionalized Persons	143	141	1,202	1,642
			-1%	37%

Source: 1980 and 1990 Census

**Table 14 Household Income**

	Gloucester		New Bedford	
	1980	1990	1980	1990
Median Income (\$)	\$15,642	\$32,690	\$11,634	\$22,647
Mean Income (\$)	\$19,831	\$39,425	\$14,112	\$27,639
Total	10,509	11,550	37,382	38,646
Less than \$5,000	1,486	498	8,110	2,562
\$5,000 - \$9,999	1,932	1,253	8,300	7,264
\$10,000 - \$14,999	1,617	921	6,528	4,280
\$15,000 - \$24,999	2,805	1,750	9,104	6,678
\$25,000 - \$34,999	1,375	1,669	3,607	6,206
\$35,000 - \$49,999	770	2,391	1,295	6,325
\$50,000 or more	524	3,068	438	5,331
			485%	1117%

Source: 1980 and 1990 Census

**APPENDIX 2**  
**WATERFRONT TABLES**



## 1994 Waterfront Uses

Map & Parcel #	Total Lot Area	Lot Area Assigned to this use	Use as Percent of Total Area
<b>Harvestors</b>			
1_14	13,360	4,453	33.3
7_7	4,943	2,472	50.0
9_29	28,020	28,020	100.0
54_108	342,000	900	0.3
<b>Total</b>	<b>388,323</b>	<b>35,845</b>	<b>9.2</b>
<b>Fresh Fish Dealers-Wholesalers</b>			
1_6	23,521	20,801	88.4
1_7	22,050	22,050	100.0
1_10	15,384	15,386	100.0
1_13	48,520	21,780	44.9
1_72	9,813	6,542	66.7
9_21	20,000	10,000	50.0
53_4	46,240	43,560	94.2
53_19	24,482	12,241	50.0
<b>Total</b>	<b>210,010</b>	<b>152,360</b>	<b>72.5</b>
<b>Fresh Fish Dealers-Processors</b>			
1_13	43,560	21,780	50.0
1_14	13,360	4,453	33.3
53_17	69,696	34,848	50.0
53_20	47,916	15,972	33.3
54_108	342,000	900	0.3
<b>Total</b>	<b>516,532</b>	<b>77,953</b>	<b>15.1</b>
<b>Frozen Fish Processors/Food Preparation</b>			
1_11	32,735	32,000	97.8
1_14	13,360	4,453	33.3
1_15	12,500	12,500	100.0
1_33	41,074	41,074	100.0
11_4	41,315	95,832	232.0
11_6	23,521	108,900	463.0
53_17	69,696	34,848	50.0
53_20	47,916	15,972	33.3
<b>Total</b>	<b>282,117</b>	<b>345,579</b>	<b>122.5</b>

Source: Gloucester Waterfront Study 1994



### 1994 Waterfront Uses (Cont.)

Map & Parcel #	Total Lot Area	Lot Area Assigned to this use	Use as Percent of Total Area
Vessel Services			
1_12	19,852	4,963	25.0
9_17	17,822	17,822	100.0
9_18	17,400	17,400	100.0
11_1	76,108	74,052	97.3
53_3	104,544	52,272	50.0
Total	235,726	166,509	70.6
Marine Supplies			
7_7	4,943	1,236	25.0
53_3	104,544	26,136	25.0
53_19	24,482	12,241	50.0
Total	133,969	39,613	29.6
Refrigerated warehousing			
1_34	35,502	35,502	100.0
10_30	148,952	104,544	70.2
11_5	118,048	117,612	99.6
54_108 (001)	342,000	19,805	5.8
Total	644,502	277,463	43.1
Ice Manufacturing			
1_8	4,500	4,500	100.0
1_9	30,500	30,500	100.0
Total	35,000	35,000	100.0
General Industry			
1_12	19,852	14,889	75.0
Total	19,852	14,889	75.0
Institutional			
9_14	19,753	6,584	33.3
9_21	20,000	5,000	25.0
10_31	43,560	21,780	50.0
53_3	104,544	26,136	25.0
Total	187,857	59,500	31.7

Source: Gloucester Waterfront Study 1994



### 1994 Waterfront Uses (Cont.)

Map & Parcel #	Total Lot Area	Lot Area Assigned to this use	Use as Percent of Total Area
<b>Retail Business</b>			
7_1	37,000	27,000	73.0
7_12	8,447	4,224	50.0
9_14	19,753	6,584	33.3
9_21	20,000	5,000	25.0
10_31	43,560	21,780	50.0
Total	128,760	64,588	50.2
<b>Miscellaneous Retail</b>			
9_3	106,840	104,644	97.9
Total	106,840	104,644	97.9
<b>Office</b>			
1_22	7,766	25,887	333.3
1_72	9,813	3,271	33.3
7_7	4,943	1,236	25.0
7_12	8,447	4,224	50.0
9_14	19,753	6,584	33.3
Total	50,722	41,202	81.2
<b>Public Open Space</b>			
7_16	43,320	43,320	100.0
9_13	25,923	25,923	100.0
53_16	27,946	27,946	100.0
Total	97,189	97,189	100.0
<b>Undeveloped</b>			
1_4	41,315	41,315	100.0
7_3	2,444	4,590	187.8
7_11	16,880	16,880	100.0
7_17	23,415	17,571	75.0
9_9	49,716	47,916	96.4
9_16	18,777	19,753	105.2
53_18	26,612	26,612	100.0
Total	179,159	174,637	97.5

Source: Gloucester Waterfront Study 1994



# 1995 Waterfront Properties

MAP- PARCEL #	TENANT	ADDRESS	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. FIRST FIN	SQ. FT. SECOND FIN	SQ. FT. SECOND UNFIN
1 4	vacant - ruins	33 Fort Square	41315					
1 6	Producers Fish Company, Mortillaro Lobster	110-130 Commercial St.	0	0	0	10288	0	0
1 7	Fresh Seafood Dealer	108 Commercial Street	0	0	0	21218	0	0
1 8	Cape Pond Ice Co. Inc.	106A Commercial St.	0	0	0		0	0
1 9	Cape Pond Ice Co. Inc.	104 Commercial St.	30500	0	0	33739	0	0
1 10	Ocean Crest Seafood	88 Commercial St.	15386	0	0	A1771 B3000 C8179	A874 B600 C7159	B2400
1 11	North Atlantic Fish Co. Inc.	80-86 Commercial St.	32000	0	0	24488	0	0
1 12	Felicia Oil	76-78 Commercial St.	19852	0	0	A1800 B510 C2125	C2125	0
1 13	Frontiero Bros. Inc., Ogawa	58-74 Commercial St.	43560	0	0	A11850 B6479	A6550 B3636	0
1 14	G M F Corp., Rockport Lobster	52-56 Commercial St.	13360	0	0	12281	N	0
1 15	G M F Corp., C.B. Mercer	46-50 Commercial St.	12500	0	0	A756 B2774	A756	0
1 22	1. Gloucester Chamber of Commerce 2.Compass Realty 3.Department of Public Welfare 4.Musicians Magazine	33-39 Commercial St.	0	0	A1230	A1230 B7790	A1230 B9148	0

Source: City of Gloucester Assessors Office



# 1995 Waterfront Properties (Cont.)

MAP- PARCEL #	TENANT	ADDRESS	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. FIRST FIN	SQ. FT. SECOND FIN	SQ. FT. SECOND UNFIN
1 33	Good Harbor Fillet (moving in)	47 Commercial St.	0	0	0	43857	0	0
1 34	Allied Cold Storage Commercial Street Division	61 Commercial St.	0	0	0	22300	0	0
1 45	Refrigerated Warehouse		0	0	0	1728	0	0
1 72	Parisi Seafood, Quality Assured Software	Commercial Street	0	0	0	6869	6561	0
10 3	Gorton's Corporate Office	128 Rogers Street	84942	A4125 B1316 C2640	A3645 B1269	A7770 B2585 C2640	A8736 B5170 C2640	0
10 5	Mass. Electric	109 Rogers Street	113256	0	0	0	0	0
10 30	Americold	103 Rogers Street	104544	0	0	8000	0	0
10 31	Capt. Carlos Restaurant, Capt. Bills Whalewatch	Harbor Loop	43560	0	0	1250	0	0
11 1	Carter's Boat Yard	377 Main St.	74052	0	0	1200	0	0
11 4	Gorton's Research Lab	Rowe Square	95832	0	0	5460	0	0
11 5	Americold	1 Rowe Square	117612	0	101451	54660	0	0
11 6	Gorton's	127 Rogers Street	108900	0	0	A17937 B40415	A19887 B48020	0
53 3	Rose's wharf; Cape Ann Whale Watch; Capt. Fred's Charter	393 R Main Street	104544	0	0	11220	0	0

Source: City of Gloucester Assessors Office



# 1995 Waterfront Properties (Cont.)

MAP- PARCEL #	TENANT	ADDRESS	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. FIRST FIN	SQ. FT. SECOND FIN	SQ. FT. SECOND UNFIN
53 4	Scan Ocean Inc.	417 Main Street	43560	0	0	A15658 B7770	0	0
53 16	Parking	5 East Main Street	27946	0	0	0	0	0
53 17	John B. Wright Fish Co. Inc. Steve Connolly Seafood Co.	427-431 Main Street	69696	0	0	19316	0	0
53 18	Parking	3 Parker Street	26612	0	0	0	0	0
53 19	Three Lanterns Seafood Co.	7 Parker Street	24486	0	0	6560	0	0
53 20	J. Turner Seafood; Good Harbor Fillet; Job Center; Gloucester Dispatch; Deep	11 Parker Street	47916	0	0	42873	0	0
54 108	Americold Inc.; Good Harbor Fillet Co.; Old Port Seafoods	State Fish Pier	342000	0	0	0	0	0
7 1	Gloucester House Restaurant	63 Rogers Street	27000	0	0	A976 B7021	A976 B3864	0
7 2	Gloucester House Restaurant	49 R Rogers St.	140	0	0	0	0	0
7 3	Gloucester House Restaurant	45 R Rogers Street	4590	0	0	0	0	0
7 4	VACANT-PARKING	45 Rogers Street	30000	0	0	0	0	0
7 5	VACANT-PARKING	39 Rogers Street	5725	0	0	0	0	0

Source: City of Gloucester Assessors Office



# 1995 Waterfront Properties (Cont.)

MAP- PARCEL #	TENANT	ADDRESS	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. FIRST FIN	SQ. FT. SECOND FIN	SQ. FT. SECOND UNFIN
7 7	Fishermen's Wharf of Gloucester Inc.	R 37 Rogers St.	4943	0	0	A1500 B13017	0	0
7 11	Captain Courageous Restaurant & Lounge	23-27 Rogers St.	16880	0	0	9700	0	0
7 12	Imperial Marina, offices, restaurants	17-21 Rogers St.	8447	0	0	0	0	0
7 15	Sea Farers International Union	9-15 Rogers St.	17643	0	0	4686	0	0
7 16	St. Peter's	2 Commercial Street	43320	0	0	0	0	0
7 17	VACANT-PARKING	44 Commercial Street	17571	0	0	0	0	0
9 1	vacant lot	65 Rogers Street	78844	0	0	0	0	0
9 3	Building Center of Gloucester	1-5 Harbor Loop	104644	C800	C10702	A8487 B7272 C14934	A4343	A4343 C10702
9 4	Building Center of Gloucester	3 Harbor Loop	3909	0	0	0	0	0
9 5	Building Center	7 Harbor Loop	701	0	0	0	0	0
9 6	Building Center of Gloucester	1 Harbor Loop	5268	0	0	0	0	0
9 9	Fairtry Fisheries	R 11-13 Harbor Loop	47916	0	0	28690	3592	0
9 11	Coast Guard	17 Harbor Loop	52272	0	0	0	0	0
9 12	ROW	19 Harbor Loop	7996	0	0	0	0	0

