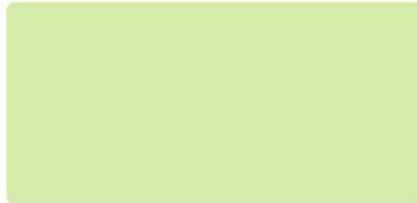
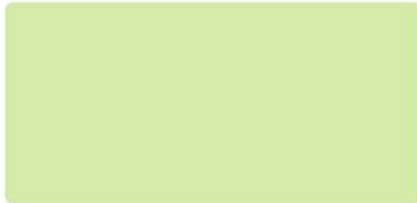




# LOCAL FOODS, LOCAL PLACES

Technical Assistance Program



Strengthening the Local  
Foods System and  
Downtown Revitalization:  
Actions and Strategies for  
Gloucester,  
Massachusetts

October 2016



## Community Story

Nestled on Cape Ann in Essex County, the city of Gloucester, Massachusetts, provides a home for 29,000 people. The Annisquam River runs through the center of Gloucester, and several small islands dot the northwestern edge. Stretching back to the 1600s, Gloucester's rich maritime heritage has defined its identity and economy. The port of Gloucester is the oldest in the country, and the city has historically served as a principal hub for the New England fishing industry. Today, the port of Gloucester ranks tenth nationwide by volume of landings and ninth nationwide by value of sales. Gloucester lies 30 miles northeast of Boston, and the city of Gloucester attracts summertime tourists from the region.

Gloucester has demonstrated itself to be a resilient community of fishing, the arts, and summer tourism, for almost four hundred years. Much of this ability to survive and bounce back from downturns comes from the steady consumer demand for seafood. The city's fishermen and processors have demonstrated a flexibility and inventiveness in adapting to changes in fishing abundance of different species, of shifting consumer demand, and of competition from other ports. Significant innovations in schooner design, frozen food, gear types, fish products, radio controls, and other technologies have come out of Gloucester. Institutional innovations in areas such as health care and opioid recovery, have also emerged in Gloucester's caring and can-do culture and have become national models.<sup>1</sup>

Major artists in painting, sculpture, literature, theater, and music have also settled in Gloucester. They are attracted by a community they view as an authentic, working port with a diverse, cultural community, a natural and architectural beauty, and a special quality of "light."<sup>2</sup> New flows of immigrants

*"Consolidation of fleets and processors, including shipment of locally landed seafood out of state and overseas, has stripped coastal ports of income, jobs, and taxes – including support services of engine and boat repair, ice, fuel, and other items – and has deprived the local ports of a strong economic multiplier from the high-wage fisheries. Many ports are left with low-wage, seasonal work in tourism and real estate development. Dockage and processing plant capacity have also been displaced by recreational boating and real estate development more generally in coastal waterfronts."*

--Massachusetts Food System Collaborative.  
*Massachusetts Food System Action Plan*. 2015. p. 207.  
<http://mafoodsystm.org/plan/>.

Figure 1 - State of the fishing economy quote from the Massachusetts Food system Action Plan.

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<sup>1</sup> Narrative on Gloucester as a historically resilient fishing and arts community contributed by LFLP attendees, Valerie Nelson, Damon Cummings, Henry Allen, Peter Anastas, as well as Dick Prouty, Jo-Ann Costano, Martha Wood, via personal communication, September, 2016.

<sup>2</sup> Nelson, Cummings, Allen, Anastas, et al, Personal communication, September 2016. Exemplary, national figures in the arts who have made Gloucester their home, for a summer or for years at a time include poets, T.S. Eliot and Charles Olson; painters Winslow Homer, Fitz Henry Lane, and Edward Hopper; sculptors Walker Hancock and Paulanship; playwrights Russell Course and Israel Horowitz; children's book authors Virginia Lee Burton; musicians Sylvester Ahola; and innumerable others .

into the fishing and granite industries, including from Scandinavia, Finland, Portugal, Sicily, and more recently Brazil, have also continuously refreshed the original Yankee culture and have enriched the diversity of ideas and intellectual and cultural wealth in the city.

