



DRAFT
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Next Stop Revere

**Draft Master Plan Prepared for the City of Revere
by the Metropolitan Area Planning Council**



The Vision of *Next Stop Revere*

Next Stop Revere represented a unique opportunity for the City to build upon its rich history and engage a wide range of stakeholders to build a plan for the future. To ensure that a broad range of voices, perspectives, and areas of expertise was incorporated into the plan, the City worked with the Metropolitan Area Planning Council to develop and implement a comprehensive Community Engagement Strategy. The plan was guided and shaped by a Steering Committee, appointed by the Mayor and made up of nineteen stakeholders in Revere. The Steering Committee served as the body that determined the final content of the plan, to then be presented to the Revere Planning Board for adoption.

This chapter outlines the vision of *Next Stop Revere* developed by the Steering Committee and describes the community outreach process, which informed the vision and content of the plan.

Vision Statement

Revere is an innovative, inclusive city built on the strong foundation of our history, our unique assets, and our present successes. We are committed to achieving this vision through a comprehensive plan that aims to:

Build Revere's reputation as a professionalized city government at the forefront of regional collaboration, climate resiliency, and mitigation programs, open space use, housing strategies, workforce development support, and economic development strategies.

Continue to provide innovative and quality education at every level, every age and every stage of life, in state-of-the-art educational facilities, preparing all of our residents for productive careers that provide a high quality of life.

Provide housing options for residents of all backgrounds and income levels, to ensure that both long-time Revere residents and newer residents can find affordable housing options throughout the city that meet their needs and allow them to call Revere home for years to come.

Offer high-quality employment opportunities for Revere residents through workforce development programs, development of key transformative sites, business recruitment, and business development support for Revere's existing small businesses throughout the city.

Facilitate a range of transportation options for Revere residents, visitors, and regional commuters through partnering with regional transportation entities, to provide efficient, safe, and reliable access to locations within Revere and in surrounding communities.

Promote healthy lifestyles for our residents and visitors through adequate community recreational and exercise facilities, walkable commercial corridors, improved pedestrian and biking infrastructure, improved transit options within Revere to connect residents to key goods and services, improved traffic flow, increased transportation safety, and enhanced open space options.

Promote the resiliency of the city in the face of increasing climate challenges through comprehensive climate mitigation and resiliency strategies and energy efficiency programs.

Strengthen and celebrate the diversity of our city and promote social capital by increasing access to affordable cultural and entertainment centers, utilizing public art to celebrate Revere's past and present and fostering creative businesses throughout the city.

Establish Revere as a destination for visitors throughout the region and a gateway to Greater Boston and the North Shore through comprehensive development strategies to leverage existing assets such as Revere Beach, foster more venues for dining, arts, and entertainment and promote improved multi-modal transit connections to other cities.

ចក្ខុវិស័យរបស់

Next Stop Revere

Next Stop Revere បានបង្ហាញនូវឱកាសពិសេសសម្រាប់ទីក្រុងនៅក្នុងការកសាងបន្ទប់មែកឈើប្រវត្តិដ៏សំបូរបែបរបស់ខ្លួន និងធុរ្យឱ្យមានការចូលរួមពីសំណាក់ភាគីពាក់ព័ន្ធជាច្រើននៅក្នុងការកសាងផែនការសម្រាប់អនាគត។ ដើម្បីធានាថាសំឡេង ទស្សនៈវិស័យ និងជនកែងកទសេជាច្រើនត្រូវបានដាក់បញ្ចូលទៅក្នុងផែនការ ទីក្រុងមានសហការជាមួយក្រុមប្រឹក្សារៀបចំតំបន់ Metropolitan (Metropolitan Area Planning Council) ដើម្បីធ្វើការអភិវឌ្ឍន៍ និងអនុវត្តយុទ្ធសាស្ត្រចូលរួមរបស់សហគមន៍គ្រប់ជំរុងជុំវិញ។ ផែនការត្រូវបានដឹកនាំ និងរៀបចំដោយគណៈកម្មាធិការអចិន្ត្រៃយ៍ដលៃតង់តាំងដោយចៅហ្វាយក្រុង និងមានសមាសភាពមកពីភាគីពាក់ព័ន្ធចំនួនដប់ប្រាំបួននាក់នៅ Revere។ គណៈកម្មាធិការអចិន្ត្រៃយ៍មានធុរ្យជាអង្គការដលៃកំណត់ខ្លួនសារចុងក្រោយនៃផែនការ រួចបន្តទាមទារនឹងបង្ហាញជូនក្រុមប្រឹក្សារៀបចំផែនការ Revere ដើម្បីអនុវត្ត។

ជំពូកនេះលើកឡើងអំពីចក្ខុវិស័យរបស់ Next Stop Revere ដលៃបង្កើតឡើងដោយគណៈកម្មាធិការអចិន្ត្រៃយ៍ និងរៀបរាប់អំពីដំណើរការផ្តល់សេវាសហគមន៍ ដលៃបង្ហាញអំពីចក្ខុវិស័យ និងខ្លួនសារនៃផែនការ។

សចេក្ខុដ៏ថ្មលងៃអំពីចក្ខុវិស័យ

ទីក្រុងមានភាពច្នៃប្រឌិត និងលក្ខណៈបរិយាប័ន្នបានកសាងបន្ទប់មែកឈើមូលដ្ឋានដ៏រឹងមាំនៃប្រវត្តិរបស់យើង ទ្រព្យសម្បត្តិដ៏វិសេសវិសាលរបស់យើង និងភាពជាគង្គីយបច្ចុប្បន្នរបស់យើង។ យើងប្រុងប្រយ័ត្នសម្រេចឱ្យយាននូវចក្ខុវិស័យនេះតាមរយៈផែនការគ្រប់ជំរុងជុំវិញយកក្នុងគោលបំណង៖

កសាងកិត្តិនាមរបស់ Revere ជារដ្ឋាភិបាលទីក្រុងប្រកបដោយវិជ្ជាជីវៈឈានមុខគេផ្នែកកិច្ចសហការតំបន់ភាពធននិងអាកាសធាតុ និងកម្មវិធីគ្រប់គ្រងយុទ្ធសាស្ត្រដ៏ល្អបំផុត ការប្រើប្រាស់វាលលំហ យុទ្ធសាស្ត្រគ្រប់គ្រងដី ការគាំទ្រកិច្ចអភិវឌ្ឍន៍កម្មវិធីពលកម្ម និងយុទ្ធសាស្ត្រអភិវឌ្ឍន៍សង្គមដើម្បីកិច្ច។

បន្តផ្តល់ការអប់រំបែបច្នៃប្រឌិត និងប្រកបដោយគុណភាពនៅគ្រប់កម្រិត គ្រប់អាយុ និងគ្រប់ដំណាក់កាលនៃជីវិតនៅក្នុងបន្ទប់សក្តានុពល ដលៃរៀបចំគ្រប់ព្រឹត្តិការណ៍អស់របស់យើងសម្រាប់អាជីពការងារប្រកបដោយផលិតភាពដលៃផ្តល់នូវគុណភាពជីវិតកម្រិតខ្ពស់។

ផ្តល់នូវជម្រើសលំនៅដ្ឋានសម្រាប់ពលរដ្ឋគ្រប់វណ្ណៈ និងគ្រប់កម្រិតប្រាក់ចំណូល ដើម្បីធានាថាពលរដ្ឋដលៃរស់នៅ Revere រយៈពេលយូរ និងពលរដ្ឋចំណូលថ្មីអាចស្រវែកជម្រើសលំនៅដ្ឋានសមរម្យនៅទូទាំងក្រុងដលៃស្របតាមតម្រូវការរបស់ខ្លួន និងអាចឱ្យពួកគេហៅ Revere ថាជាទីកន្លែងលំនៅដ្ឋានរយៈពេលជាច្រើនឆ្នាំខាងមុខទៀត។

ផ្តល់នូវឱកាសការងារគុណភាពខ្ពស់សម្រាប់ពលរដ្ឋ Revere តាមរយៈកម្មវិធីអភិវឌ្ឍន៍បុគ្គលិក ការអភិវឌ្ឍន៍ទីតាំងរៀបចំថ្មីសំខាន់ៗ ការផ្សព្វផ្សាយអាជីវកម្ម

និងកិច្ចគាំទ្រការអភិវឌ្ឍន៍អាជីវកម្មសម្រាប់អាជីវកម្មខ្នាតតូចមានស្តាប់របស់ Revere នៅក្នុងទីក្រុងទាំងមូល។

សម្របសម្រួលជម្រើសយាងដើរដំណើរសម្រាប់ពលរដ្ឋ Revere ភ្ញៀវទេសចរ និងអន្តរជាតិដំណើរក្នុងតំបន់តាមរយៈកិច្ចសហការជាមួយអង្គការដឹកជញ្ជូនក្នុងតំបន់ ដើម្បីផ្តល់មធ្យោបាយមានប្រសិទ្ធផលភាព សុវត្ថិភាព និងប្រកបដោយភាពរៀបរយដើម្បីដំណើរទៅកាន់ទីតាំងផ្សេងៗក្នុង Revere និងសហគមន៍ដលៃនៅជុំវិញ។

លើកកម្ពស់ការរស់នៅប្រកបដោយសុខភាពល្អសម្រាប់ពលរដ្ឋ និងភ្ញៀវរបស់យើងតាមរយៈទីកន្លែងកម្សាន្ត និងធុរ្យលំហាត់ប្រាណក្នុងសហគមន៍ដលៃមានចំនួនគ្រប់គ្រាន់ ចូរកំណើនជួនកម្មប្រកបដោយប្រសិទ្ធផលភាព ប្រើប្រាស់ធនធានមុនពេលជីវិត និងជិះកង់ដលៃមានការកែលម្អ ជម្រើសផ្សេងៗលើកាត់កាន់តែល្អប្រសើរនៅក្នុង Revere ដើម្បីគ្រប់គ្រងពលរដ្ឋទាំងទំនើង និងសេវាកម្មសំខាន់ៗ លំហូរចរាចរណ៍ដលៃមានភាពល្អប្រសើរ សុវត្ថិភាពធុរ្យដំណើរកាន់តែល្អប្រសើរ និងជម្រើសវាលលំហដលៃល្អជាងមុន។

លើកកម្ពស់ភាពធន់របស់ទីក្រុងនៅពេលមានបញ្ហាប្រឈមផ្នែកអាកាសធាតុតាមរយៈយុទ្ធសាស្ត្រគ្រប់គ្រងជុំវិញ សម្រាប់កាត់បន្ថយផលប៉ះពាល់ និងភាពធន់ចំពោះការប្រើប្រាស់អាកាសធាតុ និងកម្មវិធីប្រសិទ្ធផលភាពថាមពល។