Source: City of Gloucester Assessors Office



# 1995 Waterfront Properties (Cont.)

MAP- PARCEL #	TENANT	ADDRESS	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. FIRST FIN	SQ. FT. SECOND FIN	SQ. FT. SECOND UNFIN
9 13	Coast Guard	19 R Harbor Loop	25923	0	0	0	0	0
9 14	Barbara Donnelly Art Gallery, Fran Jurga, Stain Glass Shop, Maritime Group, Gamma Export, Adventure	19 R Harbor Loop	19753	0	0	0	0	0
9 16	ORES	R 19-21 Harbor Loop	19753	0	0	3636	1200	
9 17	Gloucester Marine Railways Corp.	R 27-31 Harbor Loop	17822	0	B1364	A1863 B924	A648	0
9 18	Gloucester Marine Railways Corp.	31 R Harbor Loop	17400	0	0	1947	1272	0
9 19	ROW	23 Harbor Loop	2798	0	0	0	0	0
9 20	Gloucester Marine Railways Corp.	27 Harbor Loop	3847	0	0	0	0	0
9 21	Star Fisheries, Capt Bill & Sons Deep Sea Fishing, Capt. Tom Lukes Nichole Renee Deep Sea Fishing	33-35 Harbor Loop	20000	0	0	8454	0	0
9 22	Auto Parts Plus	24 Harbor Loop	15014	0	0	3000	0	0
9 24	Parking lot	32 Harbor Loop	20343	0	0	0	0	0
9 25	Fitz Hugh Lane House	8 Harbor Loop	73181	0	0	812	792	0
9 26	Gloucester Bank	2 Harbor Loop	16839	0	0	4896	3110	0
9 27	Gloucester Bank			0	0	0	0	0
9 28	Gloucester Bank			0	0	0	0	0
9 29	Finfish Harvester	65 R Rogers Street	28020	0	0	0	0	0

Source: City of Gloucester Assessors Office



**APPENDIX 3**  
**NON-WATERFRONT TABLES**

**Table 1 1995 Multi-Story Mixed-Use Non-Waterfront Properties**

MAP- PARCEL #	USE	ADDRESS	TENANT	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. COMM. FIRST FIN	SQ. FT. UPPER STORIES FIN	SQ. FT. UPPER STORIES UNF	ATTIC FIN	ATTIC UNF
8-63	1FAM	146 Main	Cobbler Guns Shooting Supplies	1000	N	1056	1056	1056	N	N	N
8-61	1FAM	138 Main	Dewing Travel Service	1630	N	814	1718	2244	N	N	N
8-35	1FAM	163/169/ 171 Main	Gloucester Used Furniture (163) Empire Dept. Store (169/171)	1126	1134	N	1134	1134	N	N	N
8-27	1FAM	191 Main	Law Office	4018	N	2059	3463	5454	N	N	N
7-76	1FAM	50 Main	Parelli Optical (50)	2647	N	N	939	939	N	N	939
7-41	1FAM	29 Main	Virgilo's Market	1390	N	1415	1415	2277	N	N	N
7-36	1FAM	51 Main	Caboose Travel (Street level, plus businesses on sidestreet entries to bldg.)	2400	1696		1746	1746	N	N	1080
7-32	1FAM	69/71 Main	Isabel Babson Memorial Library (69) Apartments? (71)	893	N	N	706	1412	N	430	N
13-93	1FAM	248 Main	Nelson's Clothing	6050	N		2459	1677	N	1122	N
13-3	1FAM	Main	Vacant	2765	950	N	920	1026	N	950	N
13-2	1FAM	Main	Cafe Au Beaujolais	5007	N	N	1506	936	N	936	N
13-16	1FAM	232 Main	Animal Crackers	3052	N	N	3838	1440	N	N	N

Source: City of Gloucester Assessors Office



Table 1 (CONT.) 1995 Multi-Story Mixed-Use Non-Waterfront Properties

MAP- PARCEL #	USE	ADDRESS	TENANT	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ FT COMM. FIRST FIN	SQ FT. UPPER STORIES FIN	SQ. FT. UPPER STORIES UNF	ATTIC FIN	ATTIC UNF
13-13	1FAM	238 Main	Parkurst's Video Store	4300	N	700	1970	1239	N	N	700
7-80	2FAM	92/94 Main	Hair Studio	2001	N		1885	5655	N	N	N
7-75	2FAM	44/46 Main	Samuel's Cafe/Bar (44/46)	1412	N	N	1397	1941	N	724	N
7-54	2FAM	124/126 Main Street	Arts & Antiques	2123	N	N	2317	3050	N	N	N
7-38	2FAM	39/43 Main	Beauport Antiques (39)	2343	N	2047	2047	3263	N	N	N
7-37	2FAM	45/47 Main	Antique Shop	1798	N	N	1280	1280	N	1280	N
10-18	2FAM	311/313 Main	Earl's Lock Shop, Bill's Bar (Nelson's Block Bldg.)	3813	N	2850	2850	3740	N	N	N
7-78	3FAM	80/82 Main	Art/Adriene Exchange	3841	N	1748	2969	3539	N	N	N
7-46	3FAM	117/119/1 21 Main	Art Jeweler & Gifts (117/119) Vacant (121)	6784	N	2714	4428	10576	N	N	N
13-17	3FAM	222A/224 Main	Creative Creations Salon (222A) Vacant (224)	2927	N	N	2372	1968	N	1968	N

Source: City of Gloucester Assessors Office



**Table 1 (CONT.) 1995 Multi-Story Mixed-Use Non-Waterfront Properties**

MAP- PARCEL #	USE	ADDRESS	TENANT	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ FT COMM. FIRST FIN	SQ FT. UPPER STORIES FIN	SQ FT. UPPER STORIES UNF	ATTIC FIN	ATTIC UNF
7-45	4APART	123/125/1 27/129 Main	Office Space (123) W.E. Blanchard Jeweler (125/127) Harborlight Futon Co. (129)	8656	N	5242	6356	7383	N	3150	N
13-7	4APT	264 Main	Green Tavern	3884	N	N	2842	2842	N	N	N
13-4	4APT	276 Main	Just Dessert	3765	N	2025	2025	4050	N	2025	N
13-12	4APT	242 Main	Multiple Stores (5)	11172	N	N	5460	3580	N	1040	N
8-47	BRDG HSE	50 Rogers Street	Boarding House	2890	N	1298	1298	1298	N	1298	N
8-30	BRDGHSE	76 Rogers Street	Boarding House	6944	1717	N	3740	6868	N	N	3434
<b>TOTALS</b>				100631	5497	23968	66136	83613	0	14923	6153

Source: City of Gloucester Assessors Office



Table 2 1995 Small Commercial Multi-Story Non-Waterfront Properties

MAP- PARCEL #	ADDRESS	TENANT	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. COMM. FIRST FIN	SQ. FT. UPPER STORIES FIN	SQ. FT. UPPER STORIES UNF
8-62	142/144 Main	Local Colors Art Gallery	2300	N	1368	1953	1368	N
8-60	136 Main	Curtain Shop	2433	N	2438	2438	1340	N
7-77	60/62/64 Main	Good Harbor Realty (60), 2nd floor (62), Menage Gallery (64)	6420	N	N	3586	1372	N
7-49	103/107 Main	Mark Adrian's Florsheim Shoes	2008	N	2052	1590	1	2052
7-33	65/67 Main	White Rainbow Restaurant (65) Port O'Call/Fashion Studio (67)	1416	684	N	684	1368	N
13-23	206/208 Main	Cameron's Lounge	6603	N	3168	9665	964	N
13-22	210 Main	Gloucester Music	2100	N	1488	1513	1488	N
10-25	289 Main	Halibut Point (restaurant/bar)	1983	N	294	1438	1	1698
TOTAL			25263	684	10808	22867	7902	3750

Source: City of Gloucester Assessors Office



**Table 3 1995 Large Commercial Multi-Story Non-Waterfront Properties**

MAP- PARCEL #	ADDRESS	TENANT	LOT SIZE	SQ FT BASE FIN	SQ FT BASE UNF	SQ. FT. COMM. FIRST FIN	SQ. FT. UPPER STORIES FIN	SQ. FT. UPPER STORIES UNF
8-31	185 Main	Multiple Suites	5398	3686	1048	2638	3686	N
8-25	0 Main Street		91912	N	N	20408	3666	N
7-82	98/100 Main	Headlines Salon (1st Fl), Nuna Inc (2nd Fl), Prevention Ntwk. (3rd Fl)	2890	N	2040	2931	4429	N
7-55	130/132/134 Main	Appliance Store	5616	N	N	5678	4158	N
7-53	122 Main	Future Art Gallery	2032	N	N	2116	2116	N
7-52	112/114/116/118 Main	Growing Pains (112), Hibiscus (114), La Lanterna Rest. (116/118)	5723	N	5048	5048	1	N
7-51	108/110 Main	Open Art Space (108) PassPorts (110)	2420	N	N	2400	4800	N
7-39	33/35 Main	McCarthy & Co.	1775	N	1398	1398	2516	N
7-34	57/59/61/63 Main	Paul B. Sargent (57) Cunningham & Cunningham (59) The Book Store (61) Lawyer, C.P.A., Seamark Corp. (63)	3496	1831	610	2441	3414	N
7-24	Rogers St		3088	N	N	2670	5340	N
TOTAL			124350	5517	10144	47728	34126	0

Source: The City of Gloucester Assessors Office



**Table 4 1995 Secondary Commercial Multi-Story Non-Waterfront Properties**

MAP- PARCEL #	ADDRESS	TENENT	LOT SIZE	SQ FT		SQ. FT. COMM. FIRST FIN	SQ. FT. UPPER STORIES FIN		SQ. FT. UPPER STORIES UNF	
				BASE FIN	UNF		FIN	UNF		
8-70	186/196 Main	Brown's Mall (186), Salem State College, East West Mortgage Corp. (196)	44431	8874	12227	24908	18509	16034		
8-69	180 Main	Automotive High School	6100	N	6120	6120	6120	N		
8-64	Main		23915	N	8415	8007	4675	N		
8-40	159 Main	Karem's Army & Navy	1750	N	1431	1431	1431	N		
7-98	38 Main	Valentino's Restaurant	2982	N		2000	1808	N		
7-91	2 Main	DoveTail Publishing	6156	2214 FIN 2775 SEMI	936	5550	12020	N		
7-81	96 Main	Gloucester Prevention Network	2055	N	N	1891	1891	N		
7-79	84A/86 Main	Rigger Bar (84A), Jalapeno Restaurant (86)	5015	N	4158	5286	4158	N		
7-47	109/111 Main	Cape Ann Savings Bank	9758	2926	2928	8156	11579	N		
7-22	Rogers St		704	N	N	588	588	N		
13-5	272 Main	Cafe Toscana (Future Tenant)	9483	N	824	824	832	N		
<b>TOTAL</b>			<b>112349</b>	<b>16789</b>	<b>37039</b>	<b>64761</b>	<b>63611</b>	<b>16034</b>		

Source: City of Gloucester Assessors Office

**APPENDIX 4**  
**SUMMARY OF INTERVIEWS**

#### **Appendix 4: Interviews with Publishing Companies:**

##### **1) Dovetale Publishing (Gloucester, Massachusetts)**

**Criteria:** Located in Gloucester; Historic preservation

**Contact:** Joanne Christopher, Office Manager

Dovetale moved to Gloucester's Blackburn Tavern building from a brownstone in Brooklyn, New York. Dovetale publishes two magazines which focus on restoring old properties. The fact that there is historical significance in the site they picked to relocate in is extremely important to them because it adds credibility to their publications. Dovetale's decision to relocate from an established publishing city (New York) to Gloucester was not based on any major relocation research, but for quality of life reasons--the publisher and owner had always loved the area and wanted to live in Gloucester.

