

The 'I4-C2 Marine-Industrial Vocational-Technical High-School' ***"Gloucester's Ocean-Innovation Campus"***

at 65 Rogers Street, Gloucester
between "THE GLOUCESTER HOUSE" and "BUILDING CENTER"

**Gloucester's unambiguous commitment to our Ocean-centric Future
for Fleet and Tourism, and the Birth-Right of our Next Generations**

Specializing exclusively in the New Construction of 'Green' Low-Carbon Commercial and Pleasure Craft

A 21st-century Marine-Industrial Proposal
on this unique 1.82 acre Lot (79,245 sq.ft.) City-owned Inner-Harbor Property right Down-Town
by

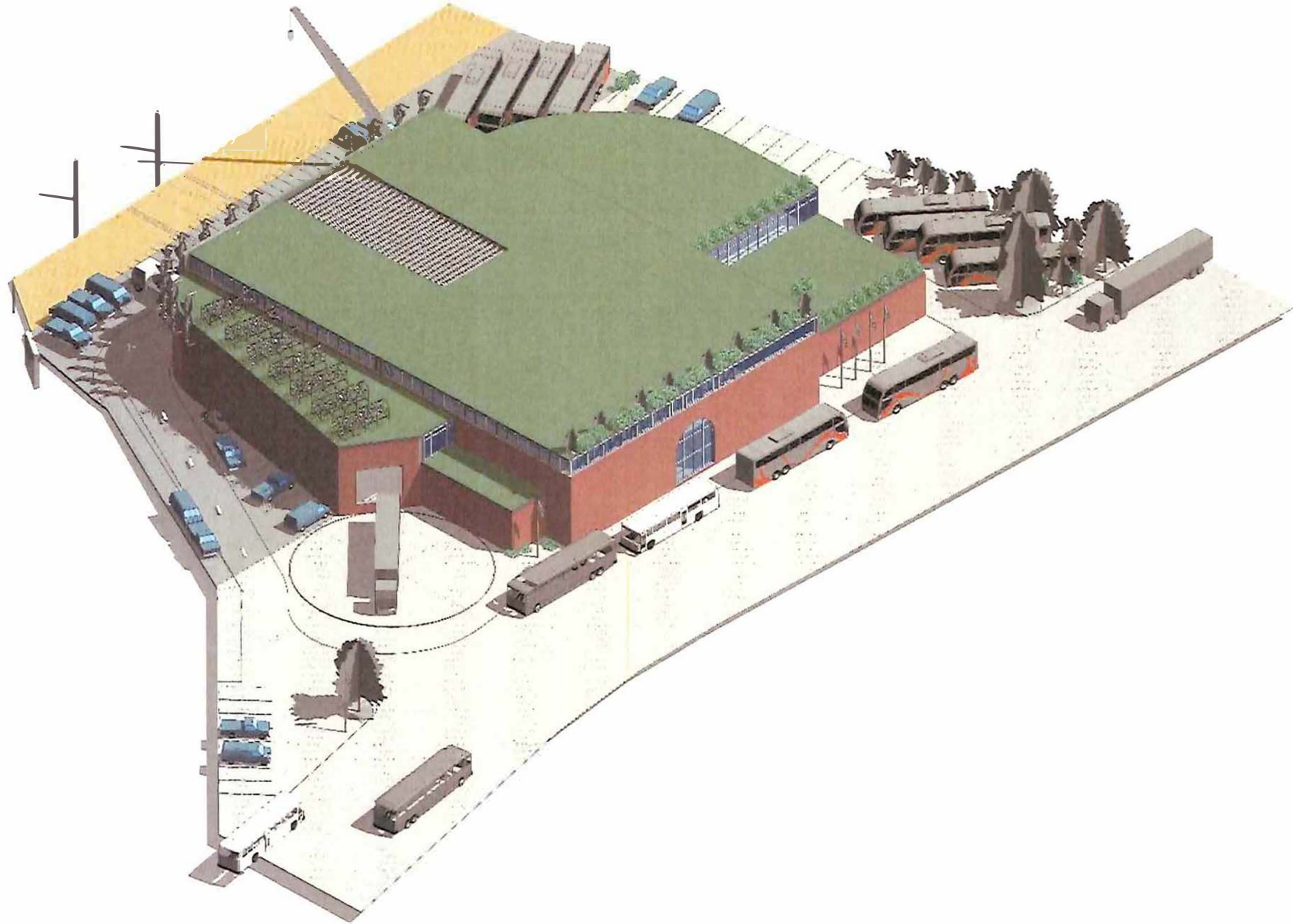
Susanne Altenburger of Phil Bolger & Friends Inc., Boat-Designers, Gloucester
and

Michael David Rubin, Architect/Planner/Consultant, CSI/LEED-AP, Gloucester
based on

a concept by the late Phil Bolger (1927-2009), Designer of 680 Boat-Plans between 1952 and 2009

first offered to the City and our Community December 15, 2010 at Kyrouz Auditorium, City Hall.

(Shown here are just early simple renderings of the proposal for general visual orientation as of Fall 2010)



A. Gloucester's Port-Economy is in Deep Trouble due to Federal Regulatory and Local Political Failures around poorly-conceived federal CFR-651 Fishing Regulations since March 1, 1994

Here in New England, Commercial Fishing is our oldest industry, started in 1623 as a private enterprise out of Great Britain, with its first shore-side settlement growing into **America's Oldest Fishing-Port, Gloucester**. Boat-Designers like us, Boat-Builders and Fishers would collaborate to build that Fleet across these centuries.

However, regulatory confusions from **poorly-conceived elements in well-meant rules can still end up under-mining the whole project**. One causing grave harm to industry and resource is found under **FEDERAL REGISTER of March 1, 1994, Vol. 59, No.40, under CFR 651, pp. 9872-9907 - in short, CFR-651**. Crafted apparently *without seeking input* from boat-technology-minded folks, CFR-651 attempted via pp.9886-9887 to dictate *Boat-Attributes* and thus Fishing-Capability to not outgrow the Resource - with the latter a good idea in principle. Except, that ***of the three simple metrics* chosen to limit each boat, two were unsuitable ones to in fact eventually result in indeed an unsustainable Fleet**. Much of Gloucester's Fishing-Fleet is 'frozen' in the tech of the early 90s.