The city has an active set of civic organizations and religions, robust political debate, and a culture of tolerance and mutual caring. The economy has provided a full range of incomes and occupations and benefited from well-paid blue-collar jobs in both fishing and processing. This combination of strengths and attributes has stabilized the community over the years, but there are substantial new threats that are challenging the resiliency of Gloucester. To ensure its continued vibrancy and productivity, focused attention and investments will be required. This continuity is important not only for local residents, but also to maintain the steady flow of contributions to the nation at large, including the harvesting of healthy food supplies, innovations in technologies and institutions, and exemplary arts.<sup>3</sup>



Figure 2 –Redfish (Photo credit: Heather Atwood)

Today Gloucester’s working inner harbor is one of 10 Designated Port Areas (DPAs) in the Commonwealth of Massachusetts where some types of development are limited to promote and protect water-dependent industrial uses that have fewer options for siting.<sup>4</sup> In spite of such protections, multiple challenges threaten the fishing industry, especially the smaller-scale fishing operations and boats of Gloucester’s day fleet. Some of the key challenges include:

- low prices due to competition from cheaper, lower-quality imports as well as low demand due in part of low public awareness of underutilized fish species available;
- limitations on the number of fish and type of species that may caught and the number of days and places where fishing is permitted;
- insufficient recruitment of young people into the industry to replace current fishermen retiring
- the seasonal nature of fisheries work;
- a need for skills in small business management to adapt to changing market conditions; and
- a reduction in support for research in the harvesting, marketing, and processing sectors.<sup>5</sup>

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<sup>3</sup> Ibid.

<sup>4</sup> Commonwealth of Massachusetts. “Port and Harbor Planning Program - Designated Port Areas.” <http://www.mass.gov/eea/agencies/czm/program-areas/port-and-harbor-planning/designated-port-areas/>. Accessed July 26, 2016.

<sup>5</sup> Massachusetts Food System Collaborative. *Massachusetts Local Food Action Plan*. 2015. p. 207. <http://mafoodsystem.org/plan/>.

In the face of mounting challenges to the local fishing economy, leaders and community members in Gloucester have taken steps to strengthen the local seafood economy. Multiple stakeholders contributed to the Massachusetts Food System Plan, which includes suggestions for increasing local fish consumption and promoting seafood industry-based economic development.<sup>6</sup> Gloucester recently won a state grant to help promote its seafood industry with the Gloucester Fresh campaign,<sup>7</sup> and has partnered with private businesses such as the Ninety-Nine restaurant chain to offer local seafood on the regional restaurant menus. In addition, the U.S. Department of Agriculture awarded the Open Door Food Pantry a grant to expand farm-to-school programming and include sea-to-school components.

Across the city, a number of organizations have educated and energized the community about underutilized species, such as hake, pollock, and red fish, which can be harvested sustainably but fetch low prices at the docks due to low demand. The Gloucester Fishermen’s Wives Association (GFWA) has reached into the culinary heritage of Sicilian-American fishing families for traditional methods of preparing underutilized species and published cookbooks, among other education and outreach efforts. The GFWA has been an advocate for the fishing industry and sustainable harvesting and has many partnerships in Gloucester and throughout Massachusetts and the region. The Gulf of Maine Research Institute’s Out of the Blue program opens a dialogue among fishermen, restaurants, food service providers, and the public to promote consumption of underutilized species. In addition, the community food system has benefitted from work done by local organizations, including The Open Door, Mass in Motion-



Figure 3 – Gloucester's working waterfront  
(Photo credit: Renaissance Planning)



Figure 4 – GFWA has been a longtime advocate of sustainable industry practices, as well as the health and wellbeing of fisherman and their families. Photo credit: Renaissance Planning)

<sup>6</sup> Massachusetts Food System Collaborative. *Massachusetts Local Food Action Plan*. 2015. <http://mafoodsystem.org/plan/>.

<sup>7</sup> Commonwealth of Massachusetts, Housing and Economic Development. "2016 Seaport Economic Council Award Results." <http://www.mass.gov/hed/community/funding/2016-seaport-economic-council-award-results.html>. Accessed July 27, 2016

Cape Ann, Addison Gilbert Hospital, Gloucester Public Schools, the Gloucester Council on Aging, Backyard Growers, Snapchef<sup>8</sup>, and state and local elected officials.