Dovetale has 18 employees. Sixteen out of the 18 are residents of Gloucester (three of the 16 relocated from New York). Writing, editing, advertising sales, and graphic design are all done in-house. Other suppliers such as photographers and additional writers, are hired on a freelance basis. The magazine is printed in Vermont, and circulated by a magazine distributor in Boulder, Colorado. The two floors they occupy in the Blackburn Tavern building are adequate for their needs--in fact sometimes they feel there is too



much space. They have no specific needs regarding the building structure (i.e. loading dock, chemical disposal, etc.) and are quite comfortable in the building.

2) Wooden Boat Magazine (Brooklin, Maine)

Criteria: New England based; Port town; Maritime activities

Contact: Gwen Peaslee, Assistant to the Chairman

Jonathan Wilson, founder of Wooden Boat Magazine, started the business out of his house in 1974. In 1980 he moved the business into a large, historic two story house (built in 1912) in the neighboring town of Brooklin. According to Gwen Peaslee, Wilson's assistant, the building is located on "beautiful waterfront property" overlooking Eggemoggin Reach on Penobscot Bay. The living, dining and kitchen areas are large work spaces separated by temporary walls, and the upstairs bedrooms have been converted into 16 offices, but much of the homelike qualities of the building are still in place. The editorial, design, advertising and sales functions are handled in-house by forty employees. The magazine also uses freelance writers and photographers.

The magazine (circulation about 106,000) focuses on boat building. The rationale for locating in Brooklin was similar to that of Dovetale Publishing. According to a recent article in the Boston Globe Magazine, quality of life of the Penobscot Bay area held a special appeal to Wilson. "The Blue Hill peninsula provides a human landscape in which creative endeavors seem to flourish" (Beem 1995 38).

# **APPENDIX 5**

## **MARKETING RESOURCES**

## **Appendix 5: Marketing Resources**

### **Publishing Industry**

#### **Associations and Organizations**

American Society of Journalists and Authors, Inc.

Suite 302, 1501 Broadway

New York, NY 10036

(212)997-0947

Association of Desktop Publishers

4507 30th Street, Suite 800

San Diego, CA 92116

(619) 563-9714

Association for Multi-media International, Inc.

10008 North Dale Mabry Highway # 113

Tampa, Florida

(813) 960-1692

The Authors Guild

330 W. 42nd Street

New York, NY 10036

(212) 563-5904

Council of Literary Magazines and Presses

Suite 3C, 154 Christopher Street

New York, NY 10014

(212) 741-9110

Desktop Publishing Forum

CompuServe Information Service

5000 Arlington Centre Blvd.

Columbus, OH 43220

On-line phone: (800) 848-8199. Once on-line, enter "GO DTPFORUM"

Editorial Freelancers' Association

71 West 23rd Street, Suite 1504

New York, NY 10010

(212) 929-5400

Freelance Editorial Association

P.O. Box 380835

Cambridge, MA 02238

(617) 729-8164



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Freelance Editorial Association

P.O. Box 380835

Cambridge, MA 02238

(617) 729-8164

## **Publishing Industry**

### **Associations and Organizations (continued)**

International Association of Business Communicators  
1 Hallidie Plaza, Suite 600  
San Francisco, CA 94102  
(415) 433-3400

National Association of Desktop Publishers  
462 Old Boston Street  
Topsfield, MA  
(508) 887-7900

National Writers Union  
Suite 203, 873 Broadway  
New York, NY 10003  
(212) 254-0279

Newsletter Publishers Association  
1401 Wilson Boulevard, Suite 207  
Arlington, VA 22209  
(800) 356-9302  
(703) 527-2333  
Fax: (703) 841-0629

National Writers Association  
1450 South Havana. Suite 424  
Aurora, CO 80012  
(303) 751-7844

Publication Services Guild  
P.O. Box 19663  
Atlanta, GA 30325

Society of American Business Editors and Writers  
c/o Janine Latus-Musick  
University of Missouri  
P.O. Box 838  
Columbia, MO 65205  
(314) 882-7862

Society of Professional Journalists  
16 S. Jackson  
Greencastle IN 46135  
(317) 653-3333

Writers' Guild of America East  
555 West 57th Street  
New York, NY 10019  
(212) 245-6180



## **Publishing Industry (continued)**

### **Trade Magazines**

<i>Advertising Age</i> 965 Jefferson Avenue Detroit, MI 48207-9966	Published weekly for ad sales professionals Broken out nationally by four regions
<i>ADWEEK and MEDIaweek</i> 49 East Twenty first Street New York, NY 10010	Two weekly publications for advertising and media professionals Broken out nationally by six regions
<i>American Journalism Review</i> 8701 Adelphi Road Adelphi, MD 20873	For trade professionals
<i>Editor &amp; Publisher</i> The Editor & Publisher Co. 11 W. 19th Street New York, NY 10011 (212) 675-4380	Weekly covering newspaper and publishing industry
<i>Folio</i> Cowles Business Media P.O. Box 4949 911 Hope Street Stamford, CT 06907	Monthly covering magazine publishing industry
<i>Greetings Magazine</i> MacKay Publishing Corp. 309 5th Avenue New York, NY 10016 (212) 679-6677	Monthly covering greeting card industry
<i>Magazine Week</i> P.O. Box 53463 Boulder, CO 80323-3463	Monthly covering magazine industry
<i>Publishers Weekly</i> Bowker Magazine Group Cahners Publishing Company 249 West 17th Street New York, NY 10011	Weekly covering book publishing industry

**Publishing Industry**  
**Trade Magazines (continued)**

*The Writer*  
120 Boylston Street  
Boston, MA 02116  
(617) 423-3157

Monthly writers' publication

*Writer's Digest*  
1507 Dana Avenue  
Cincinnati, OH 45207  
(513) 531-2222

Monthly writers' publication

**Publisher and Writer Directories**

**The Guide to Writers Conferences**

Shaw Guides Inc.  
Educational Publishers  
Suite 1406  
625 Biltmore Way  
Coral Gables FL 33134

**International Directory of Little Magazines & Small Presses**

Dustbooks  
P.O. Box 100  
Paradise, CA 95967  
(916) 877-6110

**Literary Market Place**

R.R. Bowker  
A Reed Reference Publishing Co.  
121 Chanlon Road  
New Providence, NJ 07974  
(908) 464-6800

**National Directory of Magazines**

**Oxbridge Directory of Newsletters**

**Standard Periodical Directory**

Oxbridge Communications, Inc.  
150 Fifth Avenue  
New York, NY 10011



## **Publishing Industry**

### **Books**

#### **The Writer's Market**

Garvey, Mark, Editor.

Cincinnati, Ohio: Writer's Digest Books.

Published yearly.

#### **Business Publication Rates and Data**

Standard Rate and Data Service

Published monthly

#### **Magazine Editing and Production**

Click, J.W., and Russell, N. Baird

Dubuque, Iowa: W.C. Brown, 1979

#### **Direct Mail List Rates and Data**

Standard Rate and Data Service

Published semiannually

#### **Strategic Planning for Magazine Executives**

Koff, Richard M. 1987. Stamford, Conn: Hanson Publishing Group.

#### **Magazines: A Bibliography for their Analysis**

No Author. 1987. Metuchen, N.J.: Scarecrow Press.

#### **Successful Direct Marketing Methods**

Stone, Bob. 1975. Chicago: Crain Books,

### **Real Estate Organizations**

New England Real Estate Promotions, Inc. (508) 481-9691  
33 Boston Post Road, West  
Suite 330  
Marlborough, MA 01752

Community Associations Institute, New England Chapter  
Claudette Young, Executive Director (617) 843-0511

Greater Boston Real Estate Board  
Real Estate Finance Association of Greater Boston (REFA)  
and Rental Housing Association of Greater Boston (RHA)  
101 Federal Street  
Boston, MA 02110  
(617) 345-0070

National Association of Real Estate Appraisers  
8383 Evans Road  
Scottsdale, AS 85260  
(602)948-8000

### **Other Information**

#### **Intown Revitalization**

*Footloose and Fancy Free*  
Springfield Depot District  
225 Fifth Street  
Springfield, OR 97477

A walking tour brochure of downtown mural project.

*Targets of Opportunity*  
34 Street Partnership, Inc.  
250 West 34th Street  
New York, NY 10119  
(212) 967-3433

A proposal to develop linkages between streets and public places.

*Downtown Idea Exchange*  
215 Park Avenue South  
Suite 1301  
New York, NY 10003  
(212) 228-0246  
Fax: (212) 228-0376

Provides useful information for downtown revitalization.

# **Sample Questionnaire For Downtown Business Owners**

## **1. ABOUT YOUR BUSINESS**

Type of Business \_\_\_\_\_ Goods/Services offered \_\_\_\_\_

On an average day, how many people visit your place of business? \_\_\_\_\_

What is your busiest day of the week? \_\_\_\_\_

## **2. ABOUT YOUR CUSTOMERS: They are**

Mostly male customers ☐ Mostly female customers ☐ Same amount of both ☐ \_\_\_\_\_

Most are from the age range(s):

Under 18 ☐ 25-35 ☐ 53-64 ☐  
18-24 ☐ 36-52 ☐ Over 64 ☐

Mostly people from Gloucester ☐ Mostly people from outside of Gloucester ☐ \_\_\_\_\_

## **3. WOULD YOU LIKE TO SEE YOUR CUSTOMER BASE CHANGE? Yes ☐ No ☐**

If yes, how?