To compress this grave error, the tragic since needless and painful consequences for fishing-communities like Gloucester are manifold:

- **1. Stagnation in 'allowed' Fishing Boat-Types**, Hull-Geometries, Propulsion-Systems, with even boats launched this morning showing only the 'best thinking' of pre-'94, at best slightly improved by a modern engine.
- **2. Stagnation in economically-feasible Fishing-Methods**, with CFR-651 craft economics typically *not supporting* urgently-necessary Highly-Selective 21st-century Fishing-Methods to *at long last become indeed 'sustainable'*.
- **3. Loss of Fishing-Port-Viability via De-Industrialization** due to our Fleet being forced to remain frozen in the early '90s, shrinking in numbers, tearing further into the deep wounds of Fishing-Industry Families,
- **4. Growing losses in port-related Jobs- and Tax-Base**, due to damage to our 400-year old 'economic engine', thus undermining our ocean-centric future. Lost taxes now are raised *elsewhere in the community*.
- **5. Losing standing as a Fishing-Port Tourist-Destination as our typically dynamic port-activities wither**. Etc., etc.

Tragically, many community-leaders were not aware of CFR-651 - *and thus did not push back* !?

Instead, some folks, *never seen in the trenches of Fisheries Regulations or getting dirty on the Working Water-front*, are thus proposing to simply 'Sell Out by Giving Up',

**- first by destroying our Zoning-Protections like the DPA, and weakening Chapter 91 regulations and City rules,
- to then sell out our marine-industrial past and future in favor of some self-humiliating 'Gentrification-Scheme' with Condos and other such *unambitious few-will-get-rich schemes essentially robbing the many*.**

The current Harbor-Planning process seems to lay the ground-work for that final, terminal reality.

That is the same mindset that has I4-C2 for 12 years now lay unused, fallow, producing neither careers nor tax-base, instead, making Gloucester look inept, wasting now well over a decade of *not crafting a promising future*.

So, this is an historically-unprecedented *Raw Deal for our Next Generations*, as young folks are unlikely to see much of any ocean-centric future *without* designing, building, using Least-Carbon Fishing-, Research- and, of course as spin-offs, Pleasure-Craft. In fact, who amongst them will be able to actually live in Gloucester ?

However, competent ocean-centric and thus *far more Economically-Ambitious Mindsets* may prevail. Because, *once we've freed ourselves* from these unprecedented embarrassingly-absurd CFR-651 Innovation-Prohibitions, America's Oldest Working Waterfront would actually stop its decline and begin *growing again by leading* towards a Least-Carbon Fishing-Fleet and leveraging Sustainable Catch-Technology for another 400 years – *because we sure do know what needs doing, and the ocean will keep on offering*.

And I4-C2 can be the *center of this Recovery of Common Sense, Reassertion of Dignity*, focusing on our Strengths.
To not compete with well-established Repair-Yards, it would be *specializing exclusively* in the New Construction of 'Green' Low-Carbon Commercial-, Scientific- and Pleasure Craft, perhaps even work for the US Navy - see SACPAS-3.

B. An Ocean-Centric Future for Us and Our Next Generations – “The I4-C2 Voke”



ROGERS STREET ELEVATION

By 2008-9 it became obvious that the heretofore unavailable property known as I4-C2, would become City-owned, courtesy of State-co-financing.

This new reality presents a major opportunity to leverage this *largest now City-owned property on the Inner Harbor* for a **Port-Economy-reenergizing *Marine-Industrial Innovation-Campus*** to focus our Next Generations and then **outside funding upon** towards bringing both Port-Economy and the Fishing-Fleet into the 21st century.

Drawing on institutional precedent at Gloucester High School, where a boat-shop had been fully integrated for decades as part of this port's industrial vocational curriculum, Gloucester is in a prime position to re-energize this focus in direct support of our ailing Fleet, this time with a dedicated Voke- and Boat-Building Facility on I4-C2 to fulfill a range of purposes.

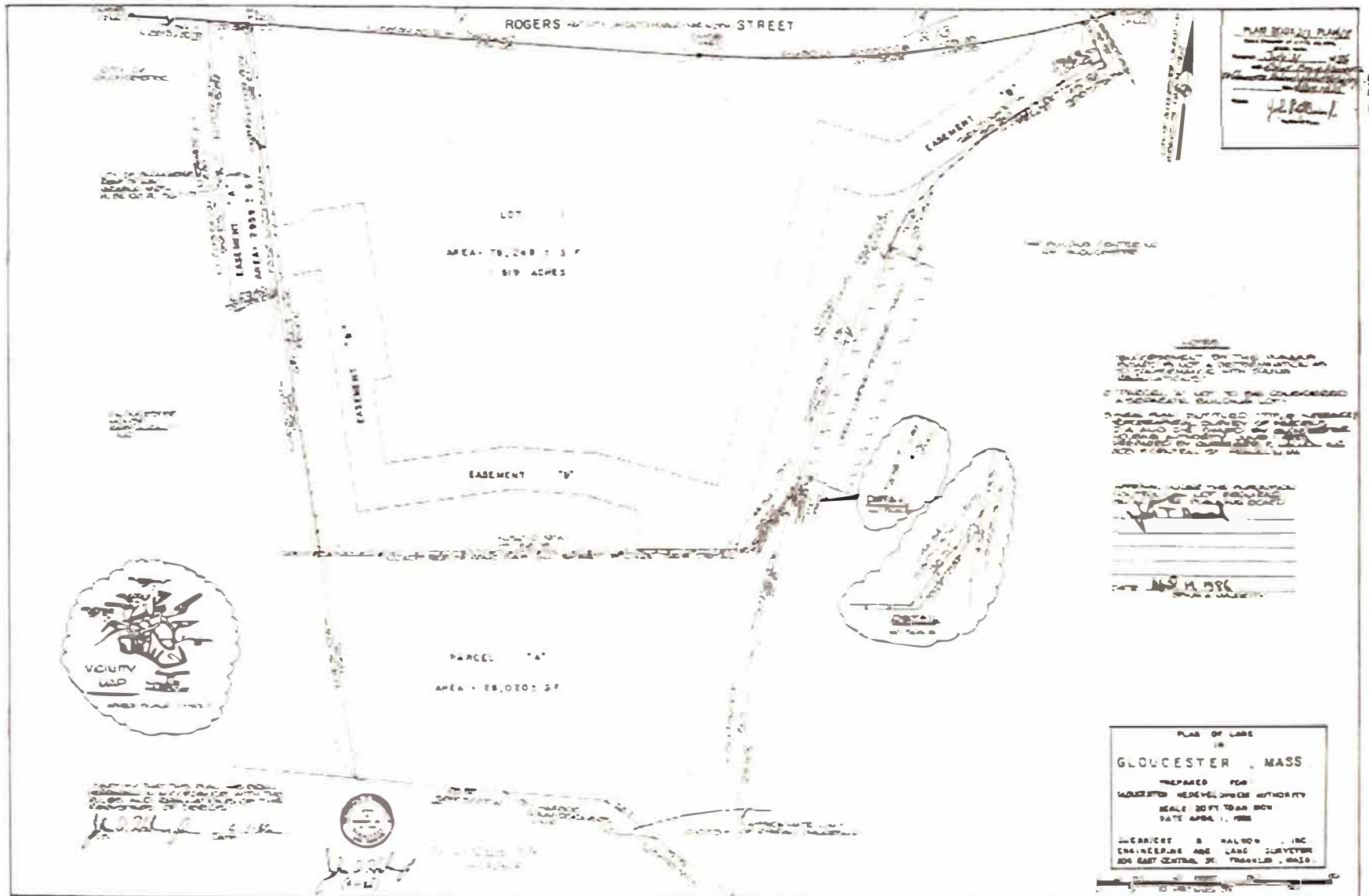
Since 2010 a Public Example of Policy-Ineptitude, laying fallow, denying our Next Generations precious Training in a broad range of Marine-Industrial Trades, such as