Gloucester has taken significant steps to increase residents' access to local agricultural and seafood products. The city manages four community gardens and a number of school gardens, and the two farmers markets in Gloucester accept both Supplemental Nutrition Assistance Program (SNAP) benefits (formerly known as food stamps) and Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) benefits, with one of the markets also participating in the Senior Farmers Market Nutrition Program.<sup>9</sup> Essex County has 82 farms with direct-to-consumer sales,<sup>10</sup> and vegetables make up 17 percent of all agricultural value from the county's farms.<sup>11</sup> Cape Ann Fresh Catch, a nationally innovative community-supported fishery based on the community-supported agriculture model, in which consumers pay producers a lump sum at the beginning of the season to receive a share of products each week, is based in Gloucester.<sup>12</sup> The Open Door Food Pantry serves to combat hunger and food insecurity in Gloucester and Cape Ann, providing 652,500 pounds of free food to 1,740 households in 2015.<sup>13</sup>



Figure 5 – Mayor Theken at the Seafood Throwdown, an event at the Cape Ann Farmers Market (Photo Credit: Heather Atwood)

Despite many positive developments, residents see the potential to further grow the local produce and seafood economy, connect local supply and local demand, and get fresh and nutritious food onto tables of people in need in Gloucester. In 2015, Gloucester requested assistance through the Local Foods, Local Places program to develop an action plan for promoting their local food system to support a healthy, walkable, economically vibrant downtown. The city expressed the desire to boost economic opportunities for local fishermen, farmers, artists, and businesses while leveraging local food to increase the food security of low-income families downtown. As the city noted in their request for assistance, opportunities abound for Gloucester to use local fish to nourish low-income families, children, and

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<sup>8</sup> Snapchef ([snapchef.com](http://snapchef.com)) is a culinary training and staffing company in New England that has built a close working relationship with the City of Gloucester and its business community through promoting sustainable seafood and the benefits of "Ocean to Table." Snapchef serves as the culinary partner for GloucesterFresh cooking demonstrations at the Seafood Expo that helps bring Gloucester's Red Fish to an international audience.

<sup>9</sup> PolicyLink, The Food Trust, and Reinvestment Fund. Op. cit.

<sup>10</sup> U.S. Department of Agriculture. "Food Environment Atlas." <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>. Accessed July 27, 2016.

<sup>11</sup> Ibid.

<sup>12</sup> Cape Ann Fresh Catch website, <http://www.capeannfreshcatch.org/> accessed August 2016.

<sup>13</sup> The Open Door. "Program Services in 2015." [http://www.foodpantry.org/01\\_About\\_Us/annual\\_report.html](http://www.foodpantry.org/01_About_Us/annual_report.html). Accessed July 27, 2016.

seniors with health challenges; support businesses with value-added production and marketing of underutilized species; grow local processing and supporting shore side services; expand farmers markets by adding seafood options; integrate Gloucester’s fishing industry with regional food hubs; build on Gloucester’s cultural heritage as the country’s oldest port; and increase new fisher training programs.

The city’s opportunities are well aligned with the goals of the Local Foods, Local Places program, which are to create:

- More economic opportunities for local food producers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture, the U.S. Department of Transportation, the Centers for Disease Control and Prevention, the Appalachian Regional Commission, and the Delta Regional Authority. Gloucester was one of 27 communities across the United States selected to participate in the program in 2016.

The remainder of this report and appendices document the planning process, the workshop activities, and most importantly, the action plan and next steps for achieving the community’s goals. A Local Foods, Local Places Steering Committee was created to help plan the workshop and guide the community’s initial steps to implement the resulting action plan. The Steering Committee includes a

variety of community partners (see Figure 6). Over the course of three planning calls and pre-workshop discussions, the community’s goals evolved from those in the initial request for technical assistance to the four described later in this report and in Appendix A. The revised goals reflect the holistic, collaborative approach to community development already underway in Gloucester, Massachusetts.

## Engagement

The technical assistance engagement process for Local Foods, Local Places had three phases, illustrated in Figure 7 below. The *assessment* phase consisted of three preparatory conference calls with the Local Foods, Local Places Steering Committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. The *convening* phase included the effort’s capstone event—a two-day

## Local Foods, Local Places Steering Committee Members

- Angela Sanfilippo, Gloucester Fishermen’s Wives Association/Cape Ann Fresh Catch
- Valerie Nelson, Fish Locally Collaborative
- Julie LaFontaine, the Open Door Food Pantry
- Linnea Hagberg, SeniorCare
- Frankie Ragusa, Gloucester Seafood Processing
- Jack Wiggin, University of Massachusetts–Boston, Urban Harbors Institute
- Heather Atwood, Gloucester Daily Times
- Tom Daniel, Community Development Director, City of Gloucester
- Sal DiStefano, Economic Development Director, City of Gloucester
- Stephen P. Winslow, Senior Project Manager, City of Gloucester

Figure 6 - Steering Committee for LFLP in Gloucester

workshop in the community on June 15<sup>th</sup> and 16<sup>th</sup>, 2016. The *next steps* phase included three follow up conference calls and documentation of the process and results.