ពង្រឹង និងបង្ហាញអំពីភាពចម្រុះនៃទីក្រុងរបស់យើង និងលើកកម្ពស់មូលធនសង្គមតាមរយៈការបង្កើនលទ្ធផលទទួលបានមធ្យមនៃប្រជាជន និងកម្សាន្តដលៃមានតម្លៃសមរម្យ ការប្រើប្រាស់សិល្បៈស្នាដារណៈដើម្បីបង្ហាញអំពីភាពរុងរឿងក្នុងអតីតកាល និងបច្ចុប្បន្ន ព្រមទាំងជំរុញអាជីវកម្មច្នៃប្រឌិតនៅទូទាំងទីក្រុងទាំងមូល។

ធុរ្យយ៉ាងណាឱ្យ Revere ក្លាយទៅជាគោលដៅសម្រាប់ភ្ញៀវទេសចរណ៍នៅទូទាំងតំបន់ និងចូរកត្តាទៅ Greater Boston និង North Shore តាមរយៈយុទ្ធសាស្ត្រអភិវឌ្ឍន៍គ្រប់ជំរុងជុំវិញដើម្បីបង្កើនទិសដៅសម្រាប់ភ្ញៀវ ដូចជា Revere Beach ជំរុញប្រាក់ចំណូលបន្ថែមសម្រាប់អាហារ សិល្បៈ និងការកម្សាន្ត ព្រមទាំងលើកកម្ពស់ការភ្ជាប់ចូរកត្តាភាពជាដៃគូចម្រុះទៅកាន់ទីក្រុងផ្សេងទៀត។

A visão da Próxima Parada de Revere

A Próxima Parada de Revere representou uma oportunidade única para a cidade desenvolver sua rica história e envolver uma grande variedade de partes interessadas na elaboração de um plano para o futuro. Para garantir que uma ampla gama de vozes, perspectivas e áreas de especialização fosse incorporada ao plano diretor, a cidade trabalhou com o Conselho de Planejamento da Região Metropolitana para desenvolver e implementar uma estratégia abrangente de envolvimento da comunidade. O plano foi orientado e elaborado por um Comitê Diretor, nomeado pelo prefeito e composto por dezenove participantes de Revere. O Comitê Diretor foi o corpo de trabalho que determinou o conteúdo final do plano a ser apresentado ao Conselho de Planejamento de Revere, para a adoção.

Este capítulo descreve a visão da Próxima Parada de Revere, desenvolvida pelo Comitê Diretor, e descreve o processo de divulgação em que a visão e o conteúdo do plano foram informados à comunidade.

Declaração de visão

Uma cidade inovadora e inclusiva, construída sobre a base sólida de nossa história, nosso patrimônio exclusivo e nossos sucessos atuais. Estamos comprometidos em alcançar essa visão através de um plano abrangente que visa:

Construir a reputação de Revere enquanto um governo municipal profissionalizado na vanguarda da colaboração regional, programas de resiliência e mitigação climática, uso do espaço aberto, estratégias de habitação, estratégias de apoio de desenvolvimento da força de trabalho e estratégias de desenvolvimento econômico.

Continuar a fornecer educação inovadora e de qualidade em todos os níveis, idades e estágios da vida, em estabelecimentos educacionais de ponta, preparando todos os nossos residentes para carreiras produtivas que proporcionam alta qualidade de vida.

Fornecer opções de moradia para residentes de todas as origens e níveis de renda, para garantir que os residentes antigos de Revere e os residentes mais novos possam encontrar opções de moradia acessíveis em toda a cidade que atendam às suas necessidades e permitam que Revere seja considerada seu lar nos próximos anos.

Oferecer oportunidades de emprego de alta qualidade para os residentes de Revere por meio de programas de desenvolvimento da força de trabalho, desenvolvimento de locais (sites) transformadores chave, recrutamento de negócios e suporte ao desenvolvimento de negócios para as pequenas empresas existentes em Revere, em toda a cidade.

Facilitar uma variedade de opções de transporte para residentes, visitantes e passageiros pendulares de Revere, através de parcerias com entidades de transporte regionais, para fornecer acesso eficiente, seguro e confiável aos lugares em Revere e nas comunidades vizinhas.

Promover estilos de vida saudáveis para nossos residentes e visitantes por meio de instalações comunitárias adequadas de recreação e de exercícios, corredores comerciais acessíveis, infraestrutura aprimorada de pedestres e ciclismo, melhores opções de trânsito dentro em Revere para conectar residentes a bens e serviços essenciais, fluxo de tráfego aprimorado, maior segurança de transporte e opções aprimoradas de espaços abertos.

Promover na cidade a resiliência diante dos crescentes desafios climáticos por meio de estratégias abrangentes de mitigação e resiliência climática e programas de eficiência energética.

Fortalecer e celebrar a diversidade de nossa cidade e promover capital social, aumentando o acesso a centros culturais e a entretenimento acessíveis, utilizando arte pública para celebrar o passado e o presente de Revere e promovendo negócios criativos em toda a cidade.

Estabelecer Revere como um destino para visitantes de toda a região e uma porta de entrada para a Grande Boston e o Litoral Norte através de estratégias abrangentes de desenvolvimento para impulsionar o patrimônio existente, como a praia Revere Beach. Promover mais locais para restaurantes, artes e entretenimento e promover melhorias nas conexões de trânsito multimodais para outras cidades.

Vizyon Next Stop Revere la

Next Stop Revere la te reprezante yon opòtinite inik pou Vil la baze sou istwa rich li genyen an epi pou l enplike yon gwo kantite pati prenan pou elabore yon plan pou lavni. Pou nou asire ke gen yon gwo kantite vwa, pèspektiv, ak domèn ekspètiz te entegre nan plan an, Vil la te kolabore avèk Konsèy Planifikasyon Zòn Metwopolitèn lan pou rive elabore epi enpleman yon estrateji global Angajman Kominotè. Plan an te gide epi fasone pa yon komite Direktè ke majistra a te nonmen epi li konpoze avèk diznèf pati prenan nan Revere. Komite Direktè a te sèvi kòm ògan kite detèmine kontni final plan an, kite apresa prezante devan Konsèy Planifikasyon Revere la pou yo te ka adopte l.

Chapit sa a dekri vizyon Next Stop Revere la kite devlope pa Komite Direktè a epi li dekri pwosesis sansibilizasyon kominotè a, sa ki bay enfòmasyon sou vizyon ak kontni plan an.

Deklarasyon Vizyon an

Yon vil inovant ak enkliziv ki bati sou baz solid istwa nou, atou inik nou yo ak siksè aktyèl nou yo. Nou angaje pou nou reyalize vizyon sa a gras ak yon plan konpreyansif ki vize pou:

Ranfòse repitasyon Revere antanke yon gouvènman minisipal pwofesyonèl ki ap dirije kolaborasyon rejyonal la, kapasite rezistans ak pwogram rediksyon klimatik yo, itilizasyon espas Ouvè yo, estrateji lojman, sipò devlopman mendèv la ak estrateji devlopman ekonomik yo.

Kontinye founi yon edikasyon inovant ak dekalite nan tout nivo, tout laj nan chak etap nan lavi a, nan etablisman edikatif ki pi resan yo, pandan nap prepare tout rezidan nou yo pou karyè pwodiktif ki ofri yon kalite lavi ki elve.

Founi opsyon lojman pou rezidan yo kelkeswa sityasyon ak nivo revni yo, yon fason pou garanti ke ansyen ak nouvo rezidan kap viv nan Revere yo kapab jwenn opsyon lojman a yon pri abòdab ki reponn ak bezwen yo atravè tout vil la epi ki pèmèt yo konsidere Revere tankou kay pa yo pandan plizye ane kap vini yo.

Ofri opòtinite aplwa dekalite pou rezidan Revere yo atravè pwogram devlopman mendèv, devlopman sit transfòmasyon enpòtan, rekritman biznis ak sipò pou devlopman ti biznis ki ekziste deja nan Revere atravè tout vil la.

Fasilite yon kantite opsyon transpòtasyon pou rezidan, vizitè ak vwayajè rejyonal nan Revere yo atravè yon patenarya ak antite transpòtasyon rejyonal yo, yon fason pou nou founi yon aksè ki efikas, an sekirite epi ki fyab ak zòn ki nan Revere yo ansanm ak kominote ki anviwone l yo.

Pwomouvwa mòdvi ki favorize lasante pou rezidan ak vizitè nou yo atravè etablisman kominotè adekwa pou lwazi ak ekzèsis yo, koridò komèsyal pou pyeton, yon enfrastruktii amelyore pou pyeton ak pou kouri bisiklèt, opsyon amelyore pou transpòtasyon an komen anndan Revere pou konekte rezidan yo ak byen ansanm ak sèvis enpòtan yo, yon meyè sikilasyon trafik, ogmantasyon sekirite nan transpòtasyon ansanm ak yon amelyorasyon nan opsyon espas ouvè yo.

Pwomouvwa kapasite rezistans vil la fas ak defi klimatik kwasan yo atravè estrateji rediksyon ak rezistans klimatif ki konplè ansanm ak pwogram efikasite enèjetik yo.

Ranfòse epi selebre divèsite vil nou an epi pwomouvwa kapital sosyal la pandan nap ogmante aksè ak sant kiltirèl ak divètisman yo nan yon pri abòdab, pandan nap itilize atizay piblik pou selebre pase ak prezan Revere epi pandan nap ankouraje biznis kreyatif atravè tout vil la.

Fè Revere tounen yon destinasyon pou vizitè atravè rejyon an ak yon pòtay pou Anwo Boston ansanm ak Kot Nò a atravè estrateji devlopman konplè pou itilize omaksimòm avantaj tankou Plaj Revere la, favorize plis kote pou moun manje, pou atizay ak divètisman epi pwomouvwa amelyorasyon diferan mòd transpòtasyon ki pèmèt koneksyon ak lòt vil yo.

La visión de *Next Stop* Revere

Next Stop Revere representó para la Ciudad una oportunidad única para aprovechar de su rica historia e involucrar a una amplia gama de partes interesadas para desarrollar un plan para el futuro. Para asegurar que una amplia gama de voces, perspectivas y áreas de experiencia se incorporó en el plan, la Ciudad trabajó con el Consejo de Planificación del Área Metropolitana para desarrollar e implementar una estrategia integral de participación comunitaria. El plan fue guiado y conformado por un Comité Directivo, designado por el alcalde y compuesto por diecinueve partes interesadas en Revere. El Comité Directivo sirvió como el organismo que determinó el contenido final del plan, para luego ser presentado a la Junta de Planificación de Revere para su adopción.

Este capítulo describe la visión de *Next Stop Revere* desarrollada por el Comité Directivo y describe el proceso de vinculación con la comunidad, que informó la visión y el contenido del plan.