More male customers ☐ More female customers ☐ \_\_\_\_\_

More customers from the following age range(s):

Under 18 ☐ 25-35 ☐ 53-64 ☐  
18-24 ☐ 36-52 ☐ Over 64 ☐

More people from Gloucester ☐ More people from outside of Gloucester ☐ \_\_\_\_\_

## **4. OPINIONS ABOUT MAIN STREET: When you think about people coming to Main Street to shop or conduct business, do you agree or disagree with the following statements?**

	<u>Agree</u>	<u>Disagree</u>	
Main St. has			
enough available parking	1 <input type="checkbox"/>	2 <input type="checkbox"/>	/120
a good mix of retail stores and services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	
Main St. is			
a safe area to conduct business	1 <input type="checkbox"/>	2 <input type="checkbox"/>	
a pleasant place to conduct business	1 <input type="checkbox"/>	2 <input type="checkbox"/>	
easy to get to (by car or some form of public transportation)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	/124

## **5. IMPROVEMENTS: How would you like to see Main Street improved?**

- 1 ☐ More parking \_\_\_\_\_ /125
- 2 ☐ Increase accessibility (better road access, more public transportation)
- 3 ☐ Increase safety (better police patrol, more street lights, etc.)
- 4 ☐ Better maintenance of downtown area (cleaner streets, better plowing in winter, more trash receptacles)
- 5 ☐ More beautification efforts (tree/flower plantings, etc.)
- 6 ☐ More civic activities on Main Street (public concerts, art exhibits, festivals, holiday activities)
- 7 ☐ Other (please specify) \_\_\_\_\_

## **6. VALUE ADDED BUSINESS: What businesses could be brought to Main Street to compliment your existing business?**

Type of business \_\_\_\_\_ Goods/Services offered \_\_\_\_\_

Type of business \_\_\_\_\_ Goods/Services offered \_\_\_\_\_

Type of business \_\_\_\_\_ Goods/Services offered \_\_\_\_\_

Please use the other side of this form for additional comments or suggestions. Please return it to the Community Development Department, 22 Poplar Street, no later than, [DATE]. Thank you for your help.



**APPENDIX 6**  
**COMPARATIVE COMMUNITY**  
**NEW BEDFORD, MA**

## **Comparative Community, New Bedford, MA**

One of the most important ways to get real insight into the status of a community is to compare it with another community that has very similar social and economic attributes. This is a good way of determining the strengths and weaknesses of the community. The community should then try to build on its strengths and repair its weaknesses.

New Bedford provides an excellent comparative community for Gloucester. Like Gloucester, it is a top fishing port located in Massachusetts. Beginning in the early 20th Century, New Bedford shifted its economy from whaling to fishing. They quickly excelled at fishing and eventually exceeded the total value of fish being caught in Gloucester (National Park Service 1994, 30).

The two rival cities display a variety of similar attributes both economic and social. Additionally, since they are both located in Massachusetts, they both have to comply with the same state regulations. The only difference between the fishing methods in the two communities is that the primary fish caught in Gloucester is ground fish while New Bedford's primary catch is scallops.

### **Labor Force Comparison**

Gloucester has a smaller labor force than New Bedford, but this is only because New Bedford has a larger population. In reality, Gloucester has 67.1% of its population participating in the labor force which is much higher than New Bedford, which has only 59% of its population in the labor force. However, New Bedford has had basically the same participation rate in its labor force from 1980 to 1990. Gloucester alternatively has increased its

participation in the labor force dramatically from 61.9% to 67.1%. Gloucester has also had a reduction in unemployment percentage where New Bedford has had a large increase. The labor force is a real strength for Gloucester, which is continuing to improve.

#### Occupation of Labor Force

One of the key reasons that Gloucester has improved economically more rapidly than New Bedford is that it has a more diversified labor force. Although Gloucester is committed to maintaining its fishing industry, it has also diversified economically so it can compete with other cities.

This point is clearly represented by the fact that Gloucester had 33% less people working in the fishing industry in 1990 than they did in 1980. This is very different from New Bedford which had 14% more people working in the fishing industry in 1990 than they did in 1980. Both cities have increased the amount of people working in managerial and professional fields as well as in technical, sales, and administrative support. The increases were slightly more pronounced in Gloucester than in New Bedford.

#### Household Income

The Median Household Income trends for both cities are generally positive with Gloucester showing some slightly better results. For example, the Median Household Income in Gloucester is \$32,690, which is much higher than the level for New Bedford which is only \$22,647. Additional information is available later in the report.



Gloucester has fared better than New Bedford in almost every economic category. This trend will continue because Gloucester has taken steps to prepare for the future. The most significant change has been that Gloucester has moved from being a fish catching harbor to a fish processing harbor. This has allowed Gloucester to endure the depleted fish supply along the coast of New England while other ports like New Bedford continue to suffer from it.

Gloucester's future will also be enhanced by the fish auction that is being built. This will increase the amount of money that Gloucester will make in the distribution of fish. Currently the fish processed in Gloucester is sold at auctions in Boston and Portland, Maine.

transportation accessibility and infrastructure. Gloucester is designated as a Concentrated Development Center (CDC) by the Regional Planning Organization giving the city priority for state and federal funding for infrastructure and transportation (Cape Ann Economic Growth Task Force 1994, 4,22).

## 2.2 State and Local Financial Assistance and Tax Incentives

The Massachusetts Office of Business Development (MOBD) has set up a series of programs to assist companies interested in locating their firms in Massachusetts. Companies can apply for financial assistance programs such as the Emerging Technology Fund and MIFA, which assists technology firms in constructing manufacturing facilities. Tax-exempt development bonds are available for construction or renovation of industrial facilities.

Loan programs such as the Capital Access Program guarantee loans for small businesses; the Export Finance Guarantee Fund secures loans to finance firms conducting export activities; and the Economic Stabilization Trust Fund aids businesses that are having difficulty securing financing to acquire federal assistance through Small Business Administration (SBA) loans. Minority-owned business is promoted through the Urban Initiative Fund, the Commonwealth Enterprise Fund, and a program for working capital loans through the Economic Development Fund and the Massachusetts Community Capital Fund (Massachusetts Office of Business Development 1995, 2-5).

The Government Revolving Loan Fund (GRLF) makes funding available to small businesses that create jobs. The money is granted to them by the city and the federal government as well as from big businesses in Gloucester.

Tax Increment Financing (TIF) moneys are available through the city, based on savings from the property taxes. "TIF enables municipalities to enter into agreements with private companies to determine a baseline property value level at which taxes will be levied for a specified number of years" (Massachusetts Office of Business Development 1995, 5).

## 2.3 Employment & Labor Force

### 2.3.1 Employment

The total employment by industry in Gloucester was 10,439 in 1991, a decline of 829 jobs, down 7.3 percent at the height of the fishing industry from the 11,268 jobs posted in 1990. In 1981 Gloucester's job base peaked 12,599 jobs, and leveled off at about 12,000 jobs until 1989 when the number of jobs in the city began to decline to its 1991 level.

The unemployment rate for the city of Gloucester averaged 9.9% in 1990, 4.6% higher than the Southern Essex Service Delivery Area (SDA)'s annual average of 5.3% and 4.1% higher than the statewide annual average of 5.8%.

The primary industry in Gloucester is the fishing industry, which includes the catching, processing, packaging and distribution of fish. It is Gloucester's most important source of employment. Shoreside job multipliers for every fishermen is 2.4. Gloucester's manufacturing employment, as a percentage of total employment, is now decreasing, while retail and other service-related jobs are increasing. The percentage of employment by agriculture, forestry, fishing, nondurable goods manufacturing, and retail trade industries decreased from 36.1% in 1980 to 18.6% in 1990 (See Appendix I, Table 1).



The development of several industrial parks in Gloucester over the past twenty years has substantially increased the non-fishing sector of the city's economic base. Seven of the top ten employers in Gloucester are non-fishing related, four are high technology firms (See Appendix I, Table 2).

### 2.3.2 Labor Force

The labor force participation rate has increased from 61.6% in 1980 to 67.6% in 1990 due to more people going to college. However, Gloucester's unemployment rate has remained above 10%. The unemployment rate of the residents in Gloucester was up to 12.2% in 1993.

The labor force in the City of Gloucester stood at 17,130 in 1992, 1,736 below its peak year of 1981 with 18,866 of the residents in the labor force. In 1992, 14,859 of the residents were employed. The number of residents unemployed reached its lowest point in 1986 when just 859 of its residents were unemployed, and the greatest unemployed in 1992 with 2,271 during the time period covering 1980 to 1992. The percent unemployed in the City of Gloucester has been historically above the state rate. The city's rate was at its highest in 1992 with respective rates of 13.0 percent of the residents unemployed (Table 3).

**Table 3 Labor Force in Gloucester**

Year	Labor Force	Employ.	Unemploy.	Unemp.	SDA Unemp.	MA Unemp.
1980	18,138	16,661	1,477	8.10%	--	5.60%
1985	14,935	14,018	917	6.10%	--	3.90%
1988	16,642	15,314	1,328	8.00%	3.30%	3.30%
1990	17,039	15,357	1,682	9.90%	--	6.00%
1991	16,989	14,753	2,237	12.90%	--	9.00%
1992	17,130	14,859	2,271	13.00%	--	8.50%
1993	--	--	--	12.20%	--	6.90%

Source: Mass. Dept. of Employment and Training

Note: SDA -- Southern Essex Service Delivery Area

## 2.4 Housing

There are approximately 13,125 housing units in the city of Gloucester (Planning Board of Gloucester, etc. 1990, 80) (See Appendix I, Table 4). About 25% of the housing stock, more than 300 units, have been built since 1950, with an average increase per decade of 13.3%. In recent years, an increasing percentage of units are being created by conversions of existing dwellings. Since 1985 nearly 15% of all new units created in the city resulted from conversions of one, two and multi-family buildings. Most of these conversions were located in Central Gloucester (Table 5).

**Table 5 Year Structure Built in Gloucester**

Period	Units	%
1989-March 1990	64	0.5
1980-1988	950	7.2
1970-1979	1,199	9.1
1960-1969	1,178	9.0
1950-1959	1,379	10.5
1940-1949	805	6.1
1939 or earlier	7,550	57.5

Source: 1990 US Census

Gloucester's housing stock reflects the diversity of its population. Housing types include modest single-family homes, two-family wood-frame houses, multi-family dwellings, low-income and elderly housing complexes, elegant mansions and boarding houses (See Appendix I, Table 6). Approximately 54% of the city's housing units are owner-occupied. The average number of persons per household was 2.6 in 1980, down from 3.1 in 1970 and a decrease of nearly twenty percent (20%) over the past thirty years. The decline in household size mirrors a national trend.

In 1989, the cost of housing in Gloucester actually declined, the first time this had occurred in a number of years. As a result, increasing numbers of families have been able to afford starter homes, and some landlords are lowering rents to combat the high vacancy rate that currently exists in the rental market. It is not clear whether the decline in housing prices represents a temporary lull in the market, or whether housing prices will continue to decrease. Whichever is the case, housing affordability remains a major issue facing Gloucester in the years ahead.

In the 1980 US Census, the median value of owner-occupied houses in Gloucester was listed at \$49,900. In 1989, the median price of a home was \$155,000 in Gloucester, more than 200% higher than in 1980. In 1989 the average rent for a two-bedroom apartment, according to the Gloucester Housing Authority, was \$661 (Planning Board of Gloucester 1990, 81). However, the median sales price decreased in the early 1990s (Table 7).