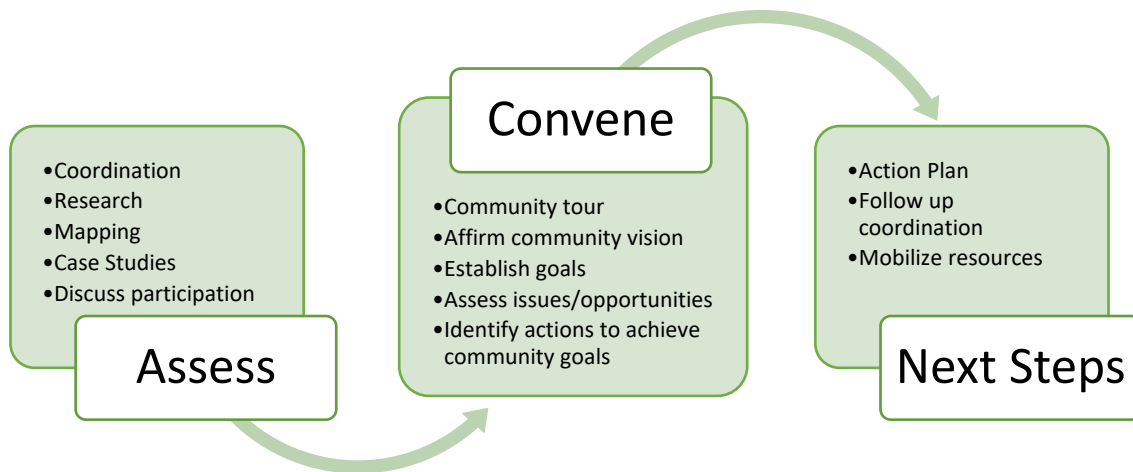


Figure 7 - Local Foods, Local Places Technical Assistance Process Diagram

## Community Tour

The Local Foods, Local Places Steering Committee organized a luncheon on June 15<sup>th</sup> at the Gloucester House on the harbor with state and federal partners visiting for the workshop. The proprietor of the Gloucester House, Lenny Linquata, whose family opened the restaurant in 1958, spoke to the group about the history of the business while attendees enjoyed a buffet of local seafood dishes. Following lunch, the city led the group on a walking tour of the working waterfront, Main Street, and the Cape Ann Museum. There the group was introduced to the rich cultural heritage of Gloucester and the Cape Ann region, including an exhibit of paintings by Fitz Henry Lane featuring the working waterfront. The museum is adjacent to City Hall and includes several historic properties, including the 1804 Captain Elias Davis House, which is part of “Captain’s Row”—a string of homes formerly owned by local boat captains located on a bluff overlooking Gloucester Harbor. Following the visit to the museum, the group was welcomed to City Hall by Gloucester Mayor Sefatia Romeo Theken, who convened a press briefing with the group and EPA Region 1 Administrator, Curt Spalding <sup>14</sup>.

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<sup>14</sup> For more information on Curt Spalding’s visit, see this EPA. “EPA and Gloucester Officials Celebrate Local Food Economy.” June 15, 2016. <https://www.epa.gov/newsreleases/epa-and-gloucester-officials-celebrate-local-food-economy>.

Local Foods, Local Places Technical Assistance Workshop



Figure 8 - Image collage from tour. Clockwise from top left: Embarking on a boat tour of the Harbor with local lobsterman Mark Ring, Director of the Fisheries Commission; Contaminated property being rehabilitated; City Hall; Press briefing; Water-oriented murals during walking tour; Main Street; Cape Pond Ice; Processing and storage pier owned by Whole Foods. (Photo credits: Renaissance Planning and Tetra Tech.)