Declaración de visión

Una ciudad innovadora e inclusiva construida sobre la base sólida de nuestra historia, nuestros activos únicos y nuestros éxitos actuales. Estamos comprometidos a lograr esta visión a través de un plan integral que tiene como objetivo:

Desarrollar la reputación de Revere como un gobierno municipal profesionalizado a la vanguardia de la colaboración regional, la resiliencia climática y los programas de mitigación, el uso de espacios abiertos, las estrategias de vivienda, el apoyo al desarrollo de la fuerza laboral y las estrategias de desarrollo económico.

Continuar brindando educación innovadora y de calidad en todos los niveles, todas las edades y todas las etapas de la vida, en instalaciones educativas de vanguardia, preparando a todos nuestros residentes para carreras productivas que brinden una alta calidad de vida.

Proporcionar opciones de vivienda para residentes de todos los orígenes y niveles de ingresos, para garantizar que tanto los residentes de Revere como los residentes más nuevos puedan encontrar opciones de vivienda asequibles en toda la ciudad que satisfagan sus necesidades y les permitan llamar hogar a Revere por muchos años más.

Ofrecer oportunidades de empleo de alta calidad para los residentes de Revere a través de programas de desarrollo de la fuerza laboral, desarrollo de sitios transformadores clave, reclutamiento de empresas y apoyo para el desarrollo de negocios para las pequeñas empresas existentes de Revere en toda la ciudad.

Facilitar una variedad de opciones de transporte a través de colaboraciones con entidades de transporte regionales para los residentes, visitantes y trabajadores que viajan a diario entre su hogar y su trabajo en Revere, para proporcionar un acceso eficiente, seguro y confiable a localidades dentro de Revere y en las comunidades vecinas.

Promover estilos de vida saludables para nuestros residentes y visitantes a través de instalaciones recreativas y de ejercicio comunitarias adecuadas, zonas comerciales transitables, infraestructura mejorada para peatones y ciclistas, mejores opciones de transporte dentro de Revere para conectar a los residentes con bienes y servicios clave, flujo de tráfico mejorado, mayor seguridad en el transporte y mejores opciones de espacio abierto.

Promover la resiliencia de la ciudad frente a los crecientes desafíos climáticos a través de estrategias integrales de mitigación y resiliencia climática y programas de eficiencia energética.

Fortalecer y celebrar la diversidad de nuestra ciudad y promover el capital social aumentando el acceso a centros culturales y de entretenimiento asequibles, utilizando el arte público para celebrar el pasado y el presente de Revere y fomentando negocios creativos en toda la ciudad.

Establecer Revere como un destino para los visitantes de toda la región y una puerta de entrada al Gran Boston y la costa norte a través de estrategias de desarrollo integrales para aprovechar los activos existentes como la Playa de Revere, fomentar más lugares para restaurantes, artes y entretenimiento y promover un tránsito multimodal mejorado conexiones a otras ciudades.

بيان الرؤية

مدينه مبتكره وشامله مبنيه علي الأساس القوي لتاريخنا وأصولنا الفريدة ونجاحاتنا الحالية.

نحن ملتزمون بتحقيق هذه الرؤية من خلال خطه شامله تهدف إلى:

بناء سمعه ريفير حكومه المدينة المهيّنة في طليعة التعاون الإقليمي ومرونة المناخ وبرامج التخفيف واستخدام الفضاء المفتوح واستراتيجيات الإسكان ودعم تميّه القوي العاملة واستراتيجيات التنمية الاقتصادية

الاستمرار في توفير التعليم المبتكر والجيد علي جميع المستويات ، وفي كل مرحله من مراحل الحياة ، وفي المرافق التعليمية الحديثة ، واعداد جميع المقيمين لدينا للمهن الإنتاجية التي توفر نوعيه عاليه من الحياة

توفير خيارات السكن للمقيمين من جميع الخلفيات ومستويات الدخل ، لضمان ان كلا من سكان ريفير لفترات طويلة والسكان الجدد العثور علي خيارات السكن وبأسعار معقولة في جميع أنحاء المدينة التي تلي احتياجاتهم وتسمح لهم بالبقاء في ريفير كموطن لسنوات

توفير فرص عمل عاليه الجودة لسكان ريفير من خلال برامج تطوير القوي العاملة وتطوير المواقع التحويلية الرئيسية وتوظيف الاعمال ودعم تطوير الاعمال للشركات الصغيرة القائمة في جميع أنحاء المدينة

تسهيل مجموعه من خيارات النقل للمقيمين والزوار والركاب الإقليميين من خلال الشراكة مع كيانات النقل الاقليمي لتوفير النقل الفعال والأمن والموثوق به إلى المواقع داخل ريفير وإلى المناطق المحيطة

تعزيز أنماط الحياة الصحية للمقيمين والزوار من خلال مرافق الترفيه وممارسه الرياضة المناسبة وممرات تجاريه للمشاة وتحسين البنية التحتية للمشاة وركوب الدراجات وتحسين خيارات العبور داخل ريفير لتقلل السكان إلى السلع والخدمات الرئيسية مع تحسين تدفق حركة المرور وزيادة سلامه النقل وتعزيز خيارات الفضاء المفتوح

تعزيز مرونة المدينة في مواجهه التحديات المناخية المتزايدة من خلال استراتيجيات شامله للتخفيف من حده المناخ والمرونة وبرامج كفاءه الطاقة

تعزيز التنوع في مدينتنا والاحتفال به وتعزيز راس المال الاجتماعي من خلال زيادة الوصول إلى المراكز الثقافية والترفيهية بأسعار معقولة وذلك باستخدام الفن العام للاحتفال بالماضي والحاضر في ريفير وتعزيز الاعمال الابداعيه في جميع أنحاء المدينه

جعل ريفير كواجه للزوار في جميع أنحاء المنطقة وبوابه إلى بوسطن الكبرى والشاطئ الشمالي من خلال استراتيجيات التنمية الشاملة للاستفادة من الأصول الموجودة مثل شاطئ ريفير وتعزيز المزيد من الأماكن لتناول الطعام والفنون ووسائل الترفيه وتعزيز النقل والتنقل من خلال وسائل متعددة إلى مدن أخرى

رؤية المحطة التالية لريفير

وتمثل "المحطة التالية لريفير" فرصه فريدة للمدينة للبناء حسب تاريخها الثري وذلك بإشراك مجموعه واسعه من أصحاب المصلحة لبناء خطه للمستقبل. ولضمان إدماج مجموعه واسعه من الأصوات ووجهات النظر ومجالات الخبرة في الخطة ، عملت المدينة مع مجلس تخطيط منطلقه العاصمة لوضع وتنفيذ استراتيجية شامله للمشاركة المجتمعية. وقد تم توجيه الخطة وصياغتها من قبل لجنة توجيهية ، تم تعيينها من قبل العمدة وثالث من تسعة عشر من أصحاب المصلحة في ريفير. وقد عملت اللجنة التوجيهية بوصفها الهيئة التي حددت المحتوى النهائي للخطة ، ثم ستعرض علي مجلس التخطيط للتبني لاعتمادها

ويوجز هذا الفصل رؤية "المحطة التالية لريفير" التي طورتها اللجنة التوجيهية ويصف عملية التواصل مع المجتمع ، والتي أبلغت رؤية الخطة ومضمونها

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RMA STUDENTS
LOOKING AHEAD TO...

New High School
(THANK YOU!)

CULTURAL
FESTIVALS

SAFE
at night

REVERE BEACH
ATTRACTIONS

STREET ART/
MURALS



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.

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Special thanks to the following individuals:

Steering Committee

Aklog Limeneh
 Carol Tye
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 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

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 Ira Novoselsky (Vice President)
 Jessica Ann Giannino
 Steven Morabito
 George Rotondo
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 Anthony T. Zambuto
 Joanne McKenna
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 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.

NEXT STOP REVERE

Executive Summary

Next Stop Revere is the city's first comprehensive master plan in more than four decades. The planning process comes at a critical point in Revere's history, as it seeks to build on its unique identity, location, and place in the region, in order to ensure that all residents can benefit from its growth and development.

The City of Revere partnered with the Metropolitan Area Planning Council (MAPC) to develop a set of actions for the City to take over the next fifteen to twenty years.

The planning process built on several community planning initiatives over the past ten years and leveraged the data and insights gathered through each of those processes. Previous planning processes include:

- The 2009 Shirley Ave. Neighborhood Gateway Initiative
- The 2010 Community Health Assessment (MGH)
- The 2013 Cultural Districts Initiative Application
- The 2016 Revere Technical Assistance Panel Report
- The 2017 Boston Amazon HQ2 Proposal
- The 2018 Revere Open Space and Recreation Plan
- The 2019 Municipal Vulnerability Preparedness (MVP) Program Assessment



Context

Three key elements shape the past, present, and future of Revere. Revere’s residents represent a mix of families who have called Revere home for generations as well as recently arrived immigrants from all over the world. Revere’s location at the gateway to Greater Boston and the North Shore has increased its regional significance, while also presenting transportation, housing, and economic development opportunities and challenges. Recent interest from developers has provided benefits for Revere but has also presented challenges as the City seeks to provide the highest quality of life for its current and future residents.

▶ REVERE’S PEOPLE

Revere is a city of immigrants, founded on waves of immigration from countries all over the globe. These immigrants have shaped the development of the city and have created a rich cultural heritage unique to Revere. This wide range of cultural identity and expression must be considered when undertaking planning and development in the city to ensure that the cultural heritage of Revere is both preserved and promoted to allow for all to thrive.

As of 2015, the population of Revere was 53,864 and is expected to continue to grow. Between the 2000 and 2010 US Census, Revere’s population increased by 9.5%, mainly due to immigration. The Metropolitan Area Planning Council (MAPC) has created population projections for the Metro Boston region through the year 2030. These population projections are based on two different scenarios: Stronger Region (SR) that considers increased population growth, higher housing demand, and a more significant workforce; and Status Quo (SQ), created based on the continuation of existing rates of births, deaths, migration, and housing occupancy. Based on MAPC Stronger Region projections, the population of Revere will increase significantly to 58,567 people by 2020, 66,737 by 2030, and 73,696 by 2040, a total increase of 42% based on 2010 values.

Revere has a younger population profile than many communities in the MAPC region, which suggests that a large number of families and younger individuals are choosing to make Revere their home, along with other individuals who prefer to age in place in Revere. As a sign of the influx of families to Revere, the school population has increased from 5,899 students in the 2007-2008 schoolyear to 7,552 students in the 2017-2018 schoolyear, a 28% increase.