**Table 7 Home Sales & Median Sales Price**

Year	Number	% change	Median sales price	% change
1990	310	-26.7	\$149,000	0.7
1991	318	2.6	133,000	-10.7
1992	395	24.2	125,000	-6.0

Source: Banker & Tradesman, City of Gloucester



### 3 State of the City

#### 3.1 City-wide Social & Economic Characteristics

The social and economic activities in Gloucester are diverse, which makes Gloucester a unique place to live and do business. Gloucester is an industrial city with population of about 28,800. Fishing and related industries are its major sources of income. Educational attainment improved recently, and the city's population has become increasingly better educated. Gloucester can also provide various support services, i.e., transportation, water, sewer, and other facilities for all industrial development.

##### 3.1.1 Population

Gloucester's population has remained fairly constant over the past 20 years, increasing slightly from approximately 27,941 residents in 1970 to 27,768 in 1980, and to 28,716 in 1990 (Table 8). In 1990, 51.8% of the population were male, and 48.2% were female; 58.9% were 18-64 years old, and 18.3% were 5-17 years old. The median age of the residents rose over the decade from 32.7 years in 1980 to 36.5 years in 1990.

**Table 8 Total Population 1970 - 1992**

	1970	1980	1990	1992
Gloucester	27,941	27,768	28,716	28,809
Essex	--	633,688	670,080	669,984
Massachusetts	5,689,170	5,737,093	6,016,425	5,992,712

Source: U.S. Bureau of The Census

Gloucester is a seasonal tourist community and has a significant summer population. It is estimated that the city's population increases in size by one-third during summer months, resulting in an additional seasonal population of

approximately 15,000 people. Most of the summer residents own homes in the city.

Gloucester has grown slowly, in contrast to the Commonwealth which has experienced little or no population growth. The Metropolitan Area Planning Council (MAPC) projects that by the year 2,000, Gloucester's population will increase by less than 1%, resulting in a population of approximately 31,000.

### 3.1.2 Income

The household income in Gloucester mainly distributed between \$15,000 and \$74,999, of which the proportion in the total household income was up to 66%. The median household income in Gloucester was \$32,690 in 1990, and the median family income was \$39,827 in 1989. The median and mean family and household incomes were lower in Gloucester than both Essex County and the State. The per capita income in Gloucester was \$16,044 in 1989, which was slightly lower than the state and county average (Table 9).

**Table 9      Family and Per Capita Income in 1989**

Income	Gloucester	Essex	Mass.
Median Family Income	\$39,827	\$45,794	\$44,367
Mean Family Income	--	\$54,337	--
Per Capita Income	\$16,044	\$17,586	\$17,224
Per Capita Income ('90)	--	\$22,834	\$22,555

Source: 1990 U.S. Bureau of the Census

Gloucester is an industrial city with fishing and related industries, especially processing and packaging of seafood, as well as summer tourism, as its major sources of income. The major components of income in Gloucester are wages and salary, of which the proportion in total income is up to 22.2%. The wages in

Gloucester are comparatively low although the wages had continually increased during the latest decade of 1980s. The average annual wage in Gloucester in 1991 is \$24,783.

### 3.1.3 Education

Educational attainment of the city's population over 25 improved over the period from 1980 to 1990. The "less than 9th grade" category posted a decline of over 45%. There are seven public schools in Gloucester, and 89.9% of the student population at public schools and 10.2% at private schools. The school enrollment of 1991-1992 in Gloucester was 3,750. The city's population has become increasingly better educated although still lower than in Essex County and Massachusetts (Tables 10 & 11).

**Table 10 Educational Attainment in Gloucester**

Education	1980	Percent	1990	Percent	Essex '90
Persons 25 + years	17,570	100	19,970	100	445,994
<Grade 9	3,146	17.9	1,701	8.5	34,817
Grade 9-11	2,921	16.6	3,179	15.9	53,500
High School Grade	6,303	35.9	6,315	31.6	131,265
1-3 Yrs. College	2,704	15.4	4,693	23.5	110,691
>4 Yrs. College	2,496	14.2	4,082	20.4	115,721

Source: 1990 U.S. Census and Gloucester Community Development Dept.

**Table 11 Comparison of Education Attainment in 1990**

Education	Gloucester	Essex	Mass.
Persons 25 Years +	19,970	445,994	3,962,223
High School Grad. or Higher	75.60%	80.20%	80.00%
Bachelor's Degree or Higher	20.40%	25.90%	27.20%

Source: 1990 U.S. Bureau of The Census



### 3.1.4 Infrastructure & Utilities

#### Transportation and Access

Gloucester is situated in the Greater Boston Area, which has excellent rail, air, and highway facilities. Route 128 and Interstate 495 divide the region into inner and outer zones, which are connected by numerous "spokes" providing direct access to the airport, port, and intermodal facilities of Boston.

Gloucester is the northeastern terminus of Route 128, which forms the inner belt around Boston. The city is also served by Route 127 and 133. Commuter rail service to North Station, Boston, is available from Gloucester (travel time 58-65 min.; 20 MBTA parking spaces) and West Gloucester (travel time 53-60 Min.; 44 parking spaces). Gloucester is a member of the Cape Ann Transportation Authority (CATA), which provides fixed route service between Gloucester and Rockport. CATA also offers a Dial-A-Ride service for the elderly and disabled.

#### Water System

Gloucester obtains its public water supply from six surface water drainage areas and impounding reservoirs, all located within the city limits. In addition to the reservoirs, Gloucester has two water bodies, Lily Pond and Fernwood Lake, which are designated for use (not for daily use because of their poor water quality) in emergencies. The usable storage capacity of the six public reservoirs (total safe yield) is 1,588 mil. gal. (Planning Board of Gloucester, etc. 1990, 92). The concept of safe yield centers on management of a water system which carefully balances supply and demand, while maximizing reserves. The safe yield of Gloucester's water supply system is 3.6 million gallons per day (mgd) (Planning Board of Gloucester 1990, 94). In 1989, the city's water consumption was 3.55 mgd, roughly equal to the safe yield of the system.

The city has three water treatment facilities: The Babson and West Gloucester Treatment Plants, and the Klondike Quarry Pump Station. The distribution system consists of storage facilities, booster pumps, and water mains. The city's two water storage facilities are Bond Hill Reservoir, which is the principal distribution storage, and the Lanesville Standpipe.

### Sewage & Sanitary Stormwater Management

The public sanitary sewer system serves approximately half of the city's population and extends to roughly 20% of the city's land area. The system is located primarily in central Gloucester. When the city's sanitary sewerage system was originally designed, the network of combined sewers in service at the time could not be replaced by separate sewers without great expense. Thus, many of the main sewers in the system are combined sewers, handling both storm water and sanitary wastewater.

The largest network of combined sewers remaining in the city flows through the Mansfield Street drain. The second largest combined sewerage network flows from the main interceptor in Rogers Street through a pipe into Harbor Cove. The smallest of the combined systems serves Eastern Avenue, Webster, Friend and Taylor Streets.

Gloucester's wastewater treatment plant, which began operation in 1984, provides primary treatment of the city's wastewater. The wastewater treatment plant is presently receiving 40-50% of its flow capacity. It was designed for a total population of 34,000.

## Solid Waste Facilities

Gloucester generates over 50,000 tons of solid waste per year. Sixty percent (60%) of this waste is commercial, the remainder is residential waste.

For 40 years, until March 1988, the city disposed of its solid waste at its own landfill in Magnolia, at a cost of approximately nine dollars a ton. Business in Gloucester must now dispose of their own trash at ten times the cost. Residential and "public" trash is taken to the RESCO incinerator in Saugus for \$50 per ton. It is expected that this rate will rise dramatically in the next few years. The cost for picking up residential trash will then be about \$5.00 per week per household. Given the high cost of solid waste disposal, it is imperative that the city develop the most efficient and cost-effective method possible of disposing its solid waste.



## 4 The Study Area

The Study Area consists of an area defined by the City of Gloucester Community Development Department (CDD). Figure 1 (see page 18) shows the Study Area divided into two distinct zones. All the waterfront properties make up one zone while all the non-waterfront properties, those fronting on Main Street and Rogers Street, make up the second zone.

### 4.1 The Waterfront Study Area

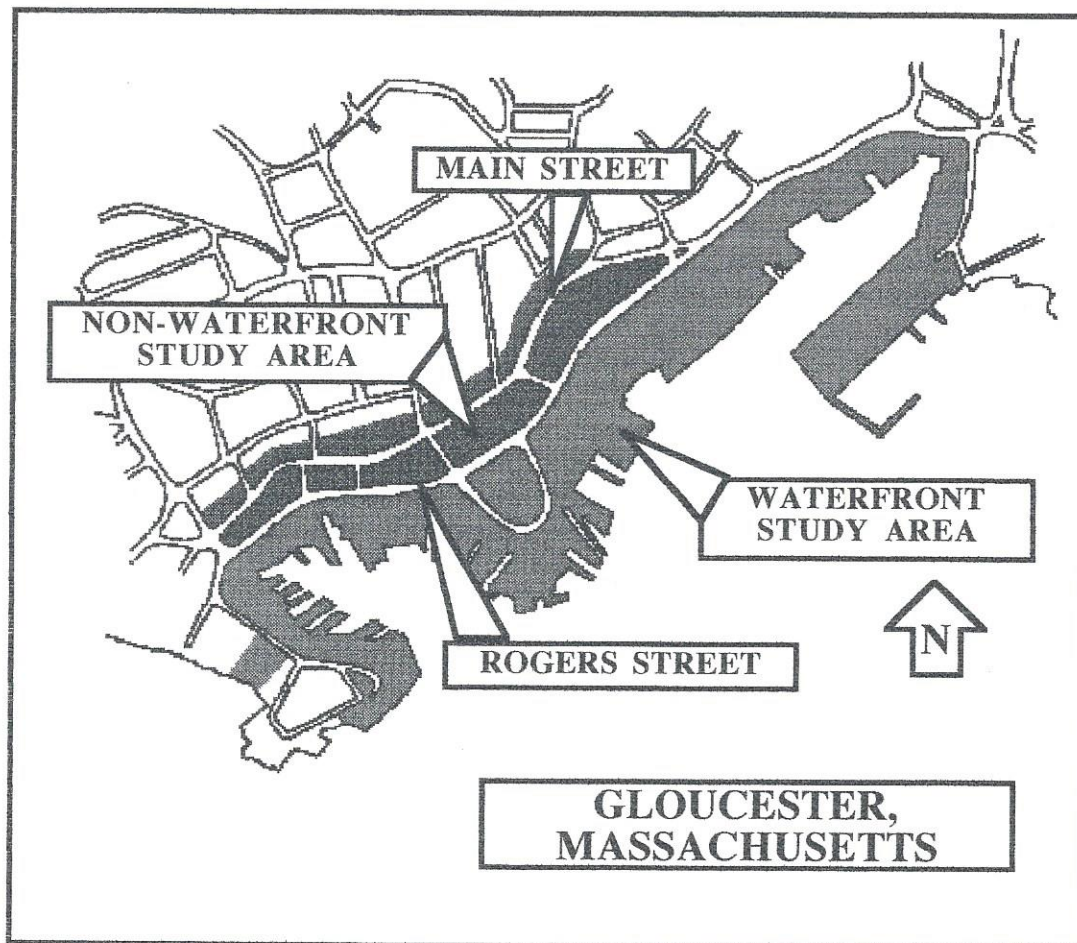
The present state of the waterfront is one of transition. With the Community Development Plan in 1990 the role of the Waterfront was more clearly defined through rezoning. The city is committed to maintaining a working industrial waterfront. Several recent projects have solidified this commitment with investments in waterfront industrial properties.

