



IPSWICH:

Economic Development and Outlook



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by the Center For Economic Development and Sustainability (CEDS)
Salem State University

Elizabeth Duclos-Orsello
William Hamilton
Lorri Krebs

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About the Ipswich Partnership

The Ipswich Partnership is a nonprofit organization established in 1995 to:

- Carry out studies and plans, undertake programs, facilitate collaboration between businesses, non-profit organizations and government agencies that enhance the retail and business environment of the Town of Ipswich;
- Assist in the development and preservation of the resources of the Town of Ipswich; and
- Combine all available resources to contribute to the renewal and revitalization of the downtown area.

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IPSWICH: Economic Development and Outlook

Executive Summary

The Ipswich Partnership has funded this study to support the Town of Ipswich's community vision and provide recommendations for opportunities of growth in several areas. As such, the study will provide an overview of the current economic development situation and offer suggestions and recommendations regarding its growth potential and subsequent strategies.

In essence, the Partnership wants to

- 1) Ensure economic sustainability and identify community growth opportunities
- 2) Build on the success of their involvement with the Riverwalk
- 3) Understand possible barriers that may occur/do exist within the community

Through findings from resident interviews, visitor and business owner surveys, focus group efforts, and successful community comparisons, it is determined that Ipswich's **Strengths/Assets are:**

- 1) Natural Resources (beaches, river)
- 2) History/Cultural/Arts Environment
- 3) Existing networks and social capital throughout city (albeit dispersed)
- 4) Some thriving businesses in walkable downtown

Challenges include:

- 1) Lack of coordination among all stakeholders/sectors/entities/institutions
- 2) Perceptions of "insider/outsider" and length of time to fully "belong"
- 3) Lack of diversity – demographics and experiences
- 4) Narrow set of stakeholders "at the table"
- 5) Difficulty in locating and tapping existing sources of social capital and cohesion

Ideally, an Integrated Model that can deliver to the residents a plan that sustains and enhances their quality of life while at the same time allowing the town to experience economic growth would be considered a successful project. The aim for such community development, economic sustainability and growth should be tied to Ipswich's:

- **Natural Resources:** Need to leverage existing strengths (abundant natural and cultural resources) and incorporate new opportunities
- **Cultural Heritage & Arts:** Need to leverage and coordinate existing cultural, natural and community strengths/networks to boost tourism, business sector and increase community cohesiveness
- **Community Dynamism & Cohesiveness:** Business/economic development and community development need to go hand in hand

To do this, the Partnership needs to choose projects/strategies/activities that hit on two or more of the KEY fronts:

- Business development
- Riverwalk/natural assets
- Cultural heritage/arts
- Existing/new networks and communal bonds

Economic Outlook

The town of Ipswich, MA benefits from many recent studies that have provided some insights and directions for growth. There is an existing Community Development Plan that provides a clear and comprehensive overview of the goals and visions for the community. This report is not seeking to replace any of the recently published work; rather its objective is to identify strategies and time frames to achieve the established mission and goals, and to provide an overview of its current economic development situation.

The current population of Ipswich is recorded as 13,240 with an estimated labor force of 7,398 and a 6.4% unemployment rate. From the BEA 2009, we learned that there were 404 business establishments registered federally, located in Ipswich that employ 4,482 people with an annual payroll of \$224,039,000. MassEcon maintains that in 2010 there were 542 businesses registered in the Commonwealth and there may be as much as 15-25% of the workforce commuting daily both in and out of Ipswich. This report utilized multiple methods of assessing community and business patterns.

One of the most interesting yet disturbing facts is the extensive discrepancy among demographic data, not only federally (through Census), but also in many of the Economic Development toolkits used by prospects amongst industry. These are likely due to inconsistencies with the delineation of the town proper, but this must be addressed immediately in order to ensure qualification for many grants (federally and state-wide).



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Current State of Economic Development

INDUSTRY		
Civilian employed population 16 years and over	6,947	6,947
Agriculture, forestry, fishing and hunting, and mining	70	1.0%
Construction	384	5.5%
Manufacturing	774	11.1%
Wholesale trade	337	4.9%
Retail trade	555	8.0%
Transportation and warehousing, and utilities	186	2.7%
Information	315	4.5%
Finance and insurance, and real estate and rental and leasing	542	7.8%
Professional, scientific, and management and administrative and waste management	924	13.3%
Education services, and health care and social assistance	1,805	26.0%
Arts, entertainment, and recreation, and accommodation and food services	462	6.7%
Other services, except public administration	340	4.9%
Public administration	253	3.6%
CLASS OF WORKER		
Civilian employed population 16 years and over	6,947	6,947
Private wage and salary workers	5,568	80.1%
Government workers	765	11.0%
Self-employed in own not-incorporated business workers	614	8.8%
Unpaid family workers	0	0.0%

(Source: Census 2009)

When we include the number of sole proprietorships and business establishments actually located in Ipswich (that may be registered elsewhere), there are currently 1242 with a total of 6,513 employees working in Ipswich. The estimated revenue from first quarter 2011 is \$448.795 million. The number of establishments that consider themselves to be manufacturing are 81, and of the 1242 businesses there are 92 women owned and 13 minorities owned.

One interesting observation is the number of non-profit organizations registered in Ipswich. In 2009 there were 87 with an estimated income of \$26,084,203; midyear 2011, there are 110 registered and an estimated income from 2010 of \$13.715 million.

COMPETITIVENESS PROFILE OF IPSWICH

SWOT ANALYSIS

A SWOT analysis is a tool used in strategic planning to evaluate and summarize the strengths, weaknesses, opportunities and threats of a situation, idea, project or venture. Strengths and weaknesses are internal factors such as assets, resources or skills found at its disposal within the community relative to its competitors. Opportunities and threats are external factors that are beyond the control of the community, but can emerge from the demographic, cultural, economic, political, technical, or social factors, or via competitive dynamics. The SWOT analysis found below is based on an internal economic development analysis and an external comparison with other communities.