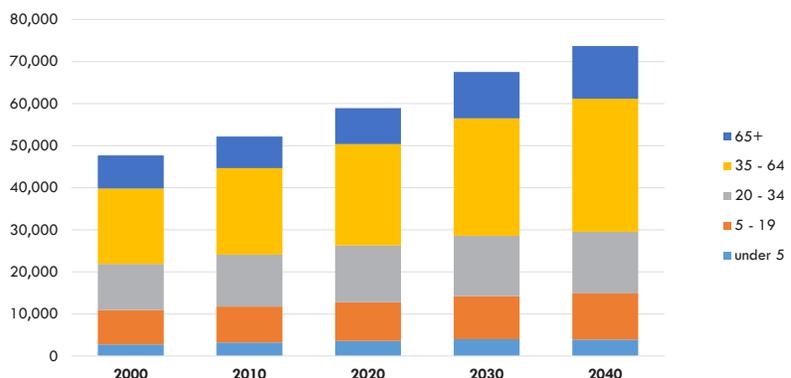
However, based on MAPC population projections, it is essential to note that Revere residents over the age of sixty-five are the cohort that will experience the most growth between now and the year 2040,

POPULATION CHARACTERISTICS



53,864 RESIDENTS

Population and Projections by Age

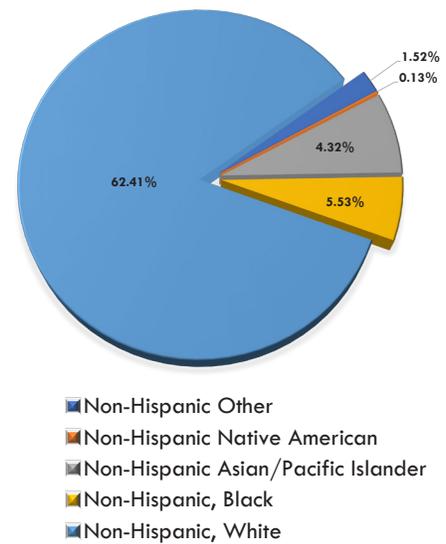


Population and Projections by Age

Age	2000	2010	2020	2030	2040	% Change, 2010-2040
0-5	2,741	3,195	3,575	3,980	3,893	21.8%
5-19	8,199	8,553	9,217	10,244	10,983	28.4%
20-34	10,958	12,346	13,489	14,344	14,648	18.6%
35-64	17,919	20,566	24,095	27,927	31,645	53.9%
65+	7,870	7,520	85,43	11,018	12,526	66.6%

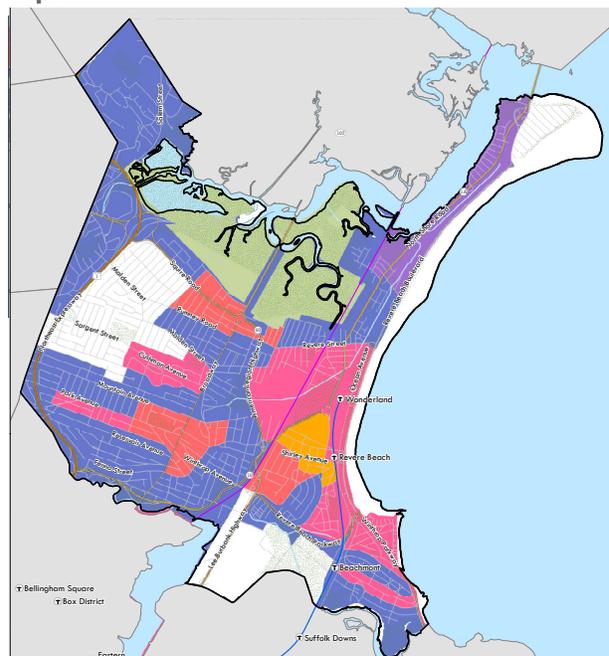
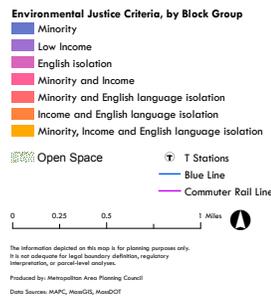
given that the senior population is expected to increase by 67% from the population level in 2010. In that same time period, the cohort of residents between thirty-five and sixty-four will also experience a significant increase of 54% over 2010 levels. Such demographic shifts have implications for every element of the Master Plan and should be taken into account for the plan’s implementation.

Revere is a diverse community, with over 37% of the population identifying as a race other than White. 24.4% of the population identifies as Hispanic or Latino, 5.5% identifies as Asian/Pacific Islander, and 4.3% identifies as Black. The Historic and Cultural Resources chapter describes the impact of this ethnic and cultural diversity and details the history of immigration that has shaped the city.



MAPC also analyzed the Environmental Justice Communities in Revere. In the state of Massachusetts, a community is considered to be an Environmental Justice (EJ) community if it has a census block group with an annual median household income equal to or less than 65% of the median for the state; 25% or more of the residents identify as minority, or 25% or more of households have no member over fourteen years of age who speaks English only or who

Environmental Justice Populations



speaks English very well. These categories are based on data from the 2010 US Census. Figure ___ shows the distribution of Census block groups throughout Revere that meet EJ criteria. Of the 42 block groups in the city, 36 meet EJ criteria in one or more ways. About 45,250 Revere residents live in one of these block groups, or 87.4% of the 2010 population.

In terms of education, over 44% of residents over the age of eighteen have at least some college education, but over 17% of residents over the age of eighteen have less than a high school diploma. Additionally, 35% of residents over the age of eighteen have only achieved a high school diploma.

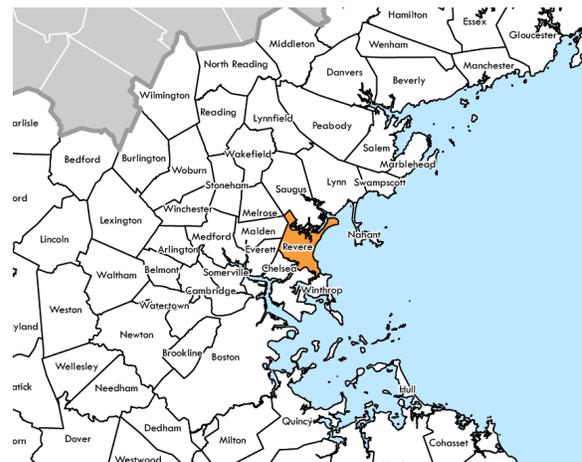
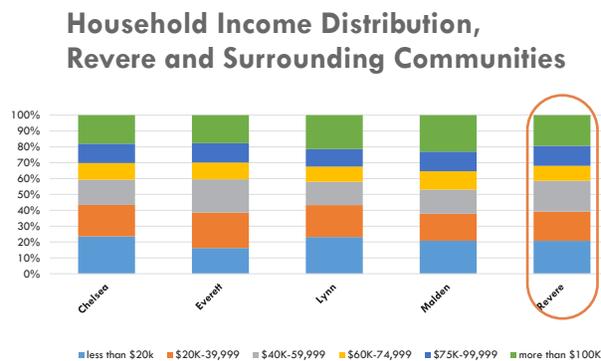
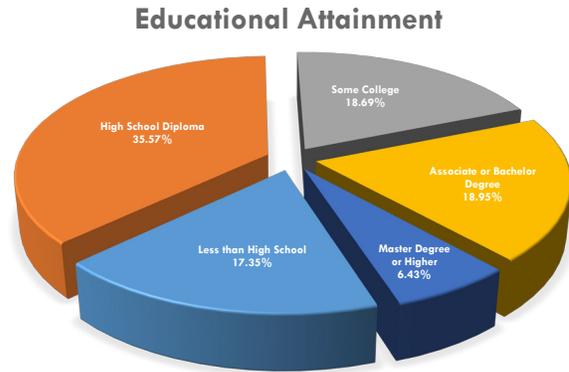
The MAPC team compared Revere to four neighboring communities, Chelsea, Everett, Lynn, and Malden. These communities were also used in the Revere Open Space & Recreation Plan Update that was completed by MAPC in June 2018, and these communities will be referred to as “context communities” throughout this report. The municipalities were selected due to comparable population, transportation, and economic characteristics, despite significant differences between Revere and these communities.

As of 2016, the median household income in Revere was \$51,482. In comparison to the context communities, Revere had the lowest median income for owners and the second-lowest median income for renters, behind Lynn. Like surrounding communities, the current median household income in Revere was much lower for renters compared to owners. The median income of owners in Revere was \$69,447, while the median income of renters was a little more than half of what owners earn (\$36,451).

The Metropolitan Area Planning Council considered these unique demographic characteristics and future population projections along with additional data points pertaining to each topic of *Next Stop Revere* when determining the appropriate action steps for the City to take. Detailed information is presented in each of the chapters of the plan.

Location

The city of Revere is in a unique location, serving as a gateway between the North Shore and Greater Boston. Revere’s geographic characteristics and local businesses cemented its crucial role as a recreational and entertainment destination within the Boston Metro area. During the 19th and 20th centuries, Revere’s entertainment industry centered around Revere Beach, America’s first public beach, Suffolk Downs, and the Wonderland Race Track.



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Today, Revere's amenities such as Revere Beach, proximity to Logan Airport and transit access, have attracted new residents as well as businesses in the leisure and entertainment industries. Recently, new tech and e-commerce firms have located in Revere, such as the Amazon distribution center.

It is important to note that Revere shares a border with East Boston, which is the location of Suffolk Downs, the former horse racing track that recently closed. This is the site of a mixed-use development that will create a new neighborhood encompassing fifty-three acres in Revere. The project will be built out over the next fifteen to twenty years.

