

RMA STUDENTS  
LOOKING AHEAD TO...

New High School  
(THANK YOU!)

CULTURAL  
FESTIVALS

SAFE  
at night

REVERE BEACH  
ATTRACTIONS

STREET ART/  
MURALS



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# Preface

## Acknowledgments

*Next Stop Revere* reflects significant work from a wide range of individuals committed to building the future of Revere.

Thank you to all who participated throughout the process.

This project was undertaken with funds from the District Local Technical Assistance program. The Metropolitan Area Planning Council wishes to express our thanks to the Governor and the members of the Legislature for their continued support and funding of this program.

This Plan would not have been possible without the assistance of the City of Revere and the leadership of Mayor Brian M. Arrigo.

Techrosette Leng, City Planner, served as project manager, with support from Robert O'Brien, Director of Strategic Planning and Economic Development and the following individuals: Paul Argenzio, Superintendent of Public Works; Elle Baker, Project Planner; Linda DeMaio, Administrative Assistant/Scheduler; Julie DeMauro, Active Transportation Manager; John Festa, Business Liaison, Director, Signage Program; Michael Hinojosa, Director of Parks and Recreation; Charles Giuffrida, Associate Director of Parks and Recreation; Reuben Kantor, Director, Office of Innovation and Management; Robert Marra, Chief of Staff; Randall Mondestin, Analyst and Constituent Services Rep; Deb Peczka, Administrative Assistant; Dimple Rana, Director of Healthy Community Initiatives and Co-Leader Revere on the Move; Nicholas Romano, Aide to the Mayor; Beth Rosa, CDBG Program Manager; Paul Rupp, Consultant; and Frank Stringi, Chief Planner, Zoning Coordinator, and Chair of the Site Plan Review Committee.

Metropolitan Area Planning Council staff provided professional planning and technical assistance and worked with the City of Revere throughout the project.

The MAPC project managers were Betsy Cowan, Chief of Economic Development, and Ralph Willmer, Principal Planner, with assistance from Christian Brandt, Community Engagement Coordinator; Josh Eichen, Senior Economic Development Planner; Seleeke Flingai, Research Analyst II; Elise Harmon, Digital Communications Specialist; Kasia Hart, Policy Analyst; Alex Koppelman, Regional Housing and Land Use Planner II; Courtney Lewis, Regional Land Use Planner; Rachel Marx, Administrative Assistant; Karina Milchman, Chief of Housing and Neighborhood Development; Lily Perkins-High, Analytical Services Manager; Sharon Ron, Public Health Planner II; Annis Sengupta, Assistant Director of Arts & Culture; Sasha Shyduroff, Clean Energy and Climate Planner II; Iolando Spinola, Community Engagement Specialist; Caitlin Spence, GIS and Planning Analyst; and Kit Un, Visual Designer.



Special thanks to the following individuals:

### **Steering Committee**

Aklog Limeneh  
 Carol Tye  
 Christopher P. Bright  
 David Eatough  
 Dean Harris  
 Dianne Kelly  
 Ed Deveau  
 Fatou Drammeh  
 Gianpiero Tirella  
 James Guido  
 Kim Hanton  
 Reverend Nicholas Granitsas  
 Olga Tacure  
 Paul Argenzio  
 Rafael Mares  
 Ralph DeCicco  
 Stephen Fielding  
 Sylvia Chiang  
 Wendy Millar-Page

### **City Council**

Patrick M. Keefe, Jr. (President)  
 Ira Novoselsky (Vice President)  
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 Steven Morabito  
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 Gerry Visconti  
 Anthony T. Zambuto  
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 John F. Powers  
 Richard Serino

### **School Committee**

Anthony D'Ambrosio  
 Michael A. Ferrante  
 Susan J. Gravellese  
 Stacey A. Rizzo  
 Frederick A. Sannella  
 Carol A. Tye

### **Planning Board**

Eugene McKenna (Chairman)  
 Henry Tufo  
 Anthony DelVecchio  
 Louise Ciarloe  
 John Desimone  
 Kenneth Haggar  
 James Giovanni  
 Ed Deveau  
 Aklog Limeneh

### **City Departments**

Strategic Planning and Economic  
 Development  
 Department of Public Works  
 Innovation and Data  
 Management  
 Healthy Community Initiatives  
 Parks and Recreation  
 School  
 Police  
 Fire  
 Substance Use Disorders  
 Initiative  
 Disabilities Commission  
 Elder Affairs  
 Veteran Affairs

### **Community Engagement Team**

Office of the Mayor  
 Parks and Recreation  
 Healthy Community Initiatives  
 Revere 311  
 Revere Society for Cultural and  
 Historic Preservation  
 Revere CARES and Union Capital  
 Revere Community School  
 RevereTV