After the press briefing, the group returned to the harbor where a smaller group met with local lobsterman, Mark Ring, Director of the Fisheries Commission, for a boat tour of the working waterfront. The boat tour revealed the many intertwined issues relating to the seafood industry in Gloucester: the decline of supporting industries and businesses, the struggle to preserve the traditional uses of the designated port area in the face of competing economic pressures, and the challenges of remediating and redeveloping contaminated property, among others.

## Vision and Values

The first night of the workshop was attended by over 20 Gloucester residents and representatives of several state and federal agencies. The evening's discussion revealed many of the group's values; the challenges the community faces; and its aspirations for sustained economic vitality, improved health, and entrepreneurship opportunities afforded by local foods.

The second day of the workshop was held at City Hall and opened with a discussion with Mayor Romeo Theken, who expressed the City of Gloucester's enthusiasm and commitment to the process. After her introductory remarks, the Mayor introduced Scott J. Soares, State Director for USDA Rural Development Southern New England (MA, CT and RI; SNE) who provided an overview of USDA Rural Development and programs that may be applicable to Gloucester's efforts. Mr. Soares also introduced Len Shuzdak, a Community Economic Development specialist with USDA RD SNE who would be working with the group to further explore opportunities where RD could assist. Again, more than 20 participants, some from the night before but some new, continued to explore in more depth some of the community's strengths, challenges facing the local economy and seafood industry, and the unique assets of the diverse population in Gloucester. A selection of comments shared by individuals over the two days are shown in figures 9 and 10. The workshop sign-in sheets are provided in Appendix D.

Many participants noted that a lot is going on in Gloucester in local food, seafood, arts, and place making, but what is missing is a means of connecting these many moving parts and improving local coordination. People felt that because they are often too busy they are not aware of, or miss opportunities to learn about and support things that are going on. To map, or diagram, the many moving parts, a breakout exercise was conducted wherein everyone wrote down on post-it notes the name of an organization or initiative, who the contact point was, what they have accomplished, and what else they need to succeed. Each person then placed these notes on a large poster. This diagramming of "who's who" in Gloucester is recorded in Appendix B.

## Values

- Gloucester's people are fiercely independent and eager to lead and innovate.
- We value heritage, arts, and ethnic traditions.
- The city is interdependent and inclusive of people of all ages and socioeconomic levels.
- We care deeply about local sustainability and the environment.
- We value the fishing industry and farms and want to move into the future as a fishing port.
- We want to feed our community with healthy, local food.

*Figure 9 - Community Values articulated during the workshop.*

After the “who’s-who” diagramming exercise, participants brainstormed actions and next steps to achieve the community’s goals. In small breakout groups, each goal and set of actions was further discussed and detailed to the extent possible given the participation. The next section outlines these goals and actions.

## Action Plan

The culminating product of the workshop was a strategic action plan to guide implementation. The plan is organized around four goals and includes actions the participants brainstormed at the meeting and during follow-up calls. The action plan matrix helps to further clarify, prioritize, and define roles and responsibilities for moving forward on these actions. The goals and actions that are part of this plan are summarized below and are contained in their full detail in Appendix A.

### GOAL 1: Strengthen culture, heritage, identity, and sense of place

Gloucester’s working waterfront has been part of the city’s identity for hundreds of years, and its maritime and fishing industry remains very much part of its DNA today. However, the decline of the day boat and smaller fishing fleet in recent years has many very concerned that the “working” nature of the waterfront is in jeopardy. Development and real estate pressures are increasing on the waterfront and adjacent Main Street areas because Gloucester’s natural and scenic assets make it a desirable coastal destination for visitors, tourists, and seasonal residents. Workshop participants expressed a real sense of urgency about the need to elevate and celebrate the story of Gloucester, its history, its people, and its authenticity as change occurs so that the harbor can remain a working waterfront, rather than something preserved merely as a novelty for tourists. Gloucester has demonstrated centuries of innovation and national leadership; residents believe this tradition of innovation can help Gloucester’s fishing industry successfully adapt to changing conditions.

## Challenges and Opportunities

### Challenges:

- High costs are beyond the dock, in the processing, distribution, and marketing.
- All publicity for the fishing industry is negative.
- The fishing industry is becoming adversarial because of shrinking quotas and industry consolidation.