Strengths

- Proximity to ocean
- Proximity to river
- Access to natural resources
- Extensive amounts of protected areas
- Significant outdoor recreational opportunities
- Riverwalk project
- Dedicated community members
- Historic structures and sites
- Much existing social capital

Weaknesses

- Perception of limited entertainment options
- Road infrastructure/long term parking
- Signage
- Traffic congestion
- Little known information outside of community
- Conflicting data/ branding efforts continue to be a challenge
- Participatory process in neither transparent nor inclusive, according to many members of the community

Opportunities

- 'Package' with neighboring communities
- Aquaculture
- Diverse population offering a variety of skilled workers
- Opportunity to leverage strengths of existing organizations and regional entities (for example, ENHC, Ipswich River Watershed Association)
- Opportunity to leverage strengths of existing communities within Ipswich
- Some available land with close major route access, available housing, office space, owned and leased space
- Create a bridge between community recreation and tourism
- Sustainable movement (greening initiatives)

Threats

- Aging population
- High percentage of population over 65 years
- Out-migration of young people higher than many communities
- Community is poorly represented online and in various high profile databases

After examining the strengths, weaknesses, opportunities and threats to successful economic development in Ipswich, and in conjunction with a comparative analysis of other communities (found in Appendices), recommendations are summarized according to the following Guiding Principles (adapted from ICURR 1991):

Successful community development factors:

1. Individual community initiative should be the driving force.
2. The program should address the needs of the individual community.
3. The program should rely primarily on local leadership for its success. The community should be both responsible and accountable for producing results.
4. The program should transfer ownership and control of the program to the community level.
5. The program should have a self-help focus and build self-reliance in the community.
6. More inclusive understanding of community, bringing in more voices.

ECONOMIC DEVELOPMENT ACTION ITEMS

1. Expand on the success of the Riverwalk and link waterfront areas
2. Retain, grow and attract local business
3. Strengthen the existing infrastructure and networks
4. Enhance a sense of place through cultural heritage, arts and recreation
5. Benefit from regional entities and development
6. Enrich local opportunities for community residents

EXPAND ON THE SUCCESS OF THE RIVERWALK AND LINK WATERFRONT AREAS

Create and communicate a **visual** concept plan that illustrates the development potential in these key areas; visualization is a critical factor to ensure the community understands the plans and vision.

Partner with local newspapers to release regular visual communication (i.e. maps or other graphic renderings and representations of the vision).

Create better linkages from the downtown to all proposed waterfront re-development areas (i.e. signage, kiosks, pathways).

Begin by erecting a "Community Board" central to the downtown area. Use the already known post office board as a point of reference. Perhaps building a large glass community board located near the post office, where there already exist high traffic patterns and maximum visibility and exposure to both residents and visitors.

Continue to bring residents, visitors and tourists to the downtown and waterfront through collaborative programming and scheduling of events in these areas. Ensure the events are widely publicized through various community groups (i.e. churches, schools and the new community board), and utilize a monthly event calendar on an open source software (such as Google calendar that multiple organizations can post freely) that links to/from all community web sites (i.e. Chamber of Commerce, Town, Trustees of Reservation, Museums, etc.). A key component that we can learn from comparison cities is that if we program for residents' cultural and recreational satisfaction, it will also benefit tourists, yet if we program for tourists first, residents become resentful (Doxey 1975). Often residents are separated from tourists in consideration of their cultural and recreation needs, yet many of these aspects are found in quality of life indicators. Program and market to local and regional residents, then the tourists will subsequently benefit from the vibrancy of community involvement in events/attractions/etc. Tourists want to be like locals, eat where they do, try to experience their authentic daily life, but if tourists are always treated as separate, they will not receive a satisfying visit and tourists will increasingly irritate residents.

Clamming – A Municipal Marketing Opportunity

Ipswich should leverage its association with the clamming industry. This can range from creating public access clam beds to integrating the clamming process into part of the total tourism package, perhaps culminating at one of the local restaurants. The challenge is to make use of your aquatic coastal resources. Clamming, for example, conjures the image of a colonial and self-reliant New England that you desire to promote.

Developing and maintaining public access clam beds are both physically and regulatory rigorous tasks. While it is useful to the local community to have public clam beds it generally not a major tourist attraction. However, showing visitors the clamming process perhaps by a combination of viewing the actual clam flats combined with an explanation of how they are processed and their historical importance (these could be shown along a river walkway display) would add to the tourist experience. Clearly this process is having the visitor end up within the CBD to expend monies and, if done correctly, the clamming venue could drive people to local eateries. There may even be an opportunity for a clam festival as a way of branding an Ipswich resource.

Focus on the maritime connections for these efforts. Promoting the marine heritage of Ipswich to the residents will filter through to the tourists in their search for the authenticity in places. Support existing museums/galleries focused on maritime heritage to locate around the waterfront areas. Encourage existing museums/galleries/private collectors/artisans to partner in the formation of a Heritage Arts Community.

Provide opportunities for educational facilities to study and tell maritime story, view collections, purchase marine themed art. Perhaps suggest partnership between the town, Ipswich Partnership, museums, Ipswich Public Schools, Salem State University as well as the arts community and creative economy sector to seek grant funding or private investment in such an initiative.

Locate the new enterprise in a waterfront area to be developed or re-developed.

RETAIN, GROW AND ATTRACT LOCAL BUSINESS

Develop and implement a strategy to attract new investment with the objective of creating and expanding the employment base for the small business sector. The strategy will focus on (but is not limited to) the following sectors: service industry (namely enterprises that will also appeal to tourists – restaurants, small retail, etc.); advanced manufacturing; health care and social services; professional, scientific and technical services; information and cultural industries; and small business. These are the majority of sole proprietors in the area, as well as the bulk of start-ups, and have the skills development focus in surrounding educational institutions.

Take advantage of the large number of sole proprietors located in Essex County by encouraging and providing increased support, mechanisms and opportunities to take advantage of current programs (WIB, Enterprise Center, Small Business Development Center, Center for Economic Development and Sustainability at Salem State) with the objective of creating and expanding the employment base for the small business sector.

Collaborate with private landowners and developers to establish an inventory of properties within the town that may be bought/sold and slated for future development. This directive will also work to build partnerships and align interests between the town and local stakeholders.

Business Outreach

Create an environment that fosters profitable opportunities for businesses in order to increase the town's revenue and tax base. Given the aging population of Ipswich and the extensive out migration of 20-28 year cohort, efforts must be made to ensure a sustainable economic future for the town.