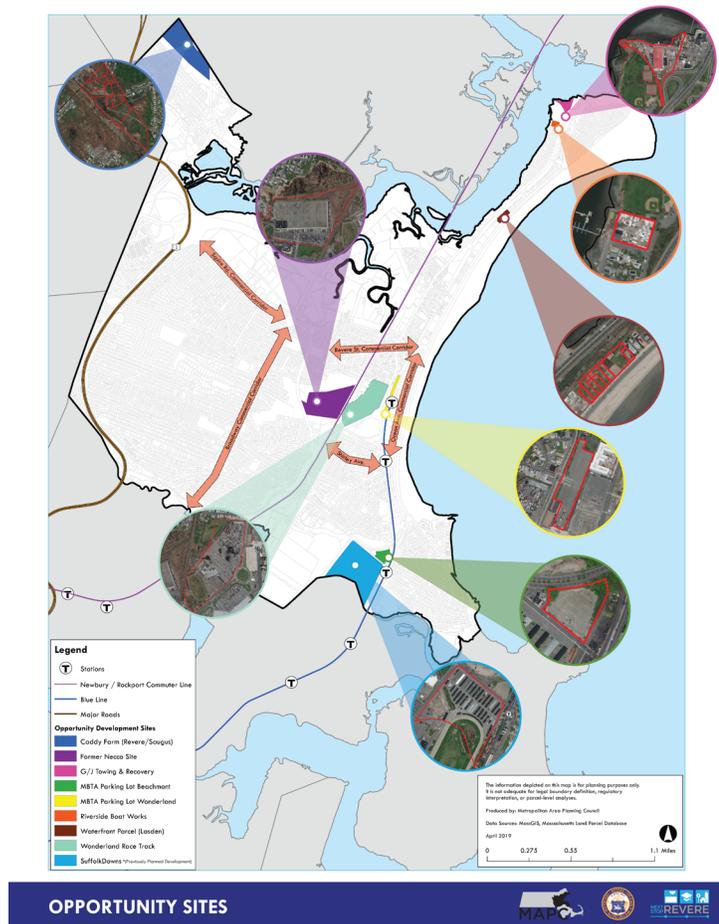
Revere's location and unique assets also necessitate continued coordination with a range of stakeholders at the state level. Several state agencies have jurisdiction over roadways, public transportation resources, open space and other assets utilized by Revere residents and visitors. As a result, coordination with these agencies, such as DCR, Massport (due to the proximity of Logan Airport), MassDOT, the MBTA and other agencies, is crucial to ensure Revere's continued development. Revere has a long history of such coordination, as demonstrated by collaborative development and traffic planning efforts with Saugus and Chelsea, and continued advocacy with the MBTA, among other efforts.

As discussed below, although Revere's location presents challenges such as multijurisdictional coordination, inadequate transit access in certain areas of the city and limited development opportunities given the geographic limitations of the waterfront, its location and unique amenities can also be leveraged to encourage the type of development that meets the current and future goals of the City.

Development Context

The closure of the NECCO factory in October 2018 and the October 2019 announcement of the Amazon distribution center to be housed in that same location, served as a backdrop for *Next Stop Revere*. Both events are indicative of the change the city is experiencing. However, both events also highlight the impact of thoughtful planning and concerted efforts by the City to ensure that the site continues to serve as a critical job creation and revenue generator.

The Suffolk Downs development, although not included in the Master Plan process given that planning for the site was concluded before the launch of *Next Stop Revere*, also served as a backdrop for the plan, given the transformational nature of the project and its impact across the city.

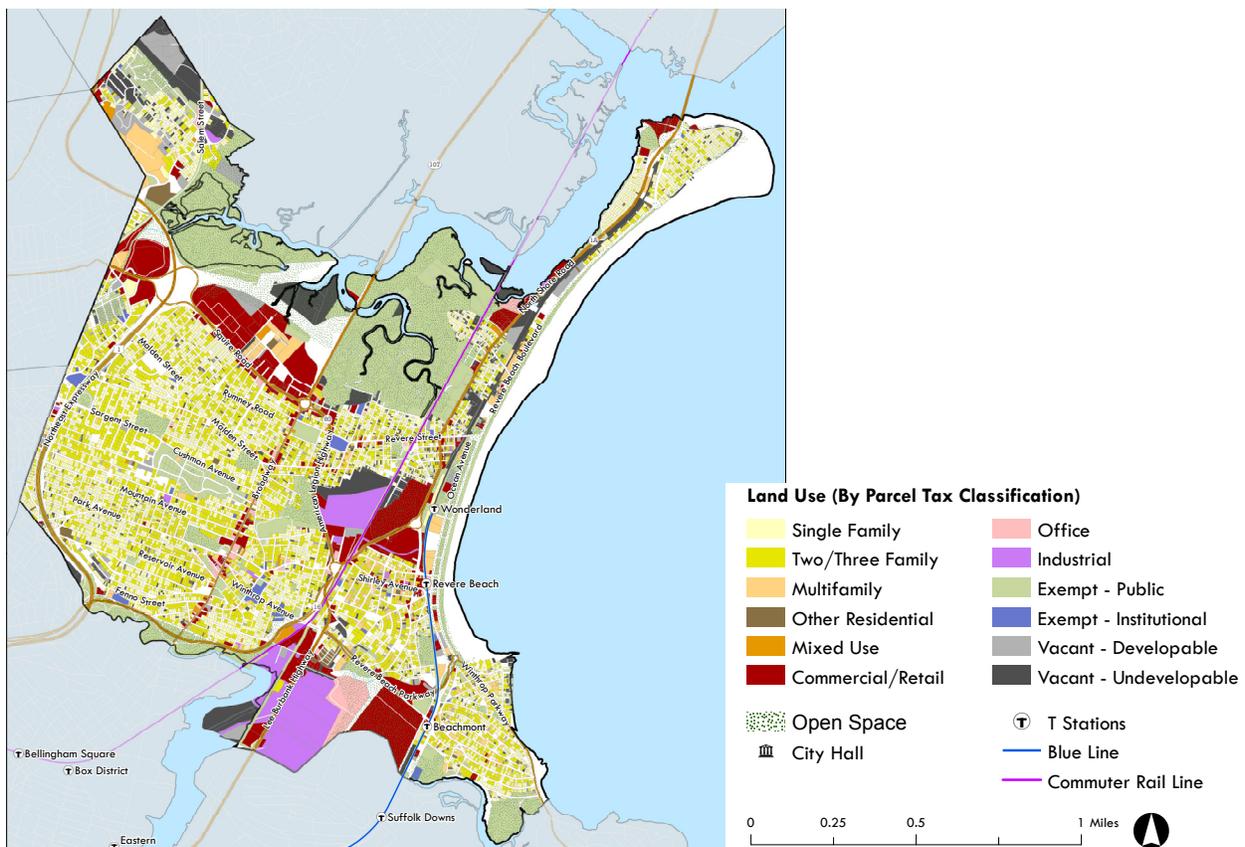


As Revere plans for its future, there are several key opportunity sites that, when developed, will have the potential to advance many of the goals articulated by the community and outlined in this document. The opportunity sites include:

- Wonderland Park
- Beachmont MBTA Parking Lot/Wonderland MBTA Parking Lot
- Amazon Distribution Center (Former NECCO Factory)
- Caddy Farms
- G/J Towing/Riverside Boatworks
- and two undeveloped Waterfront parcels.

Similar to the Suffolk Downs redevelopment process, any future program at the identified opportunity sites will require further community input and discussion to ensure that the development meets the vision and needs of those likely to be most impacted. The new Revere High School should also be a primary consideration when determining potential uses for these sites. Further details on the sites are presented in the Economic Development chapter.

In addition to these specific sites, MAPC analyzed the current zoning and land use patterns of the entire city to determine the current development context as well as potential opportunities to adjust zoning to facilitate development that will further the goals of the Master Plan. These considerations are referenced throughout the document and revisited in the Plan’s final chapter in Implementation.



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.



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

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.

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transportation. Participants noted key concerns including traffic, the lack of affordable housing, drugs, racism, education and schools, taxes, cleanliness, and lighting for public spaces.

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Continued Engagement

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Goals

HISTORIC AND CULTURAL RESOURCES

The Historic and Cultural Resources section of the Master Plan sets the context for both history and culture in Revere. It describes the history of Revere, the places, objects, and sites that have been recognized for their historic significance, and the organizations active in remembering and preserving Revere's history. It also identifies the arts and cultural events, enterprises, activities, and organizations active in Revere today, documenting the challenges and concerns related to equitable cultural preservation and enhancement. The following strategies are designed to strengthen preservation efforts and ensure the enhancement of cultural resources in Revere.

Goal 1: Increase cultural equity and inclusion in Revere

Goal 2: Improve access to historic resources and cultural facilities for all Revere residents

Goal 3: Expand access to arts education for all Revere residents

Goal 4: Increase funding for Revere's historic and cultural resources

Goal 5: Preserve and celebrate Revere's historic legacy as a destination for culture and entertainment

Goal 6: Improve pedestrian access to cultural resources

HOUSING

Revere has long been an affordable place to live that welcomes people from all walks of life. The metropolitan region has seen significant increases in housing costs in recent years, and with new investment and development, Revere is beginning to experience similar increases. This will provide new sources of revenue and expand the capacity of the City to serve its residents and address unmet housing need. While market-rate housing development brings many benefits, it also needs to be balanced with the addition of deed-restricted Affordable Housing that will help ensure the overall supply of new housing is affordable to all of Revere's residents and can help mitigate the impacts of an increasingly expensive market. A balanced approach will be important to maintain the diversity that makes Revere so unique and to ensuring that it continues to have a stable workforce as it continues to grow.

Goal 1: Create new deed-restricted Affordable Housing and preserve existing deed-restricted Affordable Housing

Goal 2: Mitigate displacement pressures and create greater housing stability for vulnerable residents

Goal 3: Increase access to a variety of homeownership opportunities for moderate and low-income households (deed-restricted Affordable and market-rate condos, duplexes, and townhomes)

Goal 4: Strengthen and expand the existing naturally affordable housing stock

Goal 5: Help residents afford new market-rate housing

▶ TRANSPORTATION AND MOBILITY

An affordable, well-connected, and safe transportation network is a critical component of a thriving and vibrant community and the backbone of a strong economy. Ensuring there are strong connections between homes, jobs, and services is fundamental to support residents' livelihood and promoting local job growth.

Revere is fortunate in that the city is served by three MBTA subway stations, twelve MBTA bus lines, and two MBTA commuter rail tracks (though no stations), as well as some pedestrian and cycling facilities, including the Northern Strand Trail and the waterfront side paths on Revere Beach Boulevard. It is also intersected by several heavily trafficked regional roadways and is located within a short distance of Logan International Airport in neighboring East Boston. However, the City is grappling with significant traffic issues, as well as major pedestrian and bicyclist safety concerns.

Goal 1: Continue to prioritize transportation safety improvements at high crash corridors and intersections

Goal 2: Continue to improve and expand on- and off-street walking and biking infrastructure in Revere

Goal 3: Require new residential developments and new large employers to provide activities, incentives, and infrastructure improvements to encourage residents and visitors to travel by public transit, walking, and biking

Goal 4: Consider modifying parking regulations to make sure parking spaces are being used efficiently and effectively in the downtown, on the waterfront, and in residential neighborhoods

Goal 5: Continue to partner with the MBTA to bring improvements to the Blue Line, Commuter Rail, and local bus service

Goal 6: Continue to work closely with MassDOT, DCR, and neighboring communities on highway projects on state-owned roadways in Revere

Goal 7: Continue advocacy for regional transportation improvements to alleviate regional traffic congestion and minimize its local impacts

ECONOMIC DEVELOPMENT

Planning for Revere's economic future requires an integrated assessment of the city's land-use policies, business composition, transportation infrastructure, social capital, and housing stock to leverage existing assets and find new opportunities. While Revere is planning for its economic future as an independent agent within the Boston metro region, the city also plays a role in the development of the region as a whole and has engaged in collaborative planning efforts with neighboring municipalities. Revere is now planning for its economic future within the Boston metro area, given its key location and role as a gateway city between Boston and the North Shore. Revere is home to two of the biggest transit-oriented development sites in the region, Wonderland and Suffolk Downs, which could bring a large influx of new commercial space to the city, in addition to a host of new residential units.