### Opportunities:

- Gloucester’s strengths are what a lot of America is yearning for: a real, authentic place.
- There is lots of opportunity to serve local seafood in local restaurants and market it.
- A robust school farming/gardening program can connect with seafood.
- We can address chronic disease and obesity with local food.
- Buy Local Mass can include underutilized fish species.
- There are opportunities for more direct seafood sales.
- We have the spokes, but need the hub for information sharing.
- People outside the community want Gloucester to be a fishing community too.
- Community has heart and desire
- Arts and storytelling can reflect the messages

Figure 10 - Challenges and opportunities identified at the workshop

The actions under this goal involve integrating Gloucester's fishing and artist communities and using the arts as a way to bring people together to foster community education, conversation, and inspiration. Participants felt strongly that Gloucester's story needs to be reinforced and told again and again, lest it be forgotten.

- **Action 1.1:** Create a unified message around Gloucester's identity.
- **Action 1.2:** Initiate an outreach campaign, with promotional and educational materials and events aimed to increase local knowledge, awareness, appreciation for Gloucester's unique culture, traditions and history as a working waterfront.
- **Action 1.3:** Convene a meeting of artists interested in supporting the fishing industry.
- **Action 1.4:** Seek grants to support public art initiatives that honor the fishing industry, maintain maritime traditions, and raise the visibility of working Gloucester, e.g., events that celebrate specific stories; photography projects that target specific areas, neighborhoods, people, or institutions; and building murals that feature stories of working Gloucester
- **Action 1.5:** Develop curriculum that engages people, including youth and schools, and develops interest and understanding in fishing, along with fishing heritage, culture, knowledge and skills.

## GOAL 2: Advance public health, improved nutrition, and food access

Health, nutrition, and food access for the people of Gloucester were themes of passionate discussion among workshop participants. Gloucester has some lower-income populations that are food insecure and cannot afford or have limited access to local, healthy food. Ironically, some of these lower-income groups include fishing families, who cannot necessarily afford to eat the fish they catch. A number of ongoing activities and programs in Gloucester are aimed at providing fresh, local food to needy community members. For example, the Open Door Pantry helps get fresh and healthy food, including local seafood, onto the plates of at-risk populations in Gloucester, notably lower-income and elderly residents.

Residents want to celebrate and support such work to encourage its growth and foster new partnerships with related efforts such as Cape Ann Fresh Catch/Fresh Food.

Workshop participants expressed concern about the lack of knowledge among area youth regarding both nutrition and fishing traditions and associated skill sets. There was a sense that many younger people today don't know the story of Gloucester or have negative associations with the commercial fishing practiced by their parents. Residents discussed ways to better engage youth to address all of these concerns.

- **Action 2.1:** Develop a dockside weekly local fish market on Thursday
- **Action 2.2:** Develop training and workforce development resources for future fisherman, farmers, processors, and cooks.
- **Action 2.3:** Develop sea-to-institution network with focus on senior centers and schools
- **Action 2.4:** Work with local institutions and grocery stores to increase sales of local seafood.

## GOAL 3: Promote and advance the seafood industry through branding, marketing and outreach

Local groups have renewed efforts to promote and enhance the brand of local, fresh Gloucester-landed seafood in recent years. The city, in partnership with a private restaurant chain, has created the

Gloucester Fresh initiative to market and place fresh local fish in restaurants regionally. Each year there is a strong presence by the city at a major seafood exposition event in Boston, and the Gloucester Fisherman's Wives Association has tirelessly been promoting the industry and advocating for the local, smaller fishing boat economy and fishermen's livelihoods and health since 1969, including publishing two cookbooks focused on Gloucester-landed seafood. These groups have been making advances in promoting the use of underutilized species, such as redfish and squid, through seafood festivals, cookbooks, media, and events. Despite progress, workshop participants felt that much more can and needs to be done to promote the local and sustainable seafood economy—a greater effort put towards branding, marketing, and outreach. Below are actions identified by workshop participants.

- **Action 3.1:** Establish local virtual fisheries “information hub” or coordination group to coordinate existing fishing-related activities, businesses, civic groups, and industry advocacy groups
- **Action 3.2:** Initiate an outreach campaign, with promotional and educational materials and events aimed to increase local knowledge, awareness, and understanding of the seafood industry.
- **Action 3.3:** Continue to strengthen the already strong Gloucester Fresh brand.
- **Action 3.4:** Recognition program for local restaurants that sell local fish
- **Action 3.5:** Continue to hold events, tastings, festivals that spotlight seafood.