- Foster the generation of employment opportunities
- Generate a diversified economic base to ensure economic sustainability and self sufficiency

Partnering with the Chamber of Commerce, a business outreach program will allow staff to learn what the needs of the business community are, and in response, to provide business resources. Those resources include:

- A permit guide to assist businesses
- Business resource directory

Internal tools to assist in business outreach efforts:

- Economic development database
- Business survey
- Current analysis of the city's economic profile and outlook, and maintenance of the analysis

Retention

Retention efforts provide services that result in businesses, owners and employees that feel appreciated by the community. A business that feels appreciated is more likely to remain in the city and continues contributing to the economy. Business retention is a key to maintaining a strong economic base, and efforts must include the following:

- Workforce development- staff training and recruitment assistance
- Business license renewal assistance
- Low-cost training opportunities for businesses

Facilitation of expansion efforts by means of an Economic Development Authority, which could be set up with members from various community organizations, the town, Partnership, and Chamber of Commerce.

Develop a database to keep taxation information and the town's competitive position up-to-date. Review the competitive advantages of the town as it relates to a number of variables including taxes, especially for commercial and industrial properties.

Maintaining current information on available properties and broker activity will facilitate site selection assistance. It will also enable the city to market available properties to matching desired target industries.

Build upon the downtown's architectural and historical resources along with prospects for new development to create a livable and pedestrian friendly downtown that offers diverse entertainment, recreation, residential, and business opportunities.

STRENGTHEN THE EXISTING INFRASTRUCTURE AND NETWORKS

Ensure that new and existing planning policies support smart growth. Smart growth must be pursued through encouraging a mix of uses, increased affordable housing, and directing growth within the town's existing service shed.

Continue to coordinate and obtain infrastructure grants and funding from development charges from Federal and State orders of governments more aggressively. To this end, use partnerships with Salem State University, North Shore Community College, non-profits, and other local institutions and businesses.

Investigate public/private partnerships that will help build new infrastructure in pursuit of green or sustainable options for energy, water, etc., and pursue these partnerships with a clear intent. Capitalize on the recent successes of erecting green energy alternatives, such as the new wind turbine. Ensure that long-term sustainability and innovation are fundamental priorities of the town in the pursuit of physical infrastructure and the maintenance of existing systems.

Continuously seek out and integrate new infrastructure technology as a means of achieving long-term sustainability and smart growth goals, pertaining to waste management matters, waste water treatment, water treatment, traffic management, and other areas.

Increase and encourage capital investment in recreation and leisure facilities, including walking/biking trails, skateboard parks, bike parks, and other recreational areas. This directive includes investigating untapped sources of recreation and leisure within the city, particularly in the downtown, extended waterfront areas (including river and ocean front areas, as well as the many green and open space areas).

Transportation and access

Ipswich is fortunate in its location and proximity in the Greater Boston Area, and having excellent rail, air and highway facilities – comparatively speaking with most other communities across the US. The principal highways are Interstate Route 95, which passes just west of town, and State Route 133. Commuter rail service is available to North Station, Boston, from Ipswich with a travel time of 53-55 minutes and offering 170 MBTA parking spaces. Ipswich is a member of the Cape Ann Transportation Authority (CATA). There is currently no fixed route service, but CATA provides a Dial-A-Ride service for the elderly and disabled. There is also a shuttle service from the MBTA commuter stop to Crane Beach during the summer months. The Newburyport-Plum Island Airport is a privately owned public-use facility located 1 mi. SE of town. The transportation options are more than adequate and with some creative planning and marketing, can be a large asset to community development. Tying together the waterfront areas is one possible direction for growth and expansion possibilities.

BENEFITING FROM REGIONAL DEVELOPMENT

Encourage and support regional partnership between the town and neighboring communities within Essex County to achieve economic development objectives.

Support and encourage regional economic development partnerships that promote the North Shore to outside investors and support the retention and expansion of existing businesses. Continue to support the efforts and marketing initiatives of the North Shore Alliance for Economic Development.

Support economic research on a regional level in order to identify, document and communicate the economic climate of the town and surrounding region to existing and potential investors and the community. In addition, there are many regional recreational efforts in the works (such as the Essex National Heritage Scenic Byways project).

Partner with organizations such as Ipswich River Watershed Association:

“The Ipswich River Watershed Association is the voice of the river, working to make sure there is enough clean water for people, fish and wildlife, now and in for future generations. IRWA is a community organization with a small professional staff that works with many volunteers to monitor the river’s health. IRWA develops solutions to the problems the river faces, such as pollution, overuse of its water and loss of important wildlife habitats. IRWA works with state and local officials, businesses and citizens like you, to take action to protect the river.”

ENHANCE A SENSE OF PLACE THROUGH CULTURAL HERITAGE, ARTS, AND RECREATION

Reinforce the link between cultural/artistic activities (especially community or participatory arts) and community building and economic development.

We propose a model of social/community and economic development and sustainability that sees the arts and cultural sectors as not only potential drivers of economic renewal and strength but as drivers of community and network building. Each of these impacts have been demonstrated across the US and highlighted in Massachusetts Cultural Council reports:

- Economic Development: massculturalcouncil.org/news/economicdevelopment.asp.
- Community Building: massculturalcouncil.org/news/communitybuilding.asp

In addition research shows that access to the arts and cultural sectors and engagement in participatory or community arts have positive impacts on student achievement and youth development. Many of these reports highlight the centrality of community-based or participatory arts (which seem to flourish in Ipswich) which means not only formal arts organizations or museums but includes such sites of art/cultural production as recreation center programming, church choirs, street festivals, ethnically-specific dance, or cultural group activities. Seeking out and embracing all of these sites of artistic and cultural production is key.

The work of the Social Impact of the Arts Project at the University of Pennsylvania (SIAP)[sp2.upenn.edu/SIAP/] has shown over the past decade that community-based arts and cultural opportunities, events, institutions can have significant positive impacts on a city, neighborhood etc.