#### 4.1.1 Zoning & Overlays

In the 1990 Community Development Plan the waterfront properties in the Study Area were rezoned from broadly Industrial to Marine Industrial, MI, which is more specific. Through the rezoning, residential uses are prohibited and commercial uses are by Special Permit only. All of the properties are included in the Designated Port Area (DPA) by the State. As a DPA, Gloucester Harbor is restricted by state law to the scope of uses in the Designated Port Area. There are twelve DPA in the Commonwealth. The DPA Program Strategy was established under the premise that:

It makes good economic as well as environmental sense:

- 1) to promote the continued water-dependent industrial development of harbor areas where maritime business is able to capitalize on prior infrastructure investments, thereby avoiding the waste of previous investments and the need for redundant new investment; and



**FIGURE 1**

2) to promote industrial activity where the environmental impacts of industry have already occurred, thus minimizing their spread to previously underdeveloped areas (The Governor's Commission on the Commonwealth Port Development 1994, 3)

Thus the future economic development on the waterfront will be geared towards maximizing competitive advantages in marine related industries that exist now or in the Gloucester's future.

#### 4.1.2 Infrastructure

The infrastructure of the waterfront is sufficient for Marine Industrial uses. Route 128 is directly accessible at the head of the Inner Harbor from Rogers Street and the State Fish Pier. This allows Gloucester to effectively distribute its product to regional markets. The waterfront infrastructure (piers, wharves, docks, and utilities) is all in good condition with a few exceptions. Those areas of the waterfront that have fallen into disrepair are being revitalized by a variety of public and private interests to play a competitive role in Gloucester's future. The waterfront has a regional competitive advantage in cold storage capacity and Gloucester's Harbor is deep enough to allow for large vessels but is in need of dredging.

#### 4.1.3 Projects Underway

There are two major projects in the works at the time of this printing. The first project is on The Gloucester State Fish Pier located at the head of the Inner Harbor. This project consists of a two-phased redevelopment initiative costing over \$10 million. Phase I was completed in the Fall of 1993 and consisted of installing industrial grade utilities for the future sites of processing, wholesale and marine services and building a modern commercial docking facility



accommodating 25 to 100 ft. vessels. Phase II of the project is to rebuild the deteriorating north wharf for further docking and access to future facilities (Massachusetts Government Land Bank Annual Report 1994, 6).

The second project is a public fish auction to be located at the Star Fisheries building on Harbor Loop. This project was finalized in mid-February of 1995. The importance of this project to the fishing-related economy of Gloucester is unarguable. Previously fisherman who brought landings to Gloucester and wanted to sell them at auction had to ship the fish to the public auction in Portland, Maine, or the private auction in Boston. With the dramatic decrease in landings over the last fifteen years it is more important now than ever for fisherman to get the best price for their catch. Auctions offer this higher price. Gloucester hopes that this auction will attract all types of commercial fisherman from across coastal New England.

## 4.2 Inventory of Waterfront Space

The waterfront of Gloucester is largely made up of water dependent uses. Those non-water dependent uses that do exist are not in conflict with the primary functions of the working industrial waterfront. There is a fair amount of undeveloped land and under-utilized space on the waterfront that should be targeted for water dependent uses.

### 4.2.1 Methods

The inventory of waterfront space consists of information gathered from the Assessor's Office and walking surveys as well as data from the Urban Harbors Institute's 1994 Land Use Report for the City of Gloucester.

#### 4.2.2 Analysis of Waterfront Study Area

The waterfront study area consists of almost all marine uses or water related uses. The three most common uses by lot are fresh fish wholesalers, fresh fish processors, and retail businesses. However, the three largest uses by total lot area assigned are refrigerated warehouses, fresh fish dealers/processors, and harvesters. Appendix 2, includes tables with detailed information about both the waterfront parcels and specific land uses on those parcels.

The frozen fish processors and food preparation are making the best use of their land. Of the total lot area available for this purpose, 122.5% is active for that use (they have several multi-story buildings). The harvesters however have the lowest percentage of use on the land that allows harvesting (9.2%). This figure may appear to be inefficient, but it is somewhat misleading in that there are other marine uses on some of the lots that include harvesting.

There are eleven lots which have retail or office businesses. These businesses are located on valuable waterfront lots. They use 210,434 square feet of land. The city could benefit more if some of these businesses were located on Main Street instead of on the waterfront. This would free more land for marine related uses which would be beneficial to the community.

#### 4.2.3 Recommendations

The project team recommends that Gloucester continue to pursue some of the recommendations that are outlined in the 1994 Gloucester Waterfront Study. Three key recommendations that should be followed. First, the city should develop a comprehensive management strategy for the waterfront. Second,

Gloucester should amend the zoning ordinance for the waterfront to narrow the range of allowable uses in the areas that are determined to be suitable for water-dependent uses. Gloucester should also continue to attract tourists through maritime activities without becoming a community totally dedicated to tourism. This would protect the integrity of the working waterfront.

#### 4.3 The Non-Waterfront Study Area

The non-waterfront study area consists of all the properties in the Study Area that front on Main Street and Rogers Street. These properties are occupied by predominantly professional and commercial businesses. At the time of the Community Development Plan's adoption in 1990 concern for a "downturn" in the growth of the Central Business District (CBD) was expressed. The non-waterfront study area falls fully within the CBD. Physical improvements begun in the Seventies but left uncompleted were funded again through the Community Development Plan with improvements to access, aesthetics, and transportation as the focus. On the administrative side the city is working to improve the efficiency and speed of the permitting process.

##### 4.3.1 Zoning & Overlays

All of the properties in the non-waterfront Study Area are zoned Central Business (CB) and are in the Central Business District. According to the Zoning Ordinance of the City of Gloucester (p.14) the CBD "is a district established to accommodate a composite of business and retail uses, residential uses, office uses, and institutional uses." Some of these properties fall within the National Historic District (See Figure 2).



#### 4.3.2 Infrastructure

The infrastructure of the non-waterfront study area is sufficient for residential, retail, and office uses. Main Street and Rogers Street act as a one-way loop through the downtown study area. Main Street is narrow and has metered on-street parking in the heart of the CBD. The topography of the City dictates that the buildings on these properties often have ground level entrances on two floors. This is particularly true with those properties between Main Street and Rogers Street. A variety of utilities are available. See the Property Profiles (Appendix II) for site specific utilities.

#### 4.3.3 Projects Underway

At the present time the City of Gloucester is acquiring funds to make street and sidewalk improvements on Rogers Street. A second project is looking at improving the connection between Rogers Street and Main Street. At the east end of Main Street the Gortons Corporation has committed to a \$1 million renovation of the 131 Main Street property to be used for research and development center.

#### 4.4 Inventory of Non-Waterfront Study Area

The non-waterfront study area, consisting of those properties fronting on Main Street and Rogers Street, has a high ground level occupancy. The first floor vacancies that do exist are generally in smaller structures with insufficient space for many businesses. The upper stories of the buildings in the non-waterfront study area have the highest vacancy rate in the area. This vacant second and third story space will be the primary focus of the following inventory analysis.

The final section of the report will also focus on this space by recommending a preliminary marketing strategy to attract occupants.

#### 4.4.1 Methods

The study team visited Gloucester on a number of occasions to collect parcel and building data. Our visits consisted of three primary tasks. First, secondary parcel data were collected from the City Assessors Office. Second, primary data were collected by walking Main Street and Rogers Street gathering information first-hand on buildings and parcels. Third and most importantly, the team learned about the general feel of Gloucester as a unique place, something that can only be understood by visiting such a place.

Our primary research consisted of a detailed on-site survey. Information was collected pertaining to the state of the building, access, and tenant. This information was recorded onto prepared survey sheets. A video was taken to capture all properties in the Study Area for use in the Property Profiles included in Appendix .

Our secondary research consisted of developing a database of all properties in the Study Area. Using assessor's records over 35 attributes pertaining to each parcel were collected. The primary research data were included in a database which was used in creating a profile of each parcel and the buildings within.

#### 4.4.2 Analysis of Non-Waterfront Study Area

Fifty-nine of the 107 properties located in the non-waterfront study area have upper floor space. These properties are occupied by more than 70 tenants and are zoned either commercial or mixed use (residential and commercial). There

are more specific categories for the residential properties such as single-and double-family residential. For this report, all of the residential property classifications will be considered together. The upper floor space range is from 588 square feet to 22,368 square feet. The vast majority of upper story built spaces are under 5,000 square feet. A detailed description of each individual property including a photograph and the location is provided in Appendix VII.

The businesses that fill any of this space are limited in their walk-in customer base. The street is narrow and has poor traffic circulation. Therefore, businesses that move into the second floor space are most likely to be non-retail businesses. The available space location on the upper floors makes it difficult for any type of retail business to succeed.

Although there are a large number of potential second floor locations, the available ones have limited floor area. As previously stated, almost all of the available space is under 5,000 square feet. The potential types of businesses must be able to operate without much room for expansion. The types of businesses that can function properly in this type of setting are small cottage industries, start-up businesses, and a variety of other businesses that are outlined in the market strategy. All of these types of businesses fit into the types recommended by the Economic Target Area Report for the region.

The properties were broken down into three categories. They are, residential and commercial mixed-use properties, marketable commercial properties, and other properties that are not included as part of the marketing plan, such as the Gloucester police station. The potential commercial properties were then broken down into large and small properties based on amount of space available using



2,000 square feet as the dividing point. The study team proposes that these two groups be marketed separately.

The classifications for the 59 properties are as follows. There are twenty-eight residential sites, ten large commercial sites, eight small commercial sites, and thirteen sites that are not going to be included in the plan. The total area for the properties is 411,029 square feet. The largest lot is 91,912 square feet (parcel 8-25), and the smallest lot is 704 square feet (parcel 22). The assessed commercial and residential land value per square foot is \$13.16. See Appendix 3 for additional cumulative data on the 59 properties.

The 28 parcels that have space zoned for residential use are essential to the viability of the first floor commercial district and should be maintained as such. The residents of this space provide a valuable pedestrian customer base for the first floor commercial businesses. The amount of second floor residential space should not be reduced in any manner. Most of the second floor residential space is occupied with tenants. There is however some available space. The proposal to fill this is related to the upgrading of the waterfront, a new parking plan, and the success of the new second floor business ventures that will all be outlined in the recommendation section. See table 1 in Appendix 3 for a list of these 28 properties.