### **Revere Public Schools**

Administrators & staff at the  
 Rumney Marsh Academy, Hill  
 School, and Revere High School  
 Revere Public Schools Central  
 Office  
 The students of the Rumney  
 Marsh Academy for their mural  
 "The Future Is Bright"

### **Focus Group Volunteers**

Angelica Cardona-Ramirez  
 Sylvia Chiang  
 Ed Deveau  
 Evie Heffernan  
 Wendy Millar-Page  
 Stefanie Shull  
 Olga Tacure

### **Focus Group Participants**

Residents, small business  
 owners, and staff from nonprofit  
 and private sector partners

### **Photo Credits: C Molens Photography**

(unless otherwise noted)

## Community Outreach and Engagement

Next Stop Revere was developed and guided by members of the Revere community through two primary mechanisms—the Steering Committee and community outreach activities implemented throughout the plan.

### STEERING COMMITTEE

The Mayor appointed a 19-member Next Stop Revere Steering Committee, made up of stakeholders representing a range of perspectives. The Steering Committee met regularly throughout the planning process with the following key tasks:

- Informing the content of public presentations, such as the Next Stop Revere Kick-Off and the issue-oriented public forums.
- Guiding the development of the community outreach strategy, outlined below, and assisting with the implementation of the strategy.
- Analyzing the feedback gathered from participants in the Next Stop Revere Kick-Off, the public forums, surveys, and focus groups.
- Reviewing, editing, and approving content for the plan, including the analysis of existing conditions and the recommendations of the plan.

The Steering Committee was made up of the following individuals:

**Aklog Limeneh**

Planning Board; Beachmont Improvement Committee

**Carol Tye**

School Committee, Superintendent Emerita; Beachmont Improvement Committee; Revere Beach Partnership

**Christopher P. Bright**

Chief, Revere Fire Department; Suffolk Downs PRB

**David Eatough**

Conservation Commission Member; Revere High School Teacher

**Dean Harris**

Director of Maintenance and Modernization;  
Revere Housing Authority

**Dianne Kelly**

Superintendent; Revere Public School

**Ed Deveau**

Planning Board; Beachmont Improvement Committee; Revere Society for Cultural and Historic Preservation

**Fatou Drammeh**

Coordinator, Revere Community School;  
Women Encouraging Empowerment

**Gianpiero Tirella**

Resident

**James Guido**

Chief of Police, Revere Police Department; Suffolk Downs PRB

**Kim Hanton**

Director of Addiction Services, North Suffolk Mental Health; Board of Health

**Reverend Nicholas Granitsas**

Pastor of First Congregational Church

**Olga Tacure**

Women Encouraging Empowerment's ED, RHS PTO  
Vice President, PLTI

**Paul Argenzio**

Superintendent of Public Works, Traffic Commission  
Chairman, Cultural Council

**Rafael Mares**

Executive Director, The Neighborhood Developers

**Ralph DeCicco**

ADA Coordinator/Chair Revere Commission on  
Disabilities

**Stephen Fielding**

Director of Elder Affairs, Rossetti-Cowan Senior  
Center

**Sylvia Chiang**

Director, Revere CARES, MGH, Revere on the Move  
Co-Leader

**Wendy Millar-Page**

Executive Director, Chamber of Commerce

## COMMUNITY OUTREACH AND ENGAGEMENT PROCESS

MAPC designed a comprehensive community outreach and engagement process in partnership with the City of Revere. The timeline, approach, and metrics of the plan are presented below:

### Engagement Timeline

- December 6, 2018: *Next Stop Revere* Master Plan Announced
- January 15, 2019: *Next Stop Revere* Kick-Off Event
- March - July 2019: Informational interviews with local stakeholders
- April 10, 2019: Community Forum #1: Housing, Economic Development, and Historic & Cultural Resources
- May 8, 2019: Community Forum #2: Transportation, Energy & Climate, Public Health, and Open Space
- July 12 - October 7, 2019: *Next Stop Revere* Master Plan Survey
- September 16-20, 2019: Shirley Ave Pop-Ups
- September-October 2019: 6 Focus Groups conducted
- January 28, 2020: *Next Stop Revere* Recommendations and Implementation
- Creation of a website dedicated to the Master Plan, Revere data and demographics information, and plan implementation

MAPC worked with the City of Revere to identify key audiences for outreach and engagement with the plan, to ensure diverse representation of a range of stakeholders of different ages, cultural backgrounds, educational levels, geographic representation, and language capacity. The priority audiences are listed below.

### Prioritized Engagement Audience

- Low/moderate-income households
- Communities of color
- Parents and young families
- English language learners/Linguistically isolated households
- Seniors/older residents
- Millennial residents
- Youth
- New residents (Fewer than ten years of residence in Revere)
- Business owners

MAPC implemented the engagement strategy with the following key partners.