The central impacts of this on a city/town include the following:

- Cultural participation and diverse communities (economically and ethnically) are mutually reinforcing
- Cultural participation helps build links across neighborhood, ethnic and class divides (especially if not centered in one location in town/city)
- Cultural activity draws new residents into communities, reducing poverty and increasing population
- Culture creates a positive social environment resulting in greater civic participation—can be particularly effective with young people.
- Cultural production and art activities may allow communities to give voice to and in turn, address, difficult or controversial issues

Critical Advice on how to Leverage Community Arts include:

- Include and build on the resources of *all* members of the cultural sector and view the cultural center from the bottom up
- Support intrinsic partnerships and network building among existing individuals, groups and both formal and informal arts/culture organizations. Do not chase funding that requires a forced collaboration

The preceding has been adapted from the SIAP research brief “Culture Builds Community: The Power of Arts and Culture in Community Building” available at sp2.upenn.edu/SIAP/cbchome.html. Also available at this site is a more comprehensive “Summary Report”.

Furthermore, a 2004 report by the organization Cultural Initiatives Silicon Valley about the social and economic impact of participatory arts within immigrant communities reinforced earlier findings that *participatory arts* (here, defined as “Forms of artistic expression in which everyday people actively engage in the process of making art, as distinct from observing the art of professional performing, visual, literary or media artists” [p. v]) were a powerful “practical tool for communicating cultural traditions, maintaining family cohesion, promoting physical health or making social or economic connections.” In addition, participatory arts were found to have the power to “cut across powerful social cleavages [of a community]” (p. 12). Moriarty, Pia, Ph.D. “Immigrant Participatory Arts: An Insight into Community-Building in Silicon Valley”, Inquiries into Culture Series, Published by Cultural Initiatives Silicon Valley, 2004.[available at ci-sv.org/pdf/Immigrant_Arts_LR.pdf]

ENRICHING LOCAL OPPORTUNITIES FOR COMMUNITY RESIDENTS

Strengthen existing/new networks and communal bonds.

New Urbanism: Development Planning to Create “Community”:

While not a defined “urban” area the Ipswich downtown is well suited for applying (in a modified form) the strategies of redevelopment and town planning promoted by the New Urbanists that includes the following:

- Neighborhoods should be diverse in use and population
- Towns/cities should be designed for pedestrian and mass transit as well as for the car
- Towns/cities should be shaped by well-defined and universally accessible public spaces and community institutions

- Architecture and landscape should honor local history, climate, ecology, and building practices [see newurbanism.org/ and also “Charter of New Urbanism” published by the Congress for the New Urbanism, 2001]

Findings indicate that social networks and social capital exist in many sectors of Ipswich community and that numerous cultural, public and private institutions/businesses foster and “hold” this sense of communal bonding and mutuality, shared responsibility and cooperation. Despite the fact that residents experience communal bonds in both narrower and broader networks than the town boundaries itself, there is remarkable consistency in the places, organizations and events that both define Ipswich and work to sustain and build community therein. The town’s waterways and water access (beach and river), its arts, cultural and historic resources, its schools and churches, and some key downtown businesses are “community” touchstones. These sustain resident’s sense of connection to the town.

On the other hand there is a notable *perceived* distance/barrier between town leaders and residents. This manifests in a sense that residents are “out of the loop” and that there is an entrenched way of doing things. Residents desire more information about and access to the decision-making processes in town. There seems, in fact, to be a disconnect between the level of engagement in narrower community activities and the level of engagement in political or financial decision-making at the town level. There is a longing for more/different access to information.

Finally, a lack of diversity (of people and recreational, commercial experiences) emerged as a concern. Desire for a more dynamic downtown and more options meeting the needs/desires of a wider demographic is worth noting here.

Therefore, to engage/ensure community buy-in, develop a plan that serves both economic and community-building interests.

- Planning must be inclusive/transparent; must meet residents where they are; change process and approach as needed
- Planning should consider multiple community allegiances of residents

“Ipswich” community may be a secondary/tertiary or competing communal identity. Planning should assume diversity of experiences and ideas about boundaries of Ipswich community. Community means more than geography. In any discussion of building or sustaining a “sense of community” there is a need to acknowledge and embrace the multiple communities to which people belong and be aware of the range of places, groups and events that house and nurture community.

- Planning should consider the needs of those who are residents as well as those who feel/are perceived as part of the Ipswich community despite non-resident status.
- Planning should leverage and build upon current perceptions and experiences of community and community-building places, people, and events.
 - This will require including groups and “communities” not usually at the table
- Leverage existing (but untapped) social networks and social capital. Recognize that there are networks and “communities” that are not geographically based – they may be broader or narrower than the town limits.
- Address limitations head-on (e.g. lack of diversity, economic discrepancies and challenge of engaging a more diverse population)
- Create events/experiences that build/sustain a “community of memory” among residents – this is powerful.

KEY: Develop events/plans **that link existing social networks to one another** in order to increase social capital (e.g. events that link generations or ethnic groups or residents of various neighborhoods or churches etc.)

Events are an avenue to exchange information among a larger target group. Participation in events may involve hosting and preparing, providing resources, attending, marketing or sponsoring. Events can include church fundraising, community celebrations, training opportunities for businesses, educational workshops, business fairs, and roundtables. The events provide information and resources that will create community bonds, strengthen networks and help business become more successful.

CONCLUSIONS AND NEXT STEPS

In conclusion, Ipswich does not necessarily need more studies to become successful in its growth and economic development initiatives; rather, Ipswich leaders should focus on collecting feedback on a regular basis and produce an annual update, taking the temperature of the community. The results should be shared with the broader region and efforts re-evaluated annually with the feedback. Use the education and training connections already established in the town. Much of the needed research can be ascertained with a partnership between town departments, volunteer organizations and educational/training organizations.

While this report does retain the traditional economic development program elements of business retention, expansion and attraction, it has also focused significant resources on the community of Ipswich and emerging growth sectors of the economy. Suggestions include support for major community-wide initiatives, improvement of communication, continued focus on maintaining current quality of life standards, enhancement of public participation, and coordination of a unified marketing program.

Business Marketing and Public Relations

The first step in marketing the town is to determine the business types that will be targeted, and to establish priorities and timelines. This will be accomplished by identifying target industries (from aforementioned sectors), to which marketing efforts will be tailored and concentrated. Instituting a re-development authority may aid in ensuring follow-through occurs. The town should collaborate with commercial real estate brokers and local developers to target these specific industries for vacant spaces or vacant/undeveloped lots. An overall marketing packet should be created that provides information about the town, available properties, financial assistance provided by state and federal programs, as well as incentives regarding expedited permits or other city services.