- Low-Carbon Boat-Building,
- Drive-Train Technology,
incl. 21st-century Sail-Power,
- Fishing-Technology,
- Hydraulic Equipment,
- Electrical Systems,
- Electronics,
- Communications-Gear,
- Navigation-Gear,
- Safety-Gear,
- Crew-Ergonomics,
- Marine-Scientific Equipment,
- Law-Enforcement Equipment,
- Fire-Fighting Equipment,
- US-Navy-related Equipment,
etc.

That Public-Policy Failure

- has cost us 12 years of marine-industrial Jobs- and Taxbase-Creation,
- has further *undermined* our ailing Industrial and Economic Credibility as America's Oldest Fishing-Port at our 400th Anniversary,
- **and has cost our Reputation as a Tourism-Destination as well !!**





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- On this 1.82 acre Lot (79,245 sq.ft.) the new Vocational Technical Campus would likely need to match various legal givens, such as the Easements and the existing Commercial-Fisherman Marina. The proposed facility of approx. 56,000 sq. ft. Interior should indeed conform.
- Under the Rogers Street-level shop-floor is Staffers- & Commercial-Marina-only Parking (plus Fishing-Gear Storage) of approx. 30,000 sq. ft.

Centrally located in America's Oldest Seaport at 65 Rogers Street, I4-C2 would

- 1. serve as a **Marine-Industrial Vocational-Technical School** model,
 - 2. acting as an **Incubator** and then Center of **Advanced Least-Carbon Boat-Building**, training in hull-construction, drive-train technology, electrics and electronics, hydraulics, etc.
 - 3. leveraging R&D funding to start by building a range of progressively-larger 50'-90' Fishingboat-prototypes fit for \$5+/gal
 - 4. thus growing a year-round workforce employed at middle-class income-levels,
 - 5. whose products attract local and regional Fishing-Industry clients in need of high-efficiency hulls, but also 'Civilians' looking to leverage these cutting-edge types for a range of commercial, institutional, governmental, and private uses,
 - 6. spawning multiple Spin-Off Ventures, competing with operations along Inner Harbor and the River, attracting more professionals to this industry here,
 - 7. eventually making Gloucester a 'Go-To' Commercial Destination to exchange \$3-, 4-, 5-, 6-, 7-, and 8-digit payments for each such advanced craft, with much of each contract (labor and services) to multiply through *our* Port-Economy,
 - 8. becoming a unique and very dynamic **Working-Port Tourism Destination**, steeped in productive history and future.
- Since High-Efficiency Hulls will be *long for their weight*, I4-C2's Size and Location right on the Inner Harbor is vital to be able to launch hulls of up to 150 *lean* feet in length, with construction and launchings in full view - part of the 'Harbor Walk'.

A productive Future – Another 400 years working the Ocean

The result of a 2010 Collaboration with Architect Michael David Rubin of Gloucester, this Proposal would be part of the Gloucester School-District, *or (?)* in affiliation with the Northshore Voke as its 'Ocean-Innovation Campus', either way as the City's unambiguous emphasis of both our Ocean-centric Past and thus the need to support an Ocean-centric Future for our Next Generations, perhaps for another 400 years – a very doable Project on this City-owned property, in the context of City-precedent, and thus within State *School Building Administration* funding-streams.

Here, our Next Generations would see a range of Ocean-Centric careers begin, and furthered later under *Continuing-Education*. Thus the facility would always see its base-costs covered via City-, State- if not federal Education-Funding.

The City would retain FULL OWNERSHIP & CONTROL OPERATIONS of this sole sizable public property on the Inner Harbor !

As a Community-Developmental *MULTIPLIER-PROJECT* it offers at least FIVE distinct PURPOSES

Purpose #1. Marine-Industrial Voke - GHS High-School-affiliated - or Essex Technical High-School-affiliated

- training in boat-building, -repair, -maintenance, in a range of primarily Low-Carbon materials,
- conventional-, and hybrid-drive-train installation and -maintenance, along with selected wind-power,
- hydraulics, electrics, electronics, safety-gear, ergonomics, comm.- and navigation-gear etc.,
- Commercial Fishing, Seafood Processing, and everything else it takes to run the Working Waterfront, this Economic Engine.
First we'd *train* our Next Generation. And then we'd put it to paying commercial work at good wages.

Since they'd soon outgrow the I4-C2 limits, they'd go off to other Harbor-Properties to start their own enterprises to begin competing with I4-C2 and then with each other, while leveraging Gloucester's re-emerging reputation as a go-to-place to get advanced designs and construction done.

Purpose #2. Climate-controlled state-of-the-art Marine-Industrial Shop-Space for Rent

via actual (rent-paying) *Boat-Building* for our Fishing-Fleet, our 4 Yacht-Clubs, and the Greater Boston discerning Low-Carbon boaters, perhaps eventually the military... but also large sprawling *Oceanographic Sensor-Arrays*, or comparable *large Fishing-Technology Elements*, to be crafted on that large unobstructed Hangar-type shop-floor. **Boats and such structures launch straight into Harbor Cove.**

Instead of *only* selling Luncheons, and nice shops, and galleries, *we'd be doing all that - right next* to producing and selling our \$3- through 8-digit Advanced Low-Carbon boats to private-, commercial-, law-enforcement-, defense clients.