Eight properties have been identified as suitable for small commercial enterprises. Two of the properties (parcel numbers 7-22 and 13-23) have less than 1,000 square feet of available space. Both of these properties are too small to sustain businesses that have more than a few employees. Therefore they should

be operated in connection with the first floor businesses located in their building or they should be converted to residential property.

The other six properties designated in the small commercial section all have more than 1,300 and less than 2,000 square feet available and could be used for a variety of purposes outlined in market plan recommendations. The best available types of businesses would be office locations or small service oriented operations. All of the available space is structurally adequate and provides many of the features needed to operate small non-retail type businesses. See table 2 in the Appendix 3 for a list of these eight properties.

Ten properties are being marketed as large second floor commercial space. These properties range from 2,000 square feet in area to 5,340 square feet. All of the properties are in good condition and 70% are carpeted. This space is available for small businesses that do not have a walk-in retail customer base. A good example of this type of business is Cyrk Inc. which started out in Gloucester as a small business and is now growing into a leader in the sale of promotional items. See table 3 in Appendix 3 for a list of these ten properties.

There are thirteen properties that have second floor space but have been left out of the market plan. These properties are not being targeted in the market plan for a variety of reasons. Most of the space is filled with active businesses and therefore does not need to be marketed. Some of the other space is not conducive to commercial or residential use because of the type of first-floor business. Some examples of these properties are the police station, the automotive school, and the two savings banks who operate on both the first and second floor. See table 4 in Appendix 3 for a list of these properties. The law

office on 291 Main Street is targeted for a different purpose outlined in detail in the recommendation section.

On Main Street and Rogers Street there are a total of forty-eight properties that have first floor space with no available upper floor space. Seven of these properties are parking lots that do not have any buildings on them. An additional eight properties are exempt from the market plan because they are being used in a non-commercial manner. The remaining thirty-three properties are all zoned for commercial use.

The occupancy rate for the first floor properties is very high. The city should continue to target retail businesses for these properties. See the profiles in Appendix 8 for a complete listing of these properties.

#### 4.4.3 Recommendations

The project team made several recommendations for the downtown target area. The recommendations include the maintaining of the second floor residential space, an improved parking proposal, a continued commitment to the economic improvements on the waterfront, better advertising for the public transit, a relocation plan for the municipal offices, and an improved link with the Salem State College Branch.

#### Maintain Residential Space

Gloucester should continue to keep all of the second floor property that is currently zoned for residential purposes in that category. The plan to maintain and attract occupants for this space involves a new parking plan, a continued



commitment to the waterfront improvements, and improvements to the city's public transportation.

### Parking Improvements

A revamped parking plan is important to attracting upper floor residents to the apartments on Main Street and Rogers Street. Currently there is only sidewalk and metered parking which is not sufficient enough to handle both commercial and residential traffic. Residents could be issued a parking sticker that allows them to legally park their car in off-street lots as designated by the city. This would allow residents to park their vehicles within a short distance from their apartments without having to worry about getting parking tickets. This is also necessary to free some of the on-street parking spaces for customers of the first floor commercial properties.

During daytime hours, there is insufficient parking on Main Street to handle a large volume of outside customers. The result of this is very poor traffic circulation which nearly eliminates impulse shoppers who are vital to the downtown retail economy. This situation can be somewhat alleviated by increasing the parking meter prices and reducing the time allotment for the meters. An off-street parking garage is also a possible solution.

Except for the restaurants, almost all of the stores that are located in this area have a customer base who can meet their shopping needs in less than an hour. Therefore, they will all benefit from this. If the expensive meter gives customers the incentive to do their shopping in a short period, then they will leave swiftly and open up new parking spaces for different customers. This would increase the circulation of traffic and the volume of customers.

### Continue Waterfront Improvements

A continued commitment to the economic improvements that are taking place on the waterfront will also have a positive impact on the residential space. The creation of employment opportunities will increase the amount of people who need to live close to the waterfront. The second floor residential space provides a good location for these future workers.

### Advertise Public Transit

The CATA bus route is currently operating at an adequate level. During peak commuter hours, it is now possible to take the bus from the bus stops on Main Street to the commuter rail station and vice versa in approximately five minutes. The advertising for this should be improved. In fact, this should be a selling point to prospective residents. This would reduce the amount of automobile traffic to sites that can be easily reached by the bus or train and also attract future residents who do not have cars.

### Relocate Municipal Offices

The study team recommends that some of the available second floor space on Main Street be used as a relocation site for some of the municipal offices that are currently located on Poplar Street. The best potential sites would be second floor properties located above existing non-commercial uses. This would allow the municipal offices to locate in such a way that they are capitalizing on existing commercial dead spots.

The recommended site for relocating the municipal offices is in the law office building that is located on 191 Main Street. This is the suggested location

because there are no commercial residents on the first floor. In addition to this, the character of the building's architecture is well suited for municipal offices. This site is also adequate because it is located a short distance from City Hall.

The relocation of the municipal offices to Main Street would create additional pedestrian traffic especially during lunch hours, which would be extremely beneficial to some of the local businesses. Additionally, the offices themselves would benefit because they would be closer to City Hall. This would increase their accessibility to other government offices.

#### Link the State College to the Community

For some of the small second floor space that is located near the Salem State College facility, 206-208 Main Street for example, there is potential for a stronger link with the college and the community. This space could be used for a variety of educational purposes that are accessible to local residents. Some examples would be, SAT courses for some of the high school students, Kaplan courses, and language courses for the large number of immigrants that come to Gloucester because it is a port city. The possibility of an expanded relationship with the college is something that the city should explore further.



## 5 Preliminary Marketing Recommendations

Most of Gloucester's Main Street first story space is occupied by a variety of established locally-owned businesses which handle the diverse needs of a community. These businesses include banks, department, sporting goods and clothing stores, pharmacies, markets, bakeries, barbers and hairstylists, travel agencies, attorneys, accountants and real estate agencies. The under-utilized and empty space, predominantly on the second and third stories of buildings, has marketing potential for a number of small or self-contained businesses.

### 5.1 Targeted Industries

Gloucester's Community Development Department is interested in targeting the publishing industry for marketing the non-waterfront under-utilized space. While publishers were the primary target industry the team also investigated other industries that might have a good mix with Gloucester in order to develop a strategy which will allow Main Street's and Rogers Street's existing businesses to "share" customers as much as possible. This is achieved by grouping businesses that offer a complementary and compatible mixture of goods and services in a particular location. The other industries identified were publishing related businesses such as graphic designers, desktop publishers, writers, and clerical support businesses; health and home care services; marine related industries; and architectural and design firms.

#### 5.1.1 Publishing

About five years ago Dovetale Publishing moved into Gloucester's historic Blackburn Tavern building from Brooklyn, New York. Dovetale produces two magazines, Old House Journal and Old House Interiors, which deal with

renovating and restoring old properties. Old House Journal, their most established publication, has a circulation of 140,000.

Information was gathered from five publishing firms similar in staffing and circulation size to Dovetale, as well as publishers who fit one or more of the following criteria: those located in artist's communities; those specializing in topics such as historic preservation, maritime activities, leisure and tourism, and some general categories; those presently located in port towns or along the waterfront; and those that are based in New England.

Various categories of publishers were examined. They included bookmakers and binders, periodicals, brochures, and novelty publishers. They were interviewed to find out what is important to them when determining a site for locating their business. To do this criteria outlined in an Ernst and Young survey of U.S. corporate real estate professionals regarding site selection factors was used (Evans and Barovick 1994, 299). Table 12 illustrates the top ten site location factors from the Ernst and Young survey.

**Table 12**      **Top Ten Site Selection Factors**  
**Weighted Average Score**

Low lease rates	2.81
Educated labor force	2.48
Access to major highways	2.48
Low construction costs	2.47
Access to primary consumer markets	2.41
Well developed energy/telecommunications systems	2.37
Favorable local government attitude toward business	2.34
Low property tax rates	2.28
Low crime rate	2.26
Low corporate and business taxes	2.18

*On a 1 to 3 scale, where 1 was very important and 3 was not very important.*

Of the ten factors listed in the Ernst and Young study only four--low lease rates, low construction costs, well developed energy/ telecommunications, and access to primary markets--were considered important. All other factors were either unimportant or not mentioned at all.

The factors which were most important to the publishers pertained to "quality of life issues" such as ease of commute, cost of living, and recreational and cultural amenities. Most of the companies started their businesses in areas close to their homes. Four of the five interviewed felt the community character of the location should have some significance to the topic of their publication.

For instance, Dovetale Publishing's editorial concentration is on the renovation and restoration of old homes. When Dovetale moved their offices from an historic brownstone in Brooklyn, New York to Gloucester, they did so for one reason--the publisher and owner loved the area and wanted to live in Gloucester. However, when choosing an actual site the historic Blackburn Tavern was of significant importance to them. Their readership was aware that their former site had historic significance, and moving into another historic property supported the historic character of the company.

Likewise, according to Ann Dorval of Yankee Publications, aside from the aesthetic appeal, being in the rural countryside of Dublin, New Hampshire, "keeps the editors fresh for story ideas and focused on the nature of their publication...and (our readership) likes to know we really are located in a small New England town with a little white church with a steeple."



Gloucester's Community Development Department can also gain insight by considering the factors that had little to no importance to these publishers. For instance, while having an educated labor force was rated second in importance to respondents in the Ernst and Young study, it was not important to the publishers interviewed.

The publishing industry relies heavily on telecommunications technology (modem, fax, fiber optics, etc.) to produce their publications. Having this technology in place allows them to easily communicate with writers, designers, printers and distributors outside their geographic area. While all of these companies employ writers, editors, graphic designers and marketing staff on-site, they all maintain they had no trouble finding skilled employees within their geographic region.

With this in mind the Main Street space is a viable location for small publishing companies with an editorial focus on the arts, marine-related activities, history, architecture, or an ethnic orientation represented by Gloucester's culturally diverse population.

Given the size of the space available on Main Street, the properties are appropriate for publishing businesses that do not require a large amount of space or first floor access to successfully operate. Businesses such as desktop, multimedia/ electronic, newsletter, brochure and manual publishing are well-suited for this second story space. The property is also well-suited for small businesses that support the publishing industry such as writers, graphic designers, and word processing, telemarketing, and advertising companies.

### 5.1.2 Health Care & Home Care

The Main Street space can be well-utilized as office space for health and home care agency administration as the need for health care services continues to grow. In fact, according to the U.S. Department of Labor, the need for health services workers is expected to grow faster than average through the year 2005 (Kutscher, et.al. 1994 312). In Massachusetts, the Division of Employment Security projects the demand for jobs in the health services fields to increase as well. For instance, jobs for Medical Records Technicians and Home Health Aides are projected to increase by 33% through the year 2000 (Foley 1988, 312). Gloucester's labor force fulfills the education requirements for such jobs. While an associates degree is desired for some, others qualify with a high school degree and on-the-job-training. This is significant considering Gloucester's aging population will increase the demand for adult day care and home care. Another point to consider is Gloucester's proximity to Boston and its location along the Route 128 high technology belt. Boston is internationally known for its leading hospitals and research centers. Gloucester can capitalize on the overspill from the glutted Boston health care market. The Main Street space could be used for office or records storage space for health and home care services.