Promoting success stories in the business community and tracking media activity within the town is important to the overall image. Maintaining a business friendly environment entails promotion of local activity and aggressively reaching to media channels that will support town efforts. Both verbal and written active communication with key channels will allow for extensive exposure and be more effective in producing results.

All planning should focus on raising the profile of the river, developing a Riverwalk and linking it to the town’s other assets:

- cultural heritage and arts sector
- a quaint, walkable downtown with independent businesses
- beach access
- strong existing social networks and social capital

Economic Development and Community Building go hand-in-hand. One essential finding has been the need to determine creative ways to attract the 21-28 segment; not only (or necessarily) as residents. However, being aware of barriers and be creative and flexible to attract this demographic in other ways. Coordination and transparency will be key in all efforts.

1. Develop Series of Interpretive Panels for the Riverwalk

Focus on natural world/human interaction and changes over time. Themes will be sustenance, settlement patterns, harnessing the river, use for recreation. Panels to focus on the following eras: 1) Native American Landscape and use of River (can celebrate the artifacts from nearly 10,000 years ago); 2) Early European/Native American Encounters; 3) British Colonial Era; 4) Small Scale Industrial/Town Growth 18th c.; 5) Industrial Growth; 6) 20th century; 7) Today

History in the Making: EBSCO Mural Event: Hold a town-wide event in EBSCO lot near river in front of mural. Focus is on the diverse people and events and efforts that have defined, built and transformed Ipswich in the past and those who live in the town today. Could feature creative retellings/renderings of the stories and events and people depicted on the mural by artists, actors, musicians. Have an oral history station set up for residents to tell their stories and add them to the historical record. Could collaborate with a Mass Moments event and have a way to digitize and record everyday objects and family

histories of today's residents. This event would be both a celebration of the past and an event creating a shared future. Food and music celebrating the ethnic, racial, religious, and other diversity of residents would round this out.

A Roving Ipswich Block Party: "My Town/Our Town"

Have town "block party" and move it to a new neighborhood each week over the course of the summer. This also focuses on;

- Food vendors, music, mini historical exhibits, church, and civic orgs with booths etc. Showcase of businesses etc.
 - o Food, giveaways
 - o Maybe hold a book discussion or outdoor film screening in each neighborhood; create a common experience for town.
- Work with neighborhood reps to coordinate
- End summer with a large event downtown: coupons good then too
- This could help 1) demonstrate interest in **all residents** and **all neighborhoods** on the part of the town leaders 2) help create a shared experience among all residents – creating a "community of memory"

Highlighting the Natural World:

Ideas include:

- Plant sale at church
- Coupons for local hardware store for plants/gardening
- Plan/nature walk by river
- Library focuses on a book about plants or have display of river/plan related books
- Town-wide reading: library book about natural environment & change over time in New England (maybe Bill Cronin's *Changes in the Land* or Vickers' *Farmers & Fishermen*)
- Readings/discussions by the river
- Riverwalk history tour w/focus on the natural world

Foodways Focus:

Ideas include:

- Exhibit at Ipswich Museum on Historic Foodways (indigenous through 20th c.) with invitations to groups through churches and neighborhoods and schools
- coupons for local businesses/restaurants (at all price points and focusing on diversity)
- Food and music event at venue near river in front of mural with representatives of the city's ethnic diversity (food vendors). Be sure to include books for children – perhaps "Stone Soup" or the "Everybody Loves..." series of picture books which focuses on a community festival where everyone brings a food (eg. noodles, bread etc.) in a form that is common in his/her culture.
 - **FOR RESIDENTS:** in morning conduct an oral history or mass memories event (They bring photos, etc. and they are digitized and then added to collections)
 - **FOR RESIDENTS and VISITORS:** Riverwalk history tours w/focus on how the river has sustained human habitation for centuries.

"Reading the River" Series/Arts Camp – Reading a book focused on something that links to the Ipswich River (its natural or cultural history) perhaps the various discussion sessions could be held around town to meet needs of many different residents and then followed by river walks to explore the history. This could be pitched as a partnership project between the Ipswich Museum, the library, the schools, some churches, local businesses etc.

A film series—maybe shown at library, maybe at museum, maybe in downtown businesses in evening that takes up questions related to issues that might be of interest to non-traditional audiences. Perhaps on topics of environmental concerns, perhaps a series of coming of age or immigrant/ethnic identity films etc.

An arts "camp" or series of painting/art creation events using the river and the historic houses as subjects

2. Acquire SEAPORT COUNCIL FUNDING to build upon Riverwalk success

Salem State's Center for Economic Development and Sustainability (CEDS) can help design a community-approved project to reflect the many recommendations in this report and seek funding to finance it. CEDS will not seek fee for service unless grant is successful, and at which time a small project management fee would be added to the grant to oversee successful completion of project. The following steps will need to be taken:

1. Have state representatives request meeting with Seaport Advisory Council members to discuss project
2. Project should take advantage of other successfully funded work
3. Team with as many public sector participants as functionally possible
4. Prepare and submit proposal according to the recommendations from the council members
5. Presents proposal to Alliance of Port Professionals for review and approval
6. Present proposal to Seaport Advisory Council for vote and approval

Implementation

Steps for implementation:

- 1) Identify Priorities – Ipswich Community needs to identify the priority rankings of the suggestions/recommendations listed in this report
- 2) Compile "vision" from the priorities
- 2) Look for grants to finance projects that will incur significant cost. (some suggestions are found in Appendix F)
- 3) Determine a coordinator that will follow up with recommendations and work with multiple organizations and communities within Ipswich
- 4) Sell "Ipswich" to residents and others
- 5) Perform a yearly "update" to gauge successfulness of projects and keep vision moving forward



Appendices:

A - Community Demographics

B - Business Patterns

C - County Business Patterns

D - Essex County Demographics and Comparisons

E - Current Day Community Snapshot of Ipswich

F - Grant Suggestions

Appendix A

Community Demographics

ACS Demographic and Housing Estimates	Estimate	Percent	Margin of Error (+/-)
SEX AND AGE			
Total population	13,302	13,302	(X)
Male	6,164	46.3%	2
Female	7,138	53.7%	2
Under 5 years	532	4.0%	1.1
5 to 9 years	739	5.6%	1.1
10 to 14 years	929	7.0%	1.3
15 to 19 years	860	6.5%	1.5
20 to 24 years	515	3.9%	1.1
25 to 34 years	909	6.8%	1.4
35 to 44 years	1,931	14.5%	1.6
45 to 54 years	2,570	19.3%	2
55 to 59 years	1,062	8.0%	1.4
60 to 64 years	785	5.9%	1.4
65 to 74 years	1,155	8.7%	1.4
75 to 84 years	817	6.1%	1.2
85 years and over	498	3.7%	1.4
Median age (years)	46	(X)	(X)
18 years and over	10,611	79.8%	2.2
21 years and over	10,134	76.2%	2.1
62 years and over	2,879	21.6%	2.3
65 years and over	2,470	18.6%	1.9
18 years and over	10,611	10,611	(X)
Male	4,916	46.3%	2.1
Female	5,695	53.7%	2.1
65 years and over	2,470	2,470	(X)
Male	927	37.5%	4.9
Female	1,543	62.5%	4.9

Appendix B

Business Patterns

See excel file “Ipswich Business Patterns” for complete data

RACE			
Total population	13,302	13,302	(X)
One race	13,203	99.3%	0.5
Two or more races	99	0.7%	0.5
One race	13,203	99.3%	0.5
White	12,740	95.8%	2.2
Black or African American	38	0.3%	0.5
American Indian and Alaska Native	9	0.1%	0.1
Asian	396	3.0%	2.2
Some other race	20	0.2%	0.2
Two or more races	99	0.7%	0.5
White and Black or African American	0	0.0%	0.3
White and American Indian and Alaska Native	26	0.2%	0.2
White and Asian	64	0.5%	0.4
Black or African American and American Indian and Alaska Native	0	0.0%	0.3
<i>Race alone or in combination with one or more other races</i>			
<i>Total population</i>	<i>13,302</i>	<i>13,302</i>	<i>(X)</i>
White	12,839	96.5%	2.2
Black or African American	38	0.3%	0.5
American Indian and Alaska Native	35	0.3%	0.2
Asian	460	3.5%	2.2
Native Hawaiian and Other Pacific Islander	0	0.0%	0.3
Some other race	29	0.2%	0.2
HISPANIC OR LATINO AND RACE			
Total population	13,302	13,302	(X)
Hispanic or Latino (of any race)	34	0.3%	0.3
Not Hispanic or Latino	13,268	99.7%	0.3
White alone	12,717	95.6%	2.2
Black or African American alone	38	0.3%	0.5
American Indian and Alaska Native alone	9	0.1%	0.1
Asian alone	396	3.0%	2.2
Some other race alone	9	0.1%	0.1
Two or more races	99	0.7%	0.5
Two races including Some other race	9	0.1%	0.1
Two races excluding Some other race, and Three or more races	90	0.7%	0.5
Total housing units	5,783	(X)	(X)

Source: U.S. Census Bureau, 2005-2009 American Community Survey

Appendix C

County Business Patterns

Selected Economic Characteristics: 2005-2009

Data Set: 2005-2009 American Community Survey 5-Year Estimates

Survey: American Community Survey

Geographic Area: Essex County, Massachusetts

NOTE. Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Selected Economic Characteristics	Margin of Error (+/-)	Percent	Margin of Error (+/-)
EMPLOYMENT STATUS			
Population 16 years and over	564	581,987	(X)
In labor force	2,139	66.9%	0.4
Civilian labor force	2,142	66.8%	0.4
Employed	2,456	62.7%	0.4
Unemployed	1,116	4.1%	0.2
Armed Forces	162	0.1%	0.1
Not in labor force	2,300	33.1%	0.4
Civilian labor force	2,142	388,769	(X)
Percent Unemployed	0.3	(X)	(X)
Females 16 years and over			
In labor force	1,487	61.5%	0.5
Civilian labor force	1,490	61.5%	0.5
Employed	1,694	58.1%	0.6
Own children under 6 years			
All parents in family in labor force	1,081	65.1%	1.9
Own children 6 to 17 years			
All parents in family in labor force	1,689	72.8%	1.3
COMMUTING TO WORK			
Workers 16 years and over	2,551	356,855	(X)
Car, truck, or van -- drove alone	2,801	77.4%	0.6
Car, truck, or van -- carpooled	1,499	9.0%	0.4

Public transportation (excluding taxicab)	885	4.9%	0.2
Walked	870	3.1%	0.2
Other means	588	1.5%	0.2
Worked at home	874	4.2%	0.2
Mean travel time to work (minutes)	0.3	(X)	(X)
OCCUPATION			
Civilian employed population 16 years and over	2,456	365,135	(X)
Management, professional, and related occupations	2,399	40.0%	0.6
Service occupations	1,663	16.0%	0.4
Sales and office occupations	2,097	25.6%	0.5
Farming, fishing, and forestry occupations	245	0.3%	0.1
Construction, extraction, maintenance, and repair occupations	1,205	7.6%	0.3
Production, transportation, and material moving occupations	1,600	10.6%	0.4
INDUSTRY			
Civilian employed population 16 years and over	2,456	365,135	(X)
Agriculture, forestry, fishing and hunting, and mining	357	0.4%	0.1
Construction	1,120	6.3%	0.3
Manufacturing	1,482	12.5%	0.4
Wholesale trade	774	3.2%	0.2
Retail trade	1,545	11.4%	0.4
Transportation and warehousing, and utilities	910	4.1%	0.2
Information	777	2.8%	0.2
Finance and insurance, and real estate and rental and leasing	1,000	8.0%	0.3
Professional, scientific, and management, and administrative and waste management services	1,548	11.7%	0.4
Educational services, and health care and social assistance	1,871	23.2%	0.5
Arts, entertainment, and recreation, and accommodation and food services	1,336	7.9%	0.4
Other services, except public administration	1,035	4.7%	0.3
Public administration	757	4.0%	0.2
CLASS OF WORKER			
Civilian employed population 16 years and over	2,456	365,135	(X)
Private wage and salary workers	2,323	80.5%	0.4
Government workers	1,542	12.4%	0.4
Self-employed in own not incorporated business workers	1,276	7.0%	0.3
Unpaid family workers	151	0.2%	0.1