Purpose #3. A rare I4-C2 Marine-Industrial Tourism-Attraction,

by offering a unique experience from higher up in the building via a **Mezzanine with a windows-array overlooking the shop for our visitors to see folks below building boats** - from a safe distance, away from dust, effluents, noise, guided by pictures and videos of earlier projects, and previews of things to come.

Purpose #4. Downtown Rooftop Community-Park.

Since a hangar-style wide-open shop-space needs to carry New England snow-loads, this roof-structure can the rest of the year carry the people-load of visitors looked over the Harbor, attending wedding-parties, poetry-reading under the stars, gentle Chamber-Music events, or just gawking at the sky, all under CCTV-security directly hooked into GPD down the road, with planters and light water-features.

Purpose #5. Massive full-height 360-degrees ART-INSTALLATIONS to cover this *superbly efficient but starkly-sober-since-affordable Least-Carbon Industrial Building* by wrapping it in *local Art-Work*,

- to cover the plain sober cost-effective no-frills top-level LEED-certified industrial structure and climate-controls machinery,
 - via a first 'competition' towards 2-D and 3-D imagery based on the Maritime History of Gloucester,
 - thus shared with us and our visitors *via full-height/multiple-stories* paintings, reliefs, 'installations' etc.
 - to draw yet another clientele to and around the building to explore what is around its various corners.
- Every 5 or 10 years a new call for another competition to another Gloucester- or Ocean-theme.

No Public Parking-Facilities under this Shop-Floor elevated to about Rogers Street-level, since the lot floods near every peak-tide already nowadays. **However, aware of tides, Commercial Fishermen Tenants of the Marina could park their trucks down there**, right next to secure lobster-traps- and fishing-net storage, all well locked up.

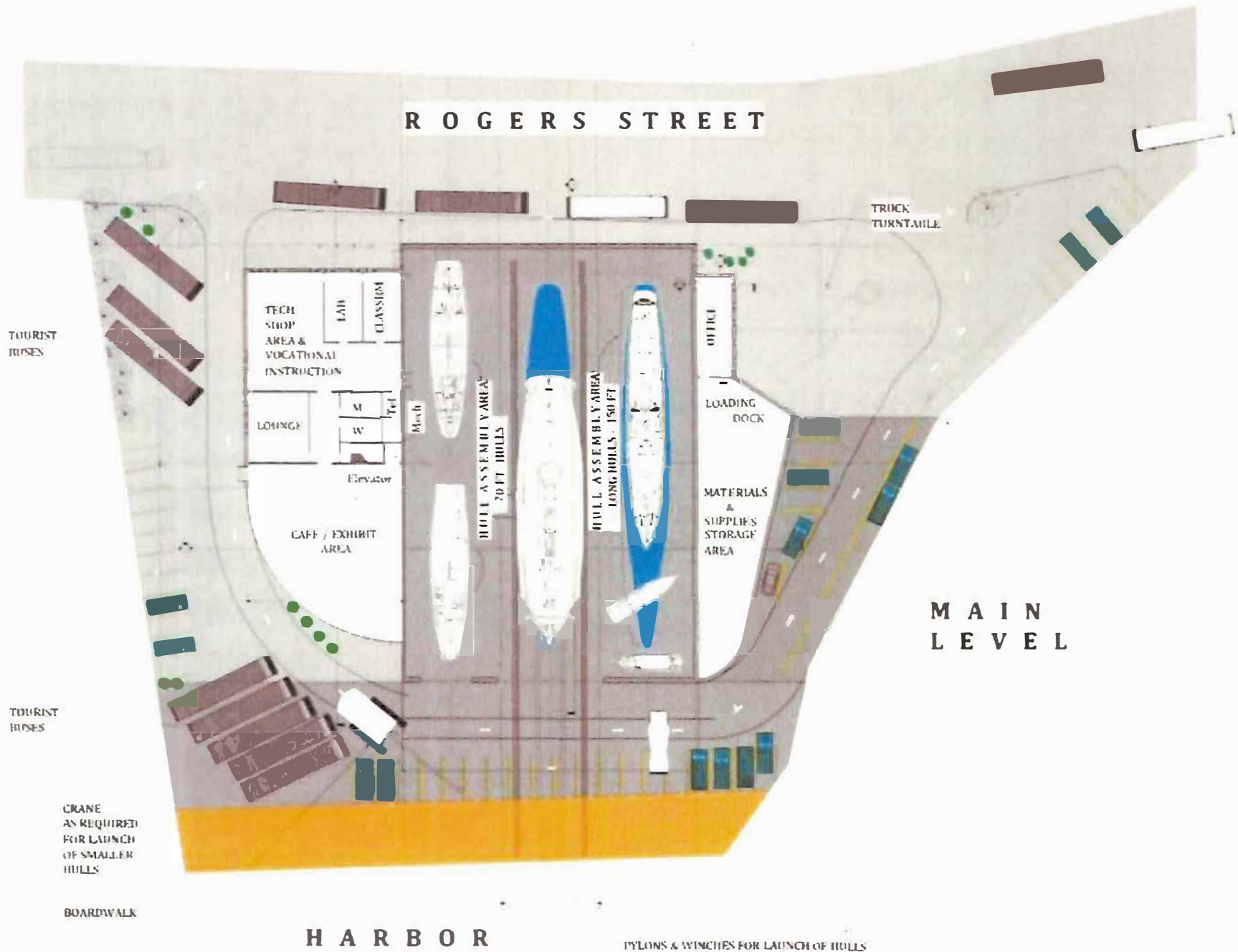
Respecting the Easements of the site around the Main-Shop, and the attached multi-level structures on its East and West sides, the complex leaves plenty of PUBLIC ACCESS to the harbor by foot, car, or coach.