Goal 1: Improve Revere residents' employment opportunities through workforce development programming and policies

Goal 2: Support small business retention, growth, and expansion in Revere's commercial corridors (Broadway, Beachmont/Donnelly, Revere Beach, Revere Street, Shirley Avenue, Squire Road)

Goal 3: Attract established businesses to Revere in the technology, scientific and innovation industries

Goal 4: Support and expand job dense businesses in the industrial sectors (manufacturing, transportation, warehousing, construction, wholesale trade)

Goal 5: Build local entrepreneurship models for home-based workers, consultants, food entrepreneurs, and local microenterprises

OPEN SPACE AND RECREATION

Open space and parks are critical to the quality of life in a community and provide a wide range of benefits. The environmental benefits provided by open space include water absorption and filtering, flood control, removal of carbon dioxide and other pollutants from the urban environment, habitat, and food for wildlife, and shade that mitigates the urban heat index. By providing opportunities for outdoor activity for all age groups in Revere, open space promotes healthy lifestyles. Outdoor opportunities include both active recreation, such as structured sports, running, biking, and hiking, as well as passive activities, such as bird watching, picnicking, and strolling. Public recreation areas and open space provide a setting for community life and promote a unique and identifiable community character.

Goal 1: Implement the Master Plan consistent with the current Open Space and Recreation Plan

Goal 2: Provide recreational opportunities for residents of all ages and abilities

Goal 3: Develop facilities and programs that promote fitness and health

Goal 4: Maintain, enhance, and maximize the quality of existing parks, playgrounds, trails, and recreation areas

Goal 5: Coordinate with DCR and other state and regional entities that operate and maintain open spaces. Maintaining these critical partnerships provide a relational vehicle for open space and recreational opportunities to be realized

Goal 6: Promote pocket park development on city-owned land in neighborhoods with limited park access, and where they can best provide climate resilience, social, and health benefits

Goal 7: Encourage ongoing public education and direct sponsorship of pocket park development among civic, neighborhood, and business groups

PUBLIC HEALTH

Population health is shaped by our collective exposures to healthy and unhealthy environments – it begins in our homes, in our children’s schools, in the natural and built environment, and at our places of employment. Given the connection of our neighborhoods to our health, the Master Plan provides a framework for understanding how community conditions affect the health of Revere residents and identifies strategies to sustain healthy outcomes among residents, from childhood to later in life. Public health is deeply linked to other elements of *Next Stop Revere* by presenting new perspectives on how recommendations in other chapters of the Plan, such as Economic Development, Housing, Open Space, and Transportation, can contribute to healthier outcomes for residents.

Goal 1: Create indoor and outdoor spaces, linked with programming, to strengthen community connectedness and promote physical activity and healthy eating among residents of all ages

Goal 2: Use the built environment, policy, and programmatic interventions that improve and sustain the behavioral and mental health of all residents

Goal 3: Address environmental exposures that affect the physical health of residents

Goal 4: Prioritize healthy eating and active living investments to reduce the risk of acute, chronic disease, injury and premature mortality

Goal 5: Assure a high performing municipal public health system that promotes the health and equity of residents in local decision-making, including decisions made by non-health sectors

▶ ENERGY AND CLIMATE

As a dense, urban, coastal city, Revere faces several challenges in terms of climate change impacts, including sea-level rise, storm surge, and coastal flooding, and the urban heat island effect. These risks put a strain on municipal services, strains wastewater systems, damage public property, and impact the health, safety, and welfare of residents and businesses. The City has already taken steps to plan for the impacts of climate change through the State's Municipal Vulnerability Preparedness (MVP) program. Through this process, Revere identified climate vulnerabilities and created an action plan to begin to address priority projects. The Plan also summarizes municipal energy usage, energy across the community, and the City's successes to date related to energy efficiency and renewable energy. The goal of this planning effort is to continue to make Revere a more prepared and resilient place.

Goal 1: Reduce energy use and GHG emissions across the community

Goal 2: Increase access for residents, businesses and non-profits to clean energy for electricity and heating/cooling needs

Goal 3: Ensure that built infrastructure is protected or adapted from natural hazards and climate change impacts

Goal 4: Implement programs to increase education, awareness, and access to climate resilience for all community members, including those most vulnerable to climate change impacts

▶ PUBLIC FACILITIES & SERVICES

In many ways, the character of our communities can be reflected in the quality and appearance of its civic facilities. The Master Plan helps to guide decisions and develop a plan relevant to public buildings, utilities, and infrastructure in order to meet future needs of the community. Public facilities make it possible for municipal employees and volunteers to provide services for the public good. The City's ability to provide adequate facilities depends on effective capital planning and a commitment to implementation, asset management policies, and the amount of revenue available for local government operations.

Goal 1: Ensure adequate resources for Revere's public services

Goal 2: Strengthen effective communication and collaboration within City government and with the public

Goal 3: Ensure facilities and services meet community and departmental needs

Goal 4: Promote sustainability in municipal operations and facilities

Goal 5: Improve stewardship of public properties

Goal 6: Explore new strategies for creating Public Facilities to gain more land and operational efficiencies



REVERE

HOLY CROSS CEMETERY
WOODLAWN CEMETERY

BEACHLAND PARK

REVERE HIGHLANDS

OCEAN PARK

PARK

POWATAN PARK

THE HEIGHTS

WASHINGTON

SALES CREEK

CHELSEA

CHELSEA

WINTHROP

EAST BOSTON CO.

EAST BOSTON

WINTHROP

Apple 1.



Historic and Cultural Resources

"A city is a place where there is no need to wait for next week to get the answer to a question, to taste the food of any country, to find new voices to listen to and familiar ones to listen to again."

— Margaret Mead¹

Introduction

The purpose of comprehensive planning is to improve the well-being and quality-of-life for a community's residents by setting a shared vision for the future and identifying goals and strategies to achieve that shared vision. Building a sense of meaning, purpose, and belonging among diverse communities is critical to improving well-being and bringing residents together to work toward a common purpose. History and culture are the foundations for that work, and influence and are influenced by each of the elements of the Master Plan, from economic development to transportation.

History, its layers of memories, investments, and activities – some remembered, some forgotten—has shaped the built environment, social fabric, and civic dynamics of Revere. It can serve as a reminder of the city's strengths and its challenges. Culture is made up of the rich, diverse, and creative activities that bring residents together around shared meaning, values, foods, and aesthetics. Given this definition, this chapter strives to encompass the wide breadth of cultural life in Revere, from arts & culture performances, events, and festivals, to the variety of cultural expressions seen in the daily lives of the citizens of Revere.

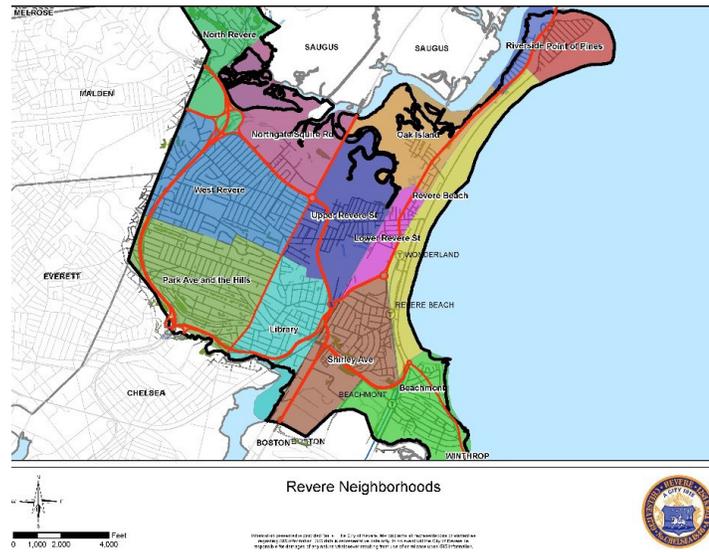
The Historic and Cultural Resources section of this plan sets the context for both history and culture in Revere. It describes the history of Revere, the places, objects, and sites that have been recognized for their historic significance, and the organizations active in remembering and preserving Revere's history. It also identifies the arts and cultural events, enterprises, activities, and organizations active in Revere today, documenting the challenges and concerns related to equitable cultural preservation and enhancement. The chapter concludes with strategies to strengthen preservation efforts and ensure the enhancement of cultural resources in Revere.

¹ "Margaret Mead Quotes." Quotes.net. STANDS4 LLC, 2019. Web. 30 Dec. 2019. <<https://www.quotes.net/quote/6666>>.



Historic and Cultural Context

Revere's coastline and salt marshes and its proximity to both Boston and Lynn have shaped its historical development patterns over generations. Each of the city's eleven neighborhoods has distinct histories and development patterns, and has developed a unique identity given their location, immigration patterns, and institutions; however, this chapter provides an overview of the larger context and key points in the city's development as a whole.



LANDS OF THE PAWTUCKET CONFEDERATION

The city of Revere is situated within the ancestral lands of the Native American families and tribes allied in the Pawtucket Confederation. The Mystic (Missituk) river systems and salt marshes were important for organizing the areas of settlement and patterns of movement of these largely agrarian tribes. After the death of Sachem Nanepashemet, ruler of the Pawtucket Confederation, in 1619, his widow, Squaw Sachem, and sons formed alliances with the English settlers, likely to secure protection against raids by the Tarrantine tribes of Canada.¹

Revere was an area of extensive contact between early colonists and Nanepashemet's oldest son, Wonohaquaham, known to the colonists as Sagamore John. Wonohaquaham was the leader of tribal lands known as Winnisimmet (the land where the salt waters flow), including the lands around the Mystic River and the salt marshes along the coastline running north of Boston. He and his people were known to the colonists as the Rumney Marsh Indians and most died during a smallpox outbreak in 1633. On his deathbed, he is said to have entrusted his son's education to the colonial pastor, Mr. Wilson, though the child is noted to have died shortly afterward.²

EARLY ENGLISH SETTLEMENT IN RUMNEY MARSH

Rumney Marsh was first explored by white settlers when Captain John Smith traversed the coast of New England in 1614 and became a site of early English farming settlements on the lands held by the Pawtucket Confederation. In 1634, Rumney Marsh, Winnisemmet (Chelsea), and Pullen Poynt (later known as Winthrop) were annexed to Boston.³ This annexation represented a turning point in which the

1 Piotrowski, Tadeusz. (2002) "Introduction: The Northeast," in *The Indian heritage of New Hampshire and northern New England*. Ed. Tadeusz Piotrowski. Jefferson, NC: MacFarland.