INCOME AND BENEFITS (IN 2009 INFLATION-ADJUSTED DOLLARS)			
Total households	1,560	276,497	(X)
Less than \$10,000	1,053	7.2%	0.4
\$10,000 to \$14,999	681	5.1%	0.2
\$15,000 to \$24,999	1,023	8.3%	0.4
\$25,000 to \$34,999	982	8.1%	0.3
\$35,000 to \$49,999	1,056	11.2%	0.4
\$50,000 to \$74,999	1,396	16.9%	0.5
\$75,000 to \$99,999	1,137	12.8%	0.4
\$100,000 to \$149,999	1,320	16.7%	0.5
\$150,000 to \$199,999	875	6.8%	0.3
\$200,000 or more	878	6.8%	0.3
Median household income (dollars)	812	(X)	(X)
Mean household income (dollars)	1,036	(X)	(X)
With earnings			
With earnings	1,911	79.3%	0.5
Mean earnings (dollars)	1,117	(X)	(X)
With Social Security			
With Social Security	1,308	27.9%	0.4
Mean Social Security income (dollars)	157	(X)	(X)
With retirement income			
With retirement income	1,109	16.8%	0.4
Mean retirement income (dollars)	745	(X)	(X)
With Supplemental Security Income			
With Supplemental Security Income	782	4.3%	0.3
Mean Supplemental Security Income (dollars)	269	(X)	(X)
With cash public assistance income			
With cash public assistance income	624	2.6%	0.2
Mean cash public assistance income (dollars)	308	(X)	(X)
With Food Stamp/SNAP benefits in the past 12 months	870	7.5%	0.3
Families			
Families	1,813	183,932	(X)
Less than \$10,000	675	3.8%	0.4
\$10,000 to \$14,999	501	2.6%	0.3
\$15,000 to \$24,999	742	5.9%	0.4
\$25,000 to \$34,999	711	6.6%	0.4
\$35,000 to \$49,999	855	10.2%	0.4
\$50,000 to \$74,999	1,146	16.8%	0.6
\$75,000 to \$99,999	985	14.7%	0.5
\$100,000 to \$149,999	1,200	21.1%	0.7
\$150,000 to \$199,999	802	9.2%	0.4
\$200,000 or more	799	9.2%	0.4
Median family income (dollars)	1,293	(X)	(X)
Mean family income (dollars)	1,428	(X)	(X)

Per capita income (dollars)	397	(X)	(X)
Nonfamily households			
Nonfamily households	1,630	92,565	(X)
Median nonfamily income (dollars)	1,099	(X)	(X)
Mean nonfamily income (dollars)	1,388	(X)	(X)
Median earnings for workers (dollars)			
Median earnings for workers (dollars)	397	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	905	(X)	(X)
Median earnings for female full-time, year-round workers (dollars)	626	(X)	(X)
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL			
All families	0.5	(X)	(X)
With related children under 18 years	0.9	(X)	(X)
With related children under 5 years only	1.7	(X)	(X)
Married couple families	0.4	(X)	(X)
With related children under 18 years	0.6	(X)	(X)
With related children under 5 years only	1.1	(X)	(X)
Families with female householder, no husband present	1.6	(X)	(X)
With related children under 18 years	2.1	(X)	(X)
With related children under 5 years only	6.6	(X)	(X)
All people			
All people	0.5	(X)	(X)
Under 18 years	1	(X)	(X)
Related children under 18 years	1	(X)	(X)
Related children under 5 years	1.5	(X)	(X)
Related children 5 to 17 years	1.1	(X)	(X)

Essex County Demographics and Comparisons

Essex County Population Change (click link to see demographic)	2000	2010	% Change
Amesbury	16,450	16,283	-1.02
Andover	31,247	33,201	6.25
BEVERLY	39,862	39,502	-0.9
Boxford	7,921	7,965	0.56
Danvers	25,212	26,493	5.08
Essex	3,267	3,504	7.25
Georgetown	7,377	8,183	10.93
GLOUCESTER	30,273	28,789	-4.9
Groveland	6,038	6,459	6.97
Hamilton	8,315	7,764	-6.63
HAVERHILL	58,969	60,879	3.24
Ipswich	12,987	13,175	1.45
LAWRENCE	72,043	76,377	6.02
LYNN	89,050	90,329	1.44
Lynnfield	11,542	11,596	0.47
Manchester-by-the-Sea	5,228	5,136	-1.76
Marblehead	20,377	19,808	-2.79

Merrimac	6,138	6,338	3.26
Methuen	43,789	47,255	7.92
Middleton	7,744	8,987	16.05
Nahant	3,632	3,410	-6.11
Newbury	6,717	6,666	-0.76
NEWBURYPORT	17,189	17,416	1.32
North Andover	27,202	28,352	4.23
PEABODY	48,129	51,251	6.49
Rockport	7,767	6,952	-10.49
Rowley	5,500	5,856	6.47
SALEM	40,407	41,340	2.31
Salisbury	7,827	8,283	5.83
Saugus	26,078	26,628	2.11
Swampscott	14,412	13,787	-4.34
Topsfield	6,141	6,085	-0.91
Wenham	4,440	4,875	9.8
West Newbury	4,149	4,235	2.07
Note: Cities appear in all capital letters. Towns are in upper/lower case letters.			

Current Day Community Snapshot of Ipswich

What defines Ipswich?

- When asked to talk about what defines Ipswich, leading responses were as follows:
- Beaches (33%)
- Ipswich River (33%)
- Zumi's Coffee Shop (28%)
- Museum/Historic Houses (28%)
- Downtown: (22%)
- Places in nature/ "undeveloped Natural Areas" (25%)
- High School Arts (10%)

What do people talk about when they talk about "community" in Ipswich?

Responses a range of understandings and uses of the term "community" in relation to "Ipswich":

- Geographic (it is synonymous with the town itself): **78%**
- Relational (focused primarily on presence of narrow personal connections of caring/reciprocity): **38%**
- Community of memory (tied to memories of past or shared history with others): **33%**
- Work/professional/interest groups: **33%**
- Demographics: **22%** (religion, ethnicity, age)
- Imagined: **17%** (perceived connections with all other residents; not close relationships)

Multiple "Community" Affiliations

As expected, Ipswich residents understand themselves to be part of more than one "community." While 80% of respondents identified the town of Ipswich as their primary communal affiliation, nearly 65% identified one or more additional communal identities:

- School community (33%)
- Church community (33%)
- Business or professional group/work (40%)
- Other towns (these respondents reside in other places) (25%)
- An ethnic group (20%)
- A volunteer or interest group (20%)
- Senior center (10%)

What Builds and Sustains Communal Bonds in Ipswich ?