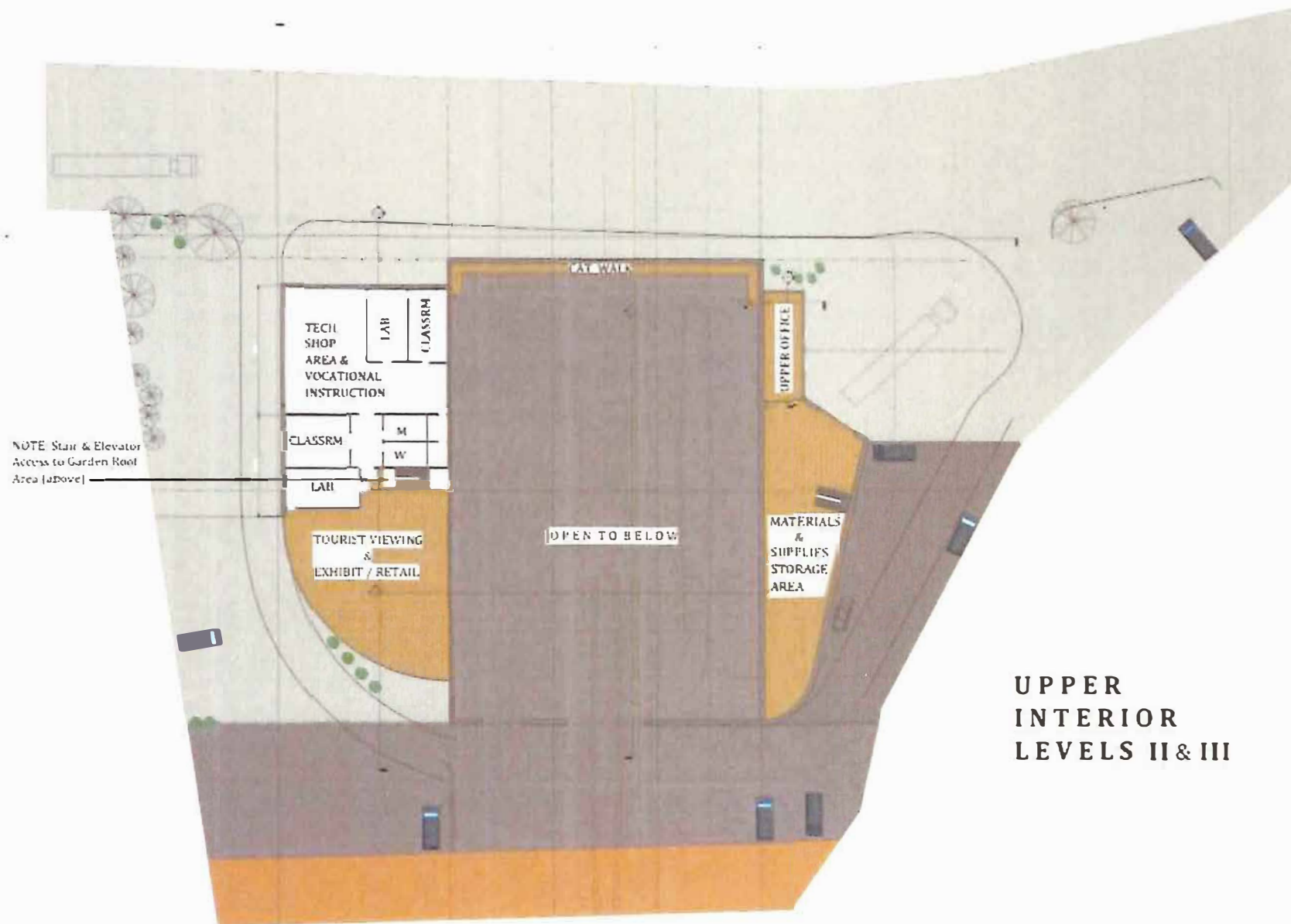
Whether from Rogers Street or from the interior- and roof-top Viewing Areas, it offers its own **“View-Corridor”**.

As a major attraction on the ‘Harbor Walk’, it offers shelter, restrooms, shop-floor views and roof-top harbor and city views. Using a counter-clockwise traffic-flow, there is Coach- and Client/Visitor Parking along the West-side, with parking for established Marina Tenants to the South right along the Boardwalk, and Yard-Staff parking to the East.

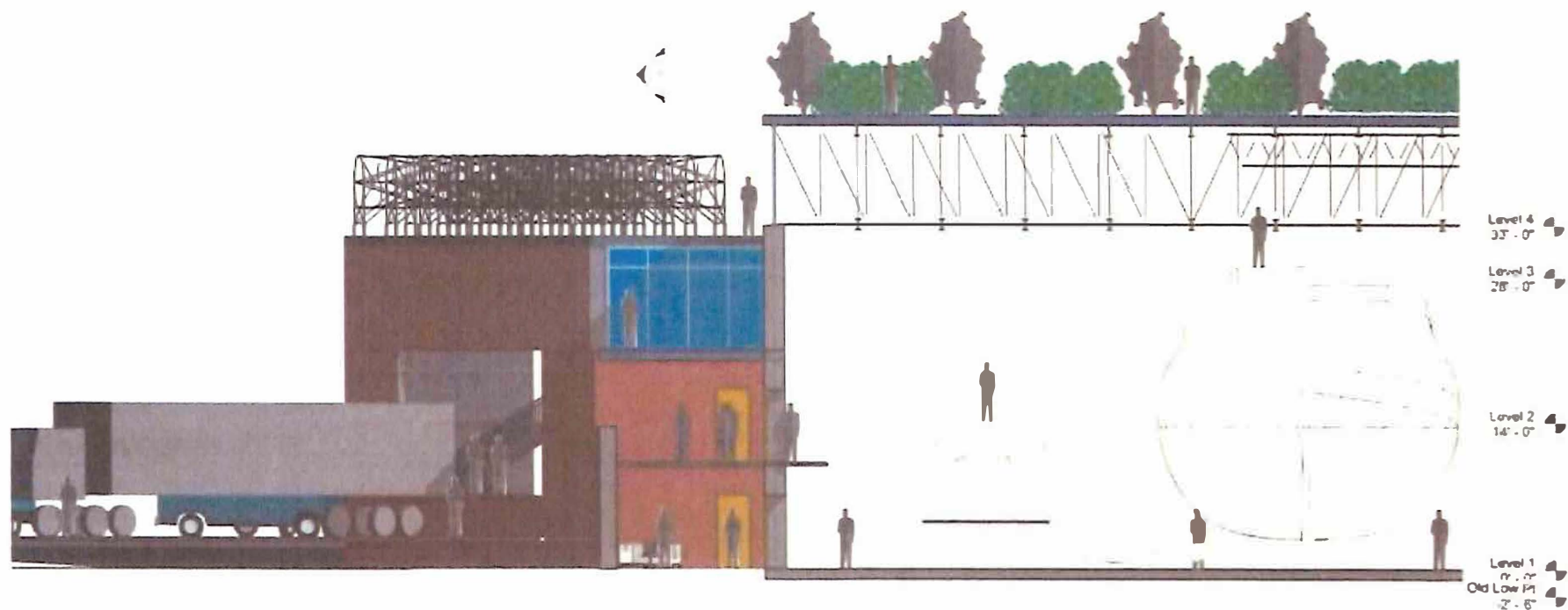
Marina Floats will see temporary minor rearranging to allow Launching of hulls between them, and perhaps add 5 more Berths out to the Harbor-Line, maybe a ‘Harbor-Shuttle Landing’ to ferry Coach- and Yacht-based visitors around the harbor.