2 Thatcher, Benjamin Bussey. (1839) *Indian Biography*, Vol. II. New York, NY: Harper and Brothers. Accessed via Google Books. Pp. 11-16.

3 Secretary of the Commonwealth, Division of Public Records. (1920) *Historical Data Relating to Counties, Cities, and Towns in Massachusetts*. Boston, MA: Wright and Potter Printing Co. Digitized September 23, 2008, 73 pages.



Massachusetts government claimed land rights that were previously presumed to be held by the Pawtucket Confederation (based on Sagamores' agreements granting settlement permissions at various sites) claimed land rights that were previously presumed to be held by the Pawtucket Confederation (based on Sagamores' agreements granting settlement permissions at various sites). Sagamore John's younger brother Wenepoykin, known as Sagamore George, unsuccessfully petitioned the Massachusetts courts in 1651 to recognize his claims to his brother's annexed lands.⁴

SLAVERY IN RUMNEY MARSH

Slavery was an established part of colonial life in Massachusetts,⁵ and bond-slavery was established as a tool for elevating the rights and privileges of white settlers above those of the indigenous people, African slaves, and their descendants through the Body of Liberties of the Massachusetts Colony in New England, ratified in 1641.⁶ The sale of African slaves within Massachusetts has been dated to 1644. The long continuation of slavery in Revere has been documented by historian Jeff Perlman, whose research led to the recognition and memorial to thirteen slaves who were buried along the northern wall of the cemetery in the nineteenth century.

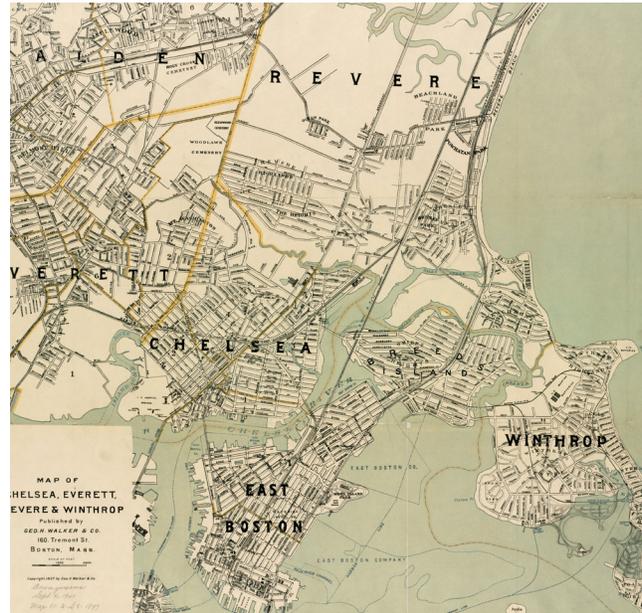


Figure 1: Geo. H. Walker & Co. *Map of Chelsea, Everett, Revere, & Winthrop*. Boston, Mass: Geo. H. Walker & Co., 1897. Web. 21 Feb 2019. <https://ark.digitalcommonwealth.org/ark:/50959/9s161925q>.

DEVELOPMENT PATTERNS IN RUMNEY MARSH

The area's expansive salt marshes were a prominent environmental feature that limited dense settlement. Through its incorporation within Chelsea in 1739, Rumney Marsh remained a relatively stable, rural community situated between the activity centers of Lynn and Boston and remained such until the nineteenth century. A record of Chelsea's history indicates that the name Rumney Marsh was favored for many years after its incorporation as the Town of Chelsea.⁷

FROM NORTH CHELSEA TO THE TOWN OF REVERE

The use of Revere Beach as a pleasure resort began in 1834 when the first small tavern was built in the Point of Pines area for the enjoyment of athletes. The population of the area remained small, between four

Accessed August 15, 2019 on Google Books. Pp 60-61.

- 4 Wenepoykin. (2005) "This Land's First Nation: The Massachusett." *The Menotomy Journal*. Arlington.
- 5 Moore, George Henry. (1866) *Notes on the History of Slavery in Massachusetts*. New York, D. Appleton & Co. pp. 3-5.
- 6 *Ibid*, pp. 11-18.
- 7 Langworthy, Isaac Pendleton. (1866) *A Historical Discourse, Delivered at Chelsea, Mass., Sept. 20, 1866, At the Twenty-fifth Anniversary of the Winnisimmet Congregational Church*. Boston, MA: JA Butler.



hundred and eight hundred residents, until after the completion of the Eastern Railroad in 1838 (later to become the Boston and Maine Railroad). The resulting growth precipitated Revere's founding in 1846 as a separate town of around nine hundred residents named North Chelsea. The town changed its name to "Revere" in 1871 after the patriot, Paul Revere. The salt marshes that gave Revere its original name of Rumney Marsh constrained historic neighborhood development and promoted healthy land and ocean ecosystems.



Figure 2: *Ocean Avenue Trolley, built circa 1854, changed to trackless trolley in 1952 and eliminated in 1955 (Source: Wikipedia, "Boston Area Street-car lines." Image courtesy of City of Revere.*

RAILROADS: ENGINES OF GROWTH

Completion of the Boston, Revere Beach and Lynn Railroad (the Narrow Gauge) in 1875

signaled the beginning of rapid population growth for the town and the development of the Beach as a summer resort, given the increased accessibility the railroads provided. By 1881, a group of prominent Massachusetts men formed a company and purchased 200 acres of land in the Point of Pines. They invested \$500,000 in a complete summer resort, hotels, bandstand, racetrack, amusements, piers, and bathhouses. Using gas jets and special globes, they provided gaslight illumination through beautiful arches above the walks and driveways. Over 2,000 people were present at opening ceremonies for the Pines Hotel, considered the largest on the Atlantic Coast at the time. The Great Ocean Pier was constructed in 1881, along with the opening of the Pines Hotel. By this time, the beach had become a lively and heavily used resort area, but given that the railroad tracks and several beach structures were close to the water at high tide, the pier was not safe. The Metropolitan Park Commission (later the Metropolitan District Commission and now the Department of Conservation and Recreation) took over management of Revere Beach in 1896, creating the Revere Beach Reservation as part of a redevelopment effort by the Commonwealth that involved a westward relocation of the Narrow Gauge Railroad.

By 1897, the impact of the railroad lines and Revere Beach on the physical layout and structure of Revere was apparent. Heavy rail and streetcar networks connected Revere's neighborhoods and commercial centers to East Boston, Chelsea, and Lynn. Three trolley lines connected Revere Beach to Maverick Square, and another connected the beach to Broadway. Development largely concentrated along the railroad lines, adjacent to Revere Beach and expanding out from the central spine of Broadway with nodes around Town Hall and where the Broadway and Malden streetcar lines connected.

CULTURAL GROWTH IN AN IMMIGRANT CITY

Revere is proud of its heritage as a home to immigrant enclaves in the early twentieth century. Access to affordable housing near-natural environments and rail-access to employment centers drew an influx of European immigrants, notably, Jewish immigrants from Poland and Russia, and Italian immigrants. The great Chelsea Fire of 1908 displaced many Jewish immigrants from Chelsea, who took refuge in the Shirley Avenue area and helped usher in the development of neighborhood's triple-decker vernacular.

Designated historic resources in Revere largely reflect the civic infrastructure and aesthetic from this period in the city's history – its steady growth from a town of under one thousand residents to a bustling city of



twenty times that when it incorporated as a city in 1914. Many resources with historic designations reflect the cultural heritage of the city's immigrant communities — for example, the first St. Anthony of Padua Church was constructed at 235 Revere Street to serve the city's Italian community in 1926 and replaced with the current structure at 250 Revere St. in 1943. Religious institutions and practices organized the rhythms of immigrant community life in Revere, and the buildings that housed these institutions still hold important cultural meaning for many of Revere's residents.

During this period, Revere Beach became a regional destination for culture and recreation. The Metropolitan Park Commission opened the beach to the public in 1896. Wonderland Amusement Park brought a major regional amusement and entertainment destination to Revere. By the 1920s, it was a major entertainment and recreation destination with restaurants, ballrooms, dance halls, and amusement parks featuring well-known roller coasters, including the Cyclone, the Lighting, and the Derby Racer.

▶ ROWE QUARRY

Located in the northwest corner of Revere, on the border of Malden, the Rowe Quarry covered almost 100 acres, 54 of which were in Revere. The land was purchased from the Perini Corporation in 1907. The facility employed advanced technology, including pneumatic drilling techniques used throughout the New England states. At its peak, 500,000 tons of material were mined each year. Materials produced at the site, such as concrete mix, asphalt and materials for drainage, were used throughout Massachusetts including in the Prudential Center, the Christian Science Mother Church and the infield at Fenway Park. The facility was torn down in 2002 and was redeveloped into the Overlook Ridge apartment complex.

▶ INFILL AND THE RISE OF THE AUTOMOBILE

From the time of Revere's incorporation as a city in 1914 until the 1970s, Revere's growth continued. The most rapid period of growth and residential development occurred after World War II. Between 1960 and 1980, most of the development that occurred in Revere was on former farmland, much of which was undeveloped in 1960. The majority of the land is now built up and fully developed. This period of growth was accompanied by a shift from the transit networks that shaped Revere's compact neighborhoods to a transportation network that favored the automobile. Transit service declined significantly in the 1930s with the closure of the Eastern Massachusetts Street Railway service in 1935 and was further eroded in 1936 by the closure of the trolley line between Revere City Hall and Beachmont. In 1952, the last streetcar lines serving Revere – (lines 116, 117, and 118)--were changed over to trackless trolleys and finally eliminated in 1961. The Blue Line extension to Revere largely replaced that service. Expansion of Revere's major thoroughfares of Route 1, Route 1A, and Routes 60 and 16 accommodated the growth of automobile traffic through the city.

▶ REVERE BEACH TRANSFORMATION

This period also saw a series of transformations in Revere Beach as a cultural destination. Although Wonderland Amusement Park closed in 1910, a series of beachfront rides and arcades, bingo halls and food stands, bars and restaurants, hotels and pavilions, and music/dance halls and ballrooms continued to line the waterfront and extended onto piers into Broad Sound. This hectic and eclectic mix of amusements that made Revere Beach what it was in the living memory of many to this day.

In 1935, Wonderland Greyhound Park and Suffolk Downs horse racing track opened and quickly made Revere a major destination for dog and horse racing as well as dining and entertainment. These were two of the major racing facilities in the country; they each have a very distinguished history in their respective sports; they were then the only legal gambling sites in New England. Wonderland and its clubhouse was a popular



evening social and dining destination in the Boston region. Suffolk Downs was an entertainment site that hosted the Beatles for their second and last appearance in Boston. Together the two tracks made important contributions to the local economy as local employers and revenue generators.