### Key Engagement Partners

- Mayor's Office
- Department of Strategic Planning and Economic Development
- Innovation & Data Management/311 Revere
- Healthy Community Initiatives Department
- Revere Recreation Department
- Revere Public Schools
- Revere Community School
- MGH Revere CARES Coalition
- Revere Chamber of Commerce
- The Neighborhood Developers (TND)
- Union Capital
- Women Encouraging Empowerment
- Beachmont Improvement Committee

Implementation of the outreach and engagement strategy resulted in the following metrics.

**Key Metrics:**

- Over 200 participants attended the *Next Stop Revere* Kick-Off Event
- Approximately 140 participants attended the Community Forum #1: Housing, Economic Development, and Historic & Cultural Resources
- Approximately 70 participants attended the Community Forum #2: Transportation, Energy & Climate, Public Health, and Open Space
- Approximately 50 participants took part in *Next Stop Revere* Key Focus Groups
- Approximately 500 participants responded to the *Next Stop Revere* Survey
- More than 200 contacts were added to the *Next Stop Revere* listserve

**Community Feedback**

The engagement plan included a variety of activities and events. There were four main events for public engagement, followed by more in-depth focus groups and surveys. The events were hosted by the City of Revere, the *Next Stop Revere* Master Plan Steering Committee, and MAPC. All three events had childcare available. Materials for all four public events were made available in Spanish, Khmer, Portuguese, Haitian Creole, and Arabic, and interpretation was also provided. Promotion for public events was also done in multiple languages.

The first opportunity for Revere residents and stakeholders to participate in the *Next Stop Revere* planning process was the January 15, 2019, Kick-Off event. More than 200 participants attended the event. Thirty participants utilized Spanish interpretation and several families utilized childcare at the event. Several participants commented on the importance of interpretation services and noted the high-quality of the interpretation. One participant stated, "It was very helpful to have the headphones to listen in Spanish." Another participant stated that "the participation in the event helped...students feel that there is room for them to be active, by learning what is going on in the public sphere and eventually by letting their voices be heard."

Topics that were cited most frequently by participants as high priority were affordable housing (although a few people expressed concern that there was too much housing development), green infrastructure, green space, traffic, safety, youth, a community center, a new high school, schools, climate change, and transportation. Participants noted key concerns including traffic, the lack of affordable housing, drugs, racism, education and schools, taxes, cleanliness, and lighting for public spaces.

During the first two public forums, many stakeholders indicated that they were satisfied with learning about the master plan, and with the process of gathering their insights and opinions. The first forum covered the topics of economic development, historical and cultural resources, and housing. After the first forum, one participant stated, "This is my first meeting. It was fun and interactive, and I love how everyone got a chance to participate." Another participant stated, "I appreciate how MAPC organizes these events and [getting] the people of color involved."

The second forum covered the topics of energy and climate, open space and recreation, public health, and transportation. This forum produced similar engagement sentiments to those expressed by participants in the first forum. A participant at the second forum stated: “I feel that I have a voice when it comes to helping Revere.” When thinking about engagement, another participant stated, “I can see many people with the desire to work for a better quality of life for everyone in Revere.”

A significant engagement focus of *Next Stop Revere* in the summer of 2019 was the distribution and promotion of the online survey, which was made available in five non-English translations (Arabic, Haitian Creole, Khmer, Portuguese, and Spanish). The survey had three objectives: to engage stakeholders who had not plugged into *Next Stop Revere* events, collect additional feedback and sentiments around key master plan elements, and get demographic data of participants engaged in *Next Stop Revere*. The responses of the survey then informed key master plan elements and were used to inform the recommendations of the plan. The survey was available online for twelve weeks from July 12 to October 7. Approximately 500 people responded to the *Next Stop Revere* survey.

More in-depth topic-specific conversation materialized from the four topic-specific focus groups in the fall of 2019. MAPC worked with the City of Revere to identify and train local partners to support the facilitation of the four focus groups. With the support of local partners, MAPC was able to collect answers to key questions from identified participant groups. Approximately fifty individuals participated in the four focus groups.

### **Continued Engagement**

The high level of community engagement in this process represents an exciting opportunity. The City of Revere has expanded its capacity to leverage the rich social networks in the city and will continue to engage the stakeholders throughout the implementation of the Master Plan.

## **Data Analysis Methodology**

The Metropolitan Area Planning Council used a variety of data sources in the development of this plan, including public and private datasets, information provided by the City of Revere, and other sources as noted.

The data for Revere were analyzed in comparison to equivalent data points from four communities: Chelsea, Everett, Lynn, and Malden. The communities were identified based on their geographic proximity to Revere, population size, demographic characteristics, and form of government. It is important to note, however, that each community presents unique characteristics. In some cases, a comparison was made using a subset of those communities. In other instances, as noted, data for Revere were compared to data from the Metropolitan Area Planning Council region or a subset of that region.