And as a Commercial Indoor Marine-Industrial Venture, Additional Income would come from ongoing Commercial Boat-Building Projects, leveraging this growing group of locally-trained crews, with many lucrative projects likely typically drawn from a rather ecology-sensitive and well-off part of the country, appreciating the spirit of Gloucester’s Post-400 Port-Revival boosted by our younger folks...





UPPER INTERIOR LEVELS II & III



Boat-graphics featured: Bolger 115' 24-gun 3-masted Frigate #225 **HMS Rose**, Bolger Study for 70' **PHOENIX-70** Advanced Fisherman, WW-1 **SC-1**-based 110' **Serafina Nicastro**, Bolger 15.5' #140 **Light Dory**, Bolger 31' #679 **Monitor**. *Blue outlines in Top-Down View are indicating approximate maximum lengths.*

A few approximate Interior-Dimensions of this 3+-story Facility:

- **Main-Shop**, an unobstructed *Aircraft-Hangar-style* space of 180' x 120' = 21,600 sq. ft. @ 32-foot usable height
 - **Voke Class-Rooms**, Labs., Sub-Assembly Workshops = 14,500 sq. ft.
 - **Storage** of Instructional- and Boat-Building Materials & Hardware, Tools, Consumables = 7,200 sq.ft.
 - **Public Viewing Area**, Exhibits, Fisheries Museum, Café = 11,000 s. ft.
 - **Administration** = 1750 sq. ft.
- Total enclosed areas = approx. 56,000 sq. ft.**
- Plus *free-flooding* Facility- and Commercial Marina Parking under this structure = approx. 30,000 sq. ft.**

Leveraging our Up-Country Industrial Parks

Larger Steel- and aluminum-hulls could be prepared for by e.g. plasma-cutting pieces and pre-assembling components up at the Industrial Parks, then delivered in pieces/'kits'/modules 'just-in-time' by low-boy rig onto the *turntable* on the building's north-east corner for transfer on to the shop-floor for immediate integration into the emerging welded hull-structures.

Many more of our local Marine-Industrial Services would see their trade boosted, likely even stimulating higher levels of specializations yet, in order to support the re-emerging Port-Economy centered around a dynamic 21st-century Fleet pursuing Advanced highly-selective Catch-Technology to indeed produce Sustainable Seafood. **Gloucester could lead once again.**

Summarizing Motivations and Opportunities

With a first sequence of long-overdue increasingly-larger 21st-century Fishing-Craft projects, Gloucester would begin to Assert a Growing Reputation as a serious place to pursue the building of **Low-to-Least-Carbon Craft from 5' to perhaps 170' inside 'The Voke'**,

- first for Commercial Fishing,
- then Pleasure-Uses,
- soon Scientific Craft seeking similar least-carbon attributes that are increasingly science-philosophically imperative.
- With additional skill-sets acquired explicitly to match certain federal requirements, perhaps even federal contracts – such as US Navy projects - may be possible to attract into Gloucester again.

All this will also add up to a massive boost to the opportunities for those Inner-Harbor Properties

that have fallen into under-utilization due to the various Federal-, State-, and Local Fisheries-Policy Failures.

Touched upon earlier is **the inevitable Business-Multiplier Effect of 'The Voke'** with increasingly-seasoned Graduates setting out on their own to compete from these properties across the water.

The I4-C2 facility simply would not be big enough to cater to just the Greater Boston market of discerning Low-Carbon-motivated clients for pleasure, science, commerce, perhaps law-enforcement, and even defense.

C. Gloucester's Leadership-Role in Self-Reenergizing our vital Fishing Industry

Available are several approaches for State- and Federal Delegations to eliminate the CFR-651 regulatory errors.

While that process gets going, Gloucester needs to get going on *re-vitalizing our ailing Fishing-Fleet*:

- 1. Essential to reenergize our Fleet and Port-Economy by bringing it into the 21st century, it is a considerable task to Revitalize Gloucester's Industrial Boat-Building Capability.
- 2. It must be a major Public Policy Goal to **re-introduce** this *additional PORT-INDUSTRIAL LEG to stimulate sustainable jobs-and tax-base growth*.
- 3. Under Climate-Change and long-term fuel-cost uncertainties, **this project needs more resilience and a broader base of support than any conventional privately-sourced Project-Financing could muster and rely upon.**

This mid-term Community-Developmental Goal requires Community-Control, -Input and -Support towards eventual *SELF-SUSTAINABILITY* to reliably serve us for Generations.

What may well be called for is an unorthodox Public-Private Partnership via two *parallel* Project-Schedules (PS):

PS 1. Design & Prototyping of increasingly larger hulls elsewhere on the Harbor.

PS 2. I4-C2 site-planning, design, permitting and eventual construction.

PS 1. aims to develop Low-Carbon Boat-Construction Capabilities,

beginning with **modest steps towards the construction of 'green' craft, as already demonstrated with the**

- **2008-09 private build of our #679 31' inshore fishing-craft, and the**
- **2011 publicly-funded 39' inshore patrol-boat (#681) a US Navy/City/PB&F collaboration. (See both on p. 16.)**

PS1 would thus pursue *GROWING state and federal Boat- and Ship-Building R&D funding* to build several progressively larger prototypes to establish their fundamental economic and ecological effectiveness towards them becoming a economically- and ecologically-correct Baseline for *Sustainable* Commercial Fishing out of Gloucester.