(Places/Events/Groups or People)

The following is a summary of the **leading responses in each category.**

Places:

- Water (83%)
- Beach (33%)
- River (50%)
- Zumi's Coffee Shop (27%)
- Schools (22%)
- Churches (22%)
- Open Spaces (15%)
- Historical Landmarks/Sites (10%)
- Athletic fields (10%)

Events:

- Arts/cultural events: (33%)
(Includes, Hellenic Festival, Arts/Theatre events, events at historic sites)
- School events: (33%)
- Church events: (33%)

Groups or People:

- Schools (22%)
- Churches/churchgoers (22%)
- Anyone who lives in Ipswich (22%)
- People who work in town (16%)
- Historical Society (16%)
- Longtime residents (16%)
- Arts Community/Artists (11%)

WHAT POSES BARRIERS TO COMMUNITY IN IPSWICH?

- Problems with local politics: (35%)
- Concerns about entrenched ways of doing things; takes a long time to be "accepted" in town or to not feel like an "outsider"; sense of distance between residents and town politicians/leaders; lack of access to / understanding of town decision making process; limited access to power
- Lack of diversity: (20%) ("lack of diversity" was not always qualified but at times referred to demographic diversity; economic diversity, race/ethnic diversity and ideological diversity)
- Limited range of activities and events and establishments for all residents (20%): Sense that there is much "repetition" in town. Particular concern for to a lack of options for teens and young adults
- None: (20%)

Grant Options to Support Suggested Programs/Projects

Grants for Community Cultural Programming

Mass Humanities:

Project Grants

The standard grant supports public programming in the humanities in Massachusetts, including film, lecture, reading, and discussion series; exhibits; media pre-production and distribution; and other public activities. The standard maximum award is \$5,000, though some thematic and media grants can be as high as \$10,000.

Recommendation for a specific category of grant within this “project grant” category is the “Engaging New Audiences Project Grants.”

This could be used to develop programming that serves the needs of young people, young families, members of specific ethnic or cultural groups who are perhaps not well represented now in those who engage in cultural activities. Perhaps this could be used to develop the interpretive panels for the Riverwalk if done in a way that expressly engages non-traditional audiences

“Engaging New Audiences Project Grants”

Project grant proposals that include a detailed and realistic plan for engaging new and larger audiences may be eligible for a maximum award of \$10,000. Special consideration will be given to proposals describing projects that will engage audiences and participants with limited access to the humanities. Young and working adults are examples, as are prison inmates, teens and nursing home residents. Proposals may utilize the full range of public program formats. All other Mass Humanities’ grant guidelines and restrictions apply.

Note: The Riverwalk Interpretive Panels or walking tour or public film event etc. could also be developed through seeking a traditional “project grant.”

The project grants support public programming in the humanities in Massachusetts, including but not limited to:

- humanities based civic conversations
- public lecture, conference and panel discussion
- reading and discussion programs
- film and discussion programs
- public conferences and panel discussions
- theatrical productions with post- or pre-performance discussion
- museum exhibitions and related programming
- oral history projects
- walking tours
- audio projects
- film pre-production and distribution
- content-based professional development workshops for teachers
- web sites

Local History Grants

Research Inventory Grant (RIG—maximum award \$1,500)

Scholar in Residence Grant (SIR—maximum award \$3,000)

Scholar In Residence grant could be used to hire someone to do the necessary research for the Riverwalk interpretive panels and/or to create a series of walking tours.

Mass Humanities local history grant program seeks to support the mission and programming of small historical organizations in Massachusetts with a record of presenting interpretive programs to the public. RIG grants are limited to organizations with operating budgets of under \$75,000. While larger institutions are eligible for SIR grants, small organizations have priority.

The Scholar in Residence (SIR) program funds research that advances the interpretation and presentation of history by Massachusetts history organizations, based on research in the organization’s collections or mission purview. The program has a dual purpose: to provide organizations with expertise not normally available to them, and to encourage scholars to use the rich resources of the state’s history museums and historical societies. Priority is given to small organizations that do not generally have the benefit of professionals working in their collections.

A Scholar in Residence grant carries a maximum award of \$3,000. SIR projects are set up collaboratively: scholar and project director agree on the research topic and materials to be used, and work together on the project. SIR grants are sometimes a useful stepping stone towards a project grant for an exhibit, the creation of a brochure or walking tour, or other public history event. To get a sense of what kind of programming we support, we suggest a stroll through the Grants Awarded section

Reading and Discussion Grants

Could be a wonderful option for developing a series of “Reading the River” programs – reading a book focused on something that links to the Ipswich River (its natural or cultural history) perhaps the various discussion sessions could be held around town to meet needs of many different residents and then followed by river walks to explore the history. This could be a partnership project between the Ipswich Museum, the library, the schools, some churches, and local businesses.

Grant for reading and discussion programs in public libraries and other venues; applicants may apply for a grant to cover honoraria for scholar-facilitators. Applicants develop their own themes and reading lists and procure their own books. (details)

Mass Humanities supports reading and discussion programs in public libraries and other venues; applicants may apply for a grant to cover honoraria for scholar-facilitators. Applicants develop their own themes and reading lists and procure their own books.

Mass Memories Road Show [would need to move quickly for 2013 – as 2012 deadline is July 31, 2011]

Seaport Advisory Council Grant Steps

1. Have state representatives request meeting with Seaport Advisory Council members to discuss project
2. Project should take advantage of other successfully funded work
3. Team with as many public sector participants as functionally possible
4. Prepare and submit proposal according to the recommendations from the Council Members
5. Presents proposal to Alliance of Port Professionals for review and approval
6. Present proposal to Seaport Advisory Council for vote and approval



Center for Economic Development and Sustainability (CEDs)
352 Lafayette Street
Salem, Massachusetts 01970-5353