#### GOAL 4: Connect and grow our local seafood and produce economy locally and regionally

Similar to Goal 3 above, this goal focuses on the local seafood economy but in particular on initiatives and actions that strengthen connections locally and regionally. Gloucester's working harbor is home to many national and international companies that manage cold storage, processing, and distribution of not just seafood but many kinds of food that is both sourced from and distributed throughout the country and world. Though these facilities are a large part of the local economy and employ many in Gloucester, they are not necessarily oriented to linking local food supply to local demand, either for produce or seafood. This workshop goal area focuses on some actions that would strengthen the local seafood economy and enhance opportunities for fresh fish landed in Gloucester to make its way to local markets, businesses, and consumers. Businesses like Cape Ann Fresh Catch are showing how this can be done at a local scale, and groups like the Cape Ann Farmers Market and the Western Mass Food Processing Center, and Franklin County Community Development Corporation, present opportunities for the local fishing industry to partner with and expand supply to local markets.

- **Action 4.1:** Develop a means to quality control and certify locally caught and supplied seafood, e.g., through a Gloucester Fresh QR code and supporting smartphone app that would give customers
- **Action 4.2:** Conduct a feasibility study of a food hub that could aggregate and distribute local seafood, and explore how to connect to existing food hubs regionally such as the one in Western Massachusetts

## Implementation and Next Steps

Three post-workshop conference calls were held during July through September 2016, following the workshop. The calls were held with the Local Foods, Local Places Steering Committee and several additional stakeholders whose interest was cultivated during the workshop. They worked to refine the action plan and add language and information. Following the June 2016 workshop there was a lot of activity and momentum. Below is a list of the follow up actions that took place, or were initiated during the first three months following the workshop.

- The City along with the same partners that created “Gloucester Fresh”<sup>15</sup> have jointly submitted a pre-proposal called “National Collaborative Seafood Demonstration and Development Kitchen—Climate Adaptive Seafood Product Development, Training & Demonstration,” for a NOAA Saltonstall-Kennedy grant to create a product development and demonstration kitchen. This kitchen would be a place to demonstrate preparation of underutilized species to potential buyers and develop new products from locally caught species landed in Gloucester and other ports. In addition, the facility could support research on changes in the mix of marine species to better adapt the industry to climate change. The application is for a two year, \$300,000 grant, with a \$50,000 local match, which would cover equipment and staffing to make the kitchen operational for two years. A decision on the pre-proposal is expected by the end of October 2016.
- Susan Pollack published an article on Gloucester's "Local Foods, Local Places" workshop in the July 2016 issue of *Commercial Fisheries News*. This article is available, with permission, in Appendix H.

## Workshop Serendipity

As a result of the LFLP meeting, Mayor Romeo Theken invited Scott Soares; State Director of USDA Rural Development for Massachusetts, Connecticut, and Rhode Island; to meet with a local Seafood processor looking for additional financing and funding options that would enable possible expansion and the preservation of employment opportunities. An impromptu tour of the facility and discussions on the ground lead to the discussions of eligibility and possible support through the USDA Rural Development Business and Industry Guaranteed Loan Program.

Figure 11 – City of Gloucester and USDA



Figure 12 - Angela Sanfilippo receiving lifetime achievement award (Photo credit: Heather Atwood)

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<sup>15</sup> Partners include the City of Gloucester, the Gloucester Fishermen’s Wives Association, Fishing Partnership Support Services, Snapchef, fishermen and other seafood industry businesses.