PS 2. concurrently pursues the I4-C2 Site Development:

- a.) Detailed Site-Design and Building-Engineering Processes,
- b.) Securing of Funding for key Site-Development stages,
- c.) Permitting Sequences,
- d.) Stages of Construction, all in all a multi-year schedule, as first Boats get built, tested and proven *elsewhere in Gloucester*.

Two Gloucester Boat-Builds: *top* - privately-built, the 31' Design #679 MONITOR,

bottom - publicly-funded for the US Navy, the 39' Landing-Craft #681 SACPAS-3 manned by 4x USN-crew and carrying up to 8x Marines.



A 3-year INCUBATION-SCHEDULE, drawing on sympathetic Beacon Hill and this White House,
should see the project *well-subsidizable* towards correcting grave Fishing-Policy Errors damaging Fleet and Community!

The City would contribute to and host a series of *multi-stake-holders financed progressively larger hull-construction-projects to build industrial momentum, unambiguous Credibility* to put Gloucester's growing capability on the map. Federally-&- State- and City-funded Prototyping for the Fishing-Fleet would begin to repair 32 years of Industry-Damage.

There would be a Range of FUNDING SOURCES accessible for this project:

- 1. Gloucester School District
 - 2. MA School-Building Administration,
 - 3. Federal Department of Education, **plus these two TRUMP-Administration EXECUTIVE ORDERS:**
 - Fishing with #14276 <https://www.whitehouse.gov/presidential-actions/2025/04/restoring-american-seafood-competitiveness/> and on
 - Boat- and Shipbuilding with #14269, Gloucester being part of that system *within our given geographic limits*, hence no 'ships' but boats: <https://www.whitehouse.gov/presidential-actions/2025/04/restoring-americas-maritime-dominance/><https://www.csis.org/analysis/unpacking-white-houses-executive-order-restoring-us-shipbuilding-industry>
- Both #14276 and #14269 offer funding for both the Voke-Budget and to build first 21st-century Advanced Fishing-Craft.

This here from Spring 2026 discussions with 'new' City-Staffers under recently-inaugurated Mayor Paul Lundberg,

- once Gloucester *is again seen* as still *not taking care* of its primary Economic Engine - the Fleet and Port-Economy -
 - *thus neither of the Ocean-centric marine-industrial Interests and thus Vocational-Training of our Next Generations,*
 - therefore will still not robustly re-establish our Reputation as a 400+-year old Seaport,
- then **which 2nd-/3rd-grade Investors** will be attracted by this odd display - ***for more self-humiliating shenanigans to come ??***

We've already lived through

- **32 years of no City-initiative** to address the cascading 9+-9 Episodes of CFR-651ff policy-failures (see WHITE PAPER!),
 - **and then the 15-year Indifference on the I4-C2 Opportunities**, denying (here *as well*) our Next Generations at least 11-12 years of Marine-Industrial Education, denying them portable trades-skillsets, and further undermining the resilience of this already ailing Port-Economy, a 'Greying Fleet'- **all this despite decades of Solutions for both challenges on the City's desks.**
- None of this will ever read well in print nor online.**
- **Incentives do exist for the Fishing Industry's Migration** to such types via federal loan-guarantees and tax-schedules.

Therefore by 2026 ultimately TWO Options for Gloucester and indeed Cape Ann's Future:

OPTION A. "Business as usual – with a downward trend..."

Gloucester would continue to not engage with the Causes for our tragically-disintegrating Fleet and thus our Working Waterfront, focus from now on only on an inherently seasonal Tourism-based business-model - whose extent and limitations we are well familiar with by now - selling Luncheons, Souvenirs, Hotel-rooms, offering Cultural Events, our limited Beaches - as we have since the first Day-Steamer arrived from Boston in the 1820s, with the steam-trains in 1848.