During the 1970s, Suffolk Downs and the Wonderland Greyhound Park remained important destinations, as aging facilities and deferred maintenance gradually reduced the attractiveness of Revere Beach overall. The blizzard of 1978 destroyed or badly damaged the beach and adjacent structures. Recovery after the storm ushered in a new wave of investment in Revere Beach itself. Historic structures along the beach were restored, new parkland was created, and the beach was widened by 200 feet as part of this development.

With the closing of Suffolk Downs and Wonderland Greyhound Park along with a period of economic growth throughout the region, new development opportunities are shaping another period of transformation at Revere Beach. A vision of the development along the beach as a creative district is helping to revive the significance of the beach and its adjacent properties as a site of arts, culture, and entertainment.

NEW IMMIGRATION, HISTORIC PRESERVATION, AND CULTURAL REVIVAL

Since 1980, the city of Revere has seen an influx of new immigrants. In 1980, foreign-born residents made up only nine percent of the city's population.⁸ By 2010, about thirty percent of Revere's residents were foreign-born⁹, making the Revere of today similar to Revere in 1915, when foreign-born residents (almost entirely from Europe and North America) made up 32% of the city's population.¹⁰ As of the 2013-2017 American Community Survey, foreign-born residents make up 37% of Revere's population and have emigrated from every region of the globe. Nearly 60% of Revere's foreign-born population emigrated from Latin America, with the rest mostly coming from Africa, Europe, and Asia. This influx of new residents has increased the racial, ethnic, religious, and linguistic diversity of the city. According to the 2013-2017 American Community Survey data, 50.3% of Revere residents are not native English speakers. Among non-English speakers, twenty-three percent face linguistic isolation (they lack the ability to speak English well or at all). These communities are establishing new organizations and activities, sharing and passing on their cultural traditions and artistic expressions, and building active communities.

At the same time, efforts to preserve and enhance the historic built environment of the city are drawing on art and creativity to bring new investment and energy to the city. Plans for a new Creative District along Revere Beach Boulevard are in process, and Revere Beach, one of the city's most prominent historic resources, is programmed with several signature arts and cultural events, like the International Sand Sculpting Festival, that have turned it into a regional destination. This master plan represents an opportunity to knit together the cultural heritage of Revere as a city of immigrants with the new creative energy growing in the city and the rich cultural heritage and traditions of its growing, diverse population.

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Overview of Historic and Cultural Resources in Revere

Over the last twenty-five years, Revere has engaged in efforts to celebrate and preserve its history and cultural heritage. In 1994, residents formed the Revere Society for Cultural and Historical Preservation and began to document historic structures, assemble and share historic artifacts, and build community awareness of and investment in Revere's history. That organization, which occupies a building owned by the City of Revere and made available at no cost, has succeeded in securing state or federal designation for sixty-five historically significant resources, compared with only four receiving designation before 1996. Given the importance of Revere Beach as an historic site, the organization is a member of the Revere Beach Partnership, established in 2001. Revere Beach has also been an important site for growing efforts to revive arts and culture throughout the city. A Revere Beach Arts Festival is held annually, and the International Sand Sculpting Festival is a signature event that draws artists and visitors from around the world to Revere Beach. The southern section of Revere Beach Boulevard is also the location of an envisioned Creative District plan developed in partnership with Utile, a Boston-based architecture and urban design firm. As the City of Revere has increased its investment in arts, heritage, and history, the new immigrant communities settling in Revere have established new cultural events and have begun to advocate for better access to cultural spaces and resources to support their needs.

HISTORIC RESOURCES

Revere has two entities focused on historic preservation in the city: the Revere Society for Cultural and Historical Preservation and the Revere Historical Commission. These organizations rely on the knowledge and expertise of Revere residents as well as their volunteer energy to document and preserve Revere's History. In addition, Revere has documented one hundred and twenty-eight historic resources, including fifty-two resources that have been listed on the National Register of Historic Places as independent listings, National Historic Landmarks. Revere has also documented resources within National Register Historic Districts, of which there are three: Revere Beach Reservation National Historic District, Revere Beach Boulevard National Historic District, and Winthrop Parkway National Historic District. Revere Beach received its designation as a National Historic Landmark in 2004.

Historical Society

The Revere Society for Cultural and Historical Preservation is an independent 501c3 organization founded in 1994 by Revere residents as "a non-profit, all-volunteer organization formed to foster and promote community-wide interest in the culture and history of the city of Revere. The Society seeks to educate the community, foster an awareness of the city's history, and instill pride in its citizens about their heritage. It does this through projects that document, preserve, and interpret the city's history," according to the organization's mission statement. The Society is a private organization whose members work closely with the Revere Historical Commission and other organizations active within the city. In addition to programs, materials, and artifacts for which the Society is responsible at its Beach Street headquarters, the Society has launched an expanding effort to reach out to the community. It conducts historical trolley tours and initiated the now ongoing streetlight-banner program "A Stroll through Time," which features archival photographs of Revere waterfront sites and facilities shown sequentially in their original locations.

Historical Commission

In addition, the City of Revere appoints members to its municipal Historical Commission. According to the Massachusetts Historical Commission, local historical commissions are

"the official agents of municipal government responsible for community-wide historic preservation planning. Local historical commissions work in cooperation with other



municipal agencies, such as the select board, city council, building inspector, planning board, zoning board of appeals and conservation commission, to ensure that the goals of historic preservation are considered in the planning and future development of the community. Local historical commissions are only advisory unless a local ordinance or ordinance, such as a demolition delay ordinance, has given them regulatory jurisdiction.”¹¹

Revere has no ordinances that assign regulatory jurisdiction to the Revere Historical Commission. In fact, the City has neither a demolition delay ordinance nor a Local Historic District Ordinance that would support historic preservation efforts through local regulatory controls.

NATIONAL REGISTER OF HISTORIC PLACES LISTINGS

Applying for National Register of Historic Places designation is the most common approach for having the historic significance of a property, structure, or object recognized. Listing on the National Register is not accompanied by any regulations or restrictions on use or redevelopment. The benefits of being listed in the National Register are formal recognition of a property’s historic significance to the community, state, and/or nation; eligibility for some federal tax-incentives for rehabilitation for owners of income-producing properties; limited protection for the property from federal or state actions; and eligibility for matching state grants for restoration of properties owned by private nonprofit organizations and municipalities, when such grants are available. Revere’s fifty-two resources listed on the National Register are summarized in Table HC-1 in the Appendix, along with additional information on designation criteria.

Resources Designated as Historically Significant

Revere is home to fourteen National Historic Landmarks within the Revere Beach National Register Historic District as well as two additional National Register Historic Districts: the Revere Beach Boulevard and the Winthrop Parkway. In addition, Rumney Marsh Burial Ground and eighteen objects and structures within it, as well as six buildings are listed on the National Register of Historic Properties. Two buildings also feature preservation restrictions. Additional information on some of the most prominent listings is provided below.

Revere Beach

By far, the most scenic natural resource in Revere is the 3.1-mile, crescent-shaped Revere Beach Reservation, a National Historic Landmark designated in 2004 with support from Congressman Ed Markey. Opened as the first public beach in the country in 1896, the beach has brought together scenic beauty, recreation, and arts and culture throughout its history. Access by road and rail made Revere Beach a popular destination for residents in the greater Boston area. Revere Beach Parkway was home to many ballrooms and dance venues featuring live bands as well as multiple amusement parks.¹² The historic Revere Beach Bandstand and pavilions were restored in the 1980s and help retain the historic character and cultural infrastructure of the original design. Today, the beach hosts Revere’s International Sand Sculpting Festival and the Revere Beach Art Festival.

Rumney Marsh Burial Ground

Listed on the National Register of Historic Places in 2004, Rumney Marsh Burial Ground is an early colonial burying ground that remained in active use through 1930. It features an impressive number of 18th-century slate grave markers and is the final resting place of veterans of colonial wars, the

11 Massachusetts Historical Commission (2010). “Preservation through Bylaws and Ordinances,” p.5.

12 “History,” Revere Society for Cultural & Historic Preservation (1996), City of Revere Mayor’s Office, www.revere.org/mayors-office/history



Revolutionary War, and the Civil War, as well as of sixteen slaves or former slaves. The Rumney Marsh Burial Ground Renovation Committee has coordinated fundraising for the cemetery's preservation, as well as public events to commemorate the Civil War and the Emancipation Proclamation.¹³

Revere History Museum (Revere Society for Cultural and Historical Preservation)

The Revere Society for Cultural and Historical Preservation (RSCHP) is a 501(c)3 tax-exempt non-profit organization that was founded in 1994. The Society renovated the 100-year-old former Immaculate Conception rectory to house a cultural and historic center, known locally as the Revere History Museum. This architecturally significant building was saved from the wrecking ball and has been restored to the Colonial Revival period. This elegant building has also been placed on the National Register of Historic Places. There is no admission for members, and a \$3 donation is suggested for non-members.

Members of the organization identify, collect, catalog, and display artifacts, photographs, and local historical items for viewing, educational research projects, and resource material. Its public offerings include guided tours of the museum, educational presentations, and a gift shop with memorabilia and artwork. RSCHP conducts fundraising events and activities to support the organization.

A needs assessment details \$3 million of restoration work needed for the History Museum. This assessment identifies updates to the electrical and plumbing, fire safety, security, and moisture protection systems, as well as work on the exterior downspouts, gutters, areas of siding, and new paint as the most pressing restoration work needed.

Inventoried Historic Resources

The first step in identifying properties eligible for listing on the National Register is an inventory of historic resources with local, state, or national historic significance. In addition to the fifty-two resources listed on the National Register, seventy-six resources have been inventoried and recorded on the Massachusetts Cultural Resource Information System, which aggregates all historic inventories submitted to the Massachusetts Historical Commission. Documented resources in Revere honor civic institutions, veterans, the Italian community, the Jewish community, industry, commerce



Figure 3: Rumney Marsh Burial Ground.



Figure 4: Revere Society for Cultural and Historical Preservation.

13 "About Rumney Marsh Burying Ground," Rumney Marsh Burying Ground Renovation Committee, <http://rmbgrc.org/about/about-rumney-marsh-burying-ground/>



and industrial workers, churches, and immigrants of the nineteenth and early twentieth centuries. Of the historic resources that have been inventoried without historic designation, a larger proportion is from the period between 1915 and 1960 when Revere was transitioning from a streetcar suburb to an automobile-oriented urban environment. This time period encompasses the period of Revere Beach as a major music, dance, and recreation destination. Documentation of significant resources constructed after 1960 has been minimal.