- Heather Atwood and Angela Sanfilippo met with high-profile Boston area chefs (e.g., Annie Copps) and are working on producing videos, with Jordan Garry Productions, of cooking local fish and making them available at least on YouTube and the Gloucester Fresh website. They plan to make four videos, with associated recipes - four different fish or two fish two ways.
- The city again participated in the Massachusetts Seafood Festival on August 7. The LFLP workshop generated a lot of interest among participants to volunteer. At the festival:
  - Angela Sanfilippo received a major award for leadership in the industry.
  - GloucesterFresh made 250 pounds of redfish soup working with Snapchef, a Boston-based culinary training company, and served it to 2,500 people at the festival. Snapchef has been a longtime partner with the City of Gloucester, working closely with Mayor Sefatia Romeo Theken, on promoting underutilized species. An estimated 20,000 people attended the Seafood Expo.
  - The city did radio advertising on a station that reaches from Cape Ann to Boston. Angela and Al Cottone were interviewed about their efforts.
  - The city's booth was next to Wegmans' booth. Wegmans expressed interested in partnering to offer Gloucester seafood.
- There was a Seafood Throwdown at the Cape Ann Farmers Market on August 18th. It included underutilized Gloucester fish prepared by two local chefs.
- Angela Sanfilippo, Heather Atwood, and Martha Wood coordinated a Gloucester Sea to Supper event on August 26th. A "Meet your Fisherman" community dinner, the occasion drew over 125 guests. It was a collaboration of the Gloucester Fishermen's Wives, Fishing Partnership Support Services, The Gloucester Arts and Culture Initiative, and the Massachusetts Cultural Council. Guests dined on a menu of all Gloucester-landed fish, highlighting the under-utilized species that, if properly marketed, could help the Gloucester day boat fleet continue to operate. Gloucester fishermen and their families dined with the guests, answering



Figure 13 – Chef Annie Copps making a video of fish preparation (Photo credit: Heather Atwood)



Figure 14 – Mayor Theken at the Seafood Throwdown, Cape Ann Farmers Market (Photo credit: Heather Atwood)



Figure 15 – The "Meet your Fisherman" dinner (Photo credit: Heather Atwood)

fishing questions throughout the night. The dinner was considered a great community success, and plans for a similar dinner, including more community organizations, is being planned for next year.

- Sal Distefano reported that the City has been running more spots in the press to publicize Gloucester Fresh and that Gloucester Fresh is coming up with a window sticker for restaurants serving local seafood. Gloucester Seafood Processing has agreed to fulfill its contract with Restaurant 99 until the end of the year. Sal is working on marketing different fish seasonally.
- Roz Frontiera, with the senior center's Meals on Wheels program, started a fresh haddock meal delivered to seniors' homes.
- Valerie Nelson started compiling a running list of events and news stories that related to topic since the workshop and had so far come up with about 25 items. These could be posted to a Facebook page or other platform for keeping the community connected on these topics. Valerie Nelson and Alexandria Stella D'Maris were to meet with the city after the call to determine the most appropriate platform(s) for connecting the group.
- The state Seafood Marketing Commission just got a grant from the National Fish and Wildlife Foundation to develop traceability technology – an "app" for knowing where your fish came from.
- Jack Wiggin from UMass-Boston has applied for Seaport Economic Council funding to do a feasibility study on "seafood innovation districts," which would include discussion of food hubs.
- The city is currently working on a Port Recovery Plan update this summer.
- A creative placemaking grant was submitted in September to the National Endowment for the Arts, by Valerie Nelson on behalf of the Gloucester Artist Guild and partners. They received a letter of support, a key criteria of the grant application, from the City. The proposal is a partnership between artists, fishing industry and others to help define who they uniquely are through the arts.
- Jack Wiggin received a grant for national research on tools and techniques for local food sector to apply to Gloucester and other communities to grow local seafood industry. Culminates with workshop/one-day conference in Gloucester.
- Valerie Nelson and other partners also submitted a pre-proposal Saltonstall-Kennedy for the Water Alliance, Massachusetts Food System Collaborative to conduct a "systems analysis" look at the fishing industry and management.



Figure 16 –Redfish (Photo credit: Heather Atwood)



Figure 17 –Gloucester Fisherman (Photo credit: Heather Atwood)

- Roz Frontiera met with counterpart at the Mass. Executive Office of Elder Affairs and got a “catch of the day” (two pieces of whitefish, e.g., pollock, haddock, grey sole) added to Meals on Wheels twice per month. The City wants to publicize these types of accomplishments to encourage other institutions to do the same.

## Appendices

- Appendix A – Action Plan Implementation Tables
- Appendix B – Workshop Feedback—“Who’s Who” Network Diagram
- Appendix C – Community Data Profile
- Appendix D – Workshop Attendance and Contact Lists
- Appendix E – Funding Resources
- Appendix F – References
- Appendix G – Workshop Photo Album
- Appendix H – Susan Pollack article in *Commercial Fisheries News* July 2016
- Appendix I – David Rattigan article in the Boston Globe, September 8, 2016