### 5.1.3 Marine-related industries

Marine-related industries could not be ignored. Businesses which concentrate on either commercial (fish hatching, processing, distribution etc.) or leisure (fishing, boating, ocean photography) maritime activities might find locating along Gloucester's historic waterfront important for retaining the marine character of their businesses, and in some instances having immediate access to their primary markets.

#### 5.1.4 Architectural & Design Firms

Architectural and interior design firms are being targeted because of Gloucester's commitment to the historic preservation of its buildings. This industry, while very dependent on economic growth factors and low interest rates, is projected to grow in Massachusetts through 1995 by about 30% (Foley 1988, 84). Figures from the U.S. Department of Labor show small firms--those with fewer than 5 workers--have created the most jobs (Kutscher, et.al. 1994 84). The Main Street space can be significant to small architectural and design firms because there are a variety related businesses already positioned on Main Street and Rogers Street that may be able to "share" customers with those of architectural and design firms. The existing businesses include a large home and garden supplies business (The Building Center), as well as several furniture stores, a furniture refinisher, and several antique shops. Dovetale Publishing, publisher of Old House Journal and Old House Interiors is also located on Main Street.

#### 5.2 Marketing Recommendations

With the proper marketing strategies the City of Gloucester can successfully market the second and third story under-utilized and empty space to small self-contained businesses. The team recommends Gloucester have the appropriate telecommunications technology in place, as these are vital to the success of most small businesses. In addition, Gloucester should highlight strengths such as its location along Route 128 and its proximity to Boston, and the quality of life characteristics specific to the North Shore/Cape Ann which have been an attraction to both residents and tourists. Using these strengths in promotional



activities such as media kits and advertising, will emphasize Gloucester's unique and attractive qualities to businesses looking to relocate, as well as entrepreneurs looking for new business ventures.

The team makes the following marketing recommendations:

Gloucester's unique quality of life characteristics should be emphasized

Since quality of life issues were at the top of the list of the publishers interviewed, the characteristics which make Gloucester a unique and viable community to do business in can be emphasized in a number of ways.

*Create a media kit.*

A media kit can be developed that can include an informational brochure or booklet that concentrates on quality of life characteristics: housing availability/affordability, cost of living, recreational/cultural amenities, climate, ease of commute, low crime rate, school system. The kit can also include a short (5-7 minutes) multimedia presentation which can be made available on computer diskette, compact disc or video cassette, that focuses on the downtown region and the special qualities of the Gloucester Community. The kit will be an important marketing tool in direct mail campaigns to targeted industries, presentations made by or others who are marketing downtown space. Portions of the kit can also be used for advertisements in publications, electronic and broadcast media.

*Use events to highlight cultural diversity.*

Gloucester is a city rich in cultural diversity. Two ways for people to experience the heritage of these communities are through participating in their festivals and tasting their cuisines. Highlight the already established festivals of the Sicilian

and Portuguese communities and promote eating establishments which feature ethnic cuisines through a special event such as *A Taste of Gloucester*, which can be held on Main Street.

*Involve the arts community.*

Gloucester is home to the oldest artist colony in the US. Recognize local artists by employing them in CDD marketing activities as much as possible, highlighting the community in press and media kits, and holding special events which focus on the arts community. Events like this have been very successful in other communities. For instance, San Luis Obispo, California holds an annual street mural painting competition. One weekend a year the downtown area is closed off to motor traffic and artists use the road space to paint murals. Likewise, in Springfield, Oregon an Art Alley Project has been used since 1986 to promote the artist community and encourage tourism. Through the project artists work with local business and property owners in the commercial areas to paint murals on empty walls. They have published a walking tour brochure, *Footloose and Fancy Free*, that promotes the idea and is included in tourism packages (Alexander 1994, 6).

The team recommends a project (*The Artists Connection*) where resident artists can assist the Community Development Department in linking the alleyways between Rogers and Main Streets by creating an interesting series of connections on the alleyways, sidewalks or walls of buildings between Rogers and Main Street.

*Capitalize on current publicity for the historical monuments, parks, and special events that are promoted in travel information put out by state and local (Cape Ann) tourism boards.*

Coordinate the marketing efforts with existing tourism and business groups such as the Massachusetts Office of Travel and Tourism and the Cape Ann Chamber of Commerce.

### Involve Downtown Businesses in Marketing Strategies

For the most part the Main Street businesses are locally owned and serve many of the needs of the community. Clustering strategies can be implemented so present businesses on Main Street can benefit from new businesses locating in the downtown.

### *Survey the Main Street Business Owners.*

Established businesses can offer Gloucester's Community Development Department very important insights about shopping habits, traffic patterns, safety issues. Input from business owners can be obtained through a survey (see the sample survey in Appendix 7) or a focus group to find out what attracted them to the Main Street area. The following list includes important focus group issues to discuss with existing business owners:

- \* Why did they chose to locate in the downtown area?
- \* What keeps them there?
- \* Do they have any plans for expansion?
- \* What would make them move away?
- \* Do they have needs that are not presently met?
- \* How would they improve the area?
- \* How do they characterize the shopping habits of the downtown clientele?



*Establish a "Main Street Business Association."*

The established businesses are also the best source of information to those considering moving into the downtown area. This group can be responsible for safety, beautification, event coordination, in the downtown area. Amherst, Massachusetts has the Main Street Association, that, among other things, publishes Main Street News, a newsletter that lets the community and visitors know about activities going on in downtown Amherst, and profiles some of the businesses in the area ( Main Street News 1995).

Establish close ties with New England realtor associations

The Community Development Department should offer to participate in speakers panels, trade shows and conferences, of realtors associations (see real estate list in Appendix 7), and advertise in the Real Estate sections of the New England newspapers and magazines.

Advertise

Cities and towns are becoming very competitive when they try to attract companies to their area and aggressive advertising campaigns are prevalent in many publications geared toward small business owners and entrepreneurs.

Advertising arenas can include publications geared toward the publishing industry, communications field, marine industries, historical and historic preservation journals, publications that reach New England entrepreneurs and small businesses (i.e. Venture, Inc., BusinessWeek, The Boston Business Journal, the business section of the Boston Globe, NY Times, Wall Street Journal, etc.).

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# **APPENDIX 1**

## **TABLES**



**Table 1      Employment by Industry in Gloucester**

	1980	%	1990	%	SDA '89	Mass. '89
Employed Persons 16+ Yrs.	12,470	100	14,470	100	100%	100%
Agriculture, Forestry & Fishing	751	6.0	548	3.8	0.90%	0.67%
Mining	0	0.0	11	0.1	0.03%	0.05%
Construction	579	4.6	790	5.5	4.10%	4.15%
Manufacturing (nondurable goods)	1,874	15.0	1,462	10.1	5.91%	6.15%
Manufacturing (durable goods)	1,538	12.3	1,742	12	14.50%	12.19%
Transportation & Public Utilities	749	6.0	746	5.2	3.11%	4.10%
Wholesale Trade	752	6.0	249	1.7	4.97%	5.96%
Retail Trade	1,881	15.1	687	4.7	25.22%	18.42%
Finance, Insurance and Real Estate	536	4.3	2,338	16.2	4.53%	7.01%
Business & Repair Service	313	2.5	751	5.2	5.09%	6.04%
Personal Service	378	3.0	748	5.2	1.26%	1.02%
Entertainment & Recreation Service	82	0.7	446	3.1	1.06%	0.78%
Health Service	952	7.6	202	1.4	9.01%	8.60%
Educational Services	979	7.9	1,128	7.8	1.11%	3.02%
Other Professional Related Services	493	4.0	917	6.3	7.93%	8.09%
Public Administration	613	4.9	1,197	8.3	--	--

Source: Mass. Dept. of Employment and Training & Gloucester Community Development Dept.

Note: SDA -- Southern Essex Service Delivery Area

Mass. -- State of Massachusetts

**Table 2      Largest Employers - City of Gloucester**

Employer	Product/Function	Employees
City of Gloucester	government services	960
Gorton's Division of General Mills	seafood processing	653
Addison Gilbert Hospital	health service	550
Varian Ion Implant Systems	high tech. manufacturing	456
Battenfield Gloucester Engineering	machinery	312
Cyrk, Inc.	silk screen printing	301
Nutramax Products, Inc.,	pharmaceutical	175
LePage's, Inc.	adhesives manufacturing	120
Rule Industries	marine instrument	116
Strong Group, Inc.	leather & textile goods	100
National Marine Fisheries	customs, inspection services	100
Americold Cold Storage	cold storage	63

Source: Gloucester Community Development Department, 1994



Table 4 Housing Units and Value in Gloucester in 1990

Units/Value	Gloucester	Gloucester	Essex	Essex	Mass.	Mass.
Units	13,125	100%	271,997	100%	2,472,711	100%
Occupied	11,579	88.20%	251,285	92.40%	22,471,110	90.90%
owner occupied	--	57.80%	--	61.20%	--	59.30%
renter occupied	--	42.20%	--	38.80%	--	40.70%
Total vacant	1,546	11.80%	20,712	7.60%	225,601	9.10%
for sale	138	8.90%	--	--	--	--
for rent	360	23.30%	--	--	--	--
other vacant	1,048	67.80%	--	--	--	--
Owner Vacancy Rate		2.00%		--		--
Rental Vacancy Rate		6.90%		--		--
Median Value (owner occupied)	\$177,100		\$176,200		\$162,800	
% Change Median Value '80-'90		254.90%		221.50%		235.70%
Median Contract Rent	\$501		--		--	--

Source: 1990 U.S. Census and 1994 U.S. Bureau of The Census

Table 6 Type of Structure in Gloucester in 1990

Types	Gloucester	Gloucester	Essex	Mass.
Single Unit	7,148	54.50%	53.80%	53.70%
2-4 Units	4,045	30.80%	27.20%	25.20%
5 or More Units	1,710	13.00%	18.20%	20.10%
Other	222	1.70%	0.80%	1.00%
Total Units	13,125	--	--	--

Source: 1990 US Census and 1994 U.S. Bureau of The Census

Table 9 Household Income Distribution - 1990

Income	Gloucester	Gloucester	Essex	Essex	Mass.	Mass.
Total	11,550	100%	250,789	100%	2,244,406	100%
Less than \$5,000	498	4%	10,511	4%	91,259	4%
\$5,000 - \$9,999	1,253	11%	24,844	10%	209,406	9%
\$10,000 - \$14,999	921	8%	15,906	6%	146,358	7%
\$15,000 - \$24,999	1,750	15%	31,752	13%	299,804	13%
\$25,000 - \$34,999	1,669	14%	32,464	13%	310,733	14%
\$35,000 - \$49,999	2,391	21%	45,432	18%	417,050	19%
\$50,000 - \$74,999	1,863	16%	50,131	20%	441,645	20%
\$75,000 - \$99,999	591	5%	21,672	9%	178,806	8%
\$100,000 or more	614	5%	18,077	7%	149,309	7%
Median Income	\$32,690		\$37,913		\$36,952	
Mean Income	\$39,425		\$46,494		\$45,472	

Source: 1990 US Census