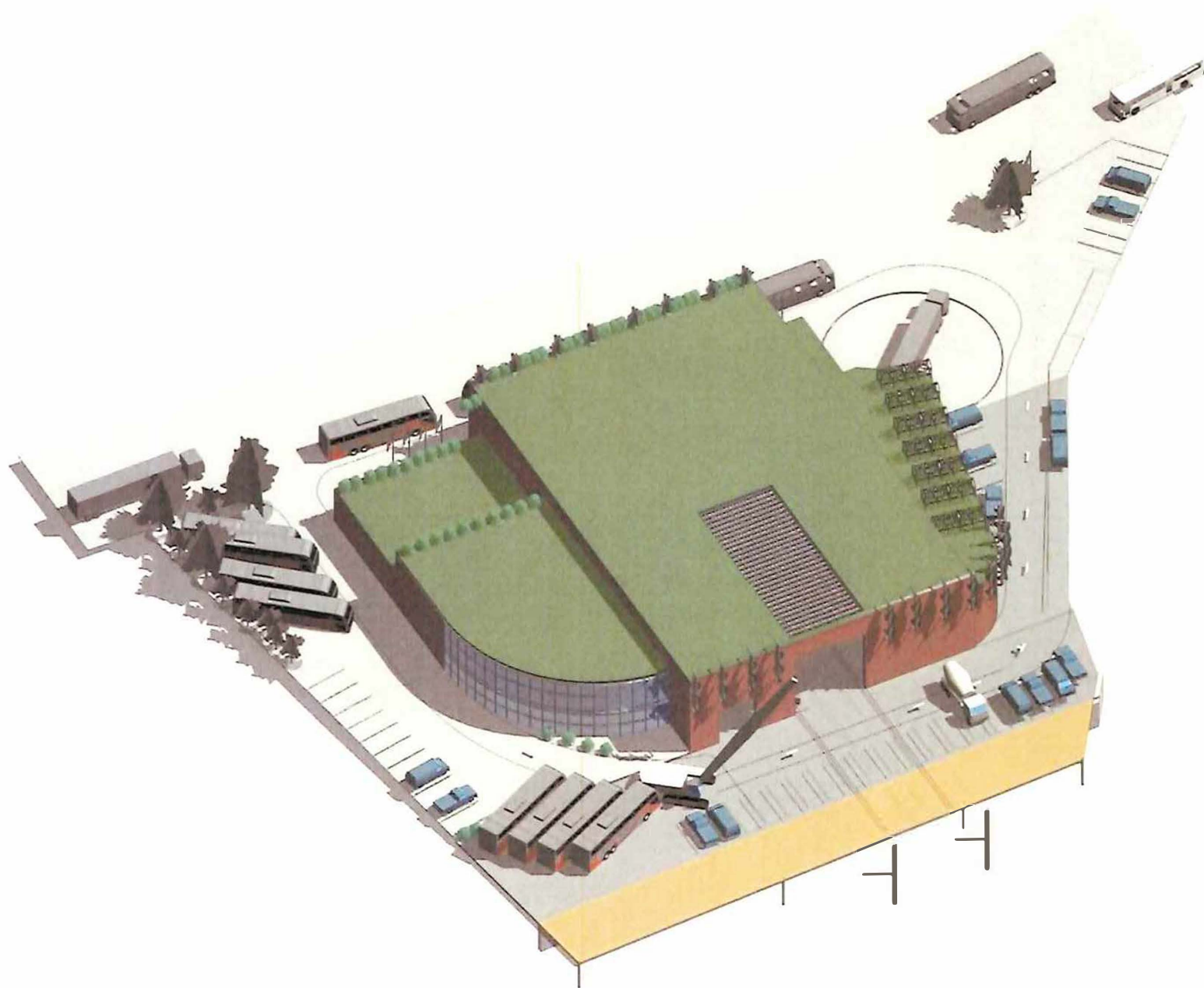
Or

OPTION B. Reassertion of unambiguous Marine-Industrial Leadership towards becoming smarter again

Gloucester would continue doing Tourism, but also aggressively *reemphasize our Ocean-centric Core-Competency - by moving towards pushing back destructive unscientific federal Dictates starting with CFR-651 by leveraging that 405-page WHITE PAPER "NMFS Divided between Science and Luddisms"* to then steadily revitalize our Fishing-Industry, - *underscoring that commitment with the "I4-C2 Voke"* that trains the folks to build a lot of that new 21st-century Fleet, - *and to grow our capabilities on the Inner Harbor and in our Industrial Parks to increasingly also build and sell boats for private-, state-, federal, academic clients.*

Revitalizing Boat-Building, first for our Fleet, and then for an *unlimited* customer-base, would routinely sell **\$3-digit through \$8-digit boats**, thus **revitalizing our Port-Economy**, its Jobs- and Tax-Base, **right alongside Tourism-pursuits - however**, with no need for *more* seasonal beaches, seasonal parking-lots, seasonal hotels, **leaving much more Revenue here in Gloucester again and again, and Year-Round** – and with many of these boats never hitting our roads just by leaving by sea...

Unarguably, the most economic returns emerge out of the unambiguous return to Gloucester's proven centuries-old Mix of robust cutting-edge **Marine-Industrial Pursuits**, *concurrent* with seasonal Tourism, year-round **Fine- and Performing Arts**, next to our **diverse Industrial Base** from Specialty-Machine-Shops, over Fishers and Processors, to **Pipe-Organ-Builders!**



By mid 2026, 15.5 years later, several remarks on this tragic fact of 15+ Years of an Empty Lot:

1. This I4-C2-Voke Proposal was the sole project out of 23 presented to the community late 2010 to leverage the unique site-opportunities *towards a Marine-Industrial Future for us and our Next Generations*.

2. Across these 15 years NO City Professional Staffers in City-Planning, Economic-Development nor Community-Development ever pursued this Project. *Neither did e.g. the Chamber of Commerce, nor U-Mass Annisquam Field-Station...*

3. That 15-year-failure by several of our appointed 'Professionals' to support the marine-industrial interests of the City and our Next Generations has produced

- *Substantial Losses* to our Reputation with 15+ years of an empty lot in a superior marine-industrial location,
 - *Lasting Losses* to our youngsters' 11+ graduating classes pointlessly denied marine-industrial training,
 - *No Progress* on an Advanced Fishing-Fleet,
 - *No Move* towards an unambiguous commitment by this City to an *Ocean-centric Future*, even now, that we are in year 403.
- Hence the mounting Record of Grave Losses for Gloucester from Decades of Public Policy-Drift – complacent Indifference ?

4. After decades of Policy-Drift, Gloucester can no longer afford these well-documented Institutional-, Systemic- and Professional-Analytical Failures, too many even local 'Specialists's' Challenges *not recognizing* Realities like CFR-651, and the dark Anti-Innovation Dictates going unaddressed across several Gloucester Harbor Plans of 2008/9, of 2014, of 2025...

Quite a bit of *that tragedy could have been averted by seasoned eyes just looking at the Fleet and the 1992-93 CFR-651 draft-regs to stop these grave errors in regulatory ambitions to begin with, but no such appear to have been consulted.*

5. Finally, it should be emphasized that e.g. in '22 City-Staffers and GDT-reporting on this Proposal stated that *this office here offering this Proposal* "never took the next step by putting down a financial commitment on this project", so stated by City-Staffers during the 2020-25 Harbor-Planning Process.

That remains an Odd Idea in regards to this City-Owned Property upon which it is proposed to build a *City-Owned Educational Facility to indeed be run by the City's School System*.

Where any private funding would come in in any of this to move the idea forward, remains a head-scratcher... ?!

On I4-C2 also find the following historic references

- 1. the original I4-C2 PowerPoint Presentation "Building Advanced Fleets..." offered December 15, 2010 at Kyrouz Auditorium inside City-Hall, with just First-Generation Architectural Ideas, all plausible technically, all within zoning-regs such as Rights-of-Way' etc., but with lots more to be further fleshed out and detailed.
- 2. The 4-page Introduction "I4-C2 Ocean-Innovation Campus" piece of 2012.
- 3. The Gloucester Daily Times piece on the I4-C2-Voke-project from 2013.
- 4. The Gloucester Daily Times piece on the I4-C2 Voke of 1/20/'23.
More elsewhere...

And do notice

the documents related the *p.16-shown* 39-foot Boatbuilding-Collaboration SACPAS-3 between the US Navy, us at PB&F, and the City of Gloucester, with 4x Gloucester Daily Times (GDT) of 10/12/09, GDT of 4/21/11, GDT of 4/22/11, GDT of 7/29/15 plus Project Hand-Out Mk.8. Phil Bolger & Friends Inc. Boat-Design since 1952 had brought the US Navy to Gloucester !

This public-private partnership on building this 39-footer was covered in the paper and publicly discussed since it was first offered formally to the City in September '10. More PB&F work - LCU-F - in top-level Naval Monthly PROCEEDINGS, usni.org

SACPAS-3 shows one example of what could be done routinely at this facility, and in progressively larger sizes to ocean-going types for the fishing industry, pleasure, science, *perhaps even defense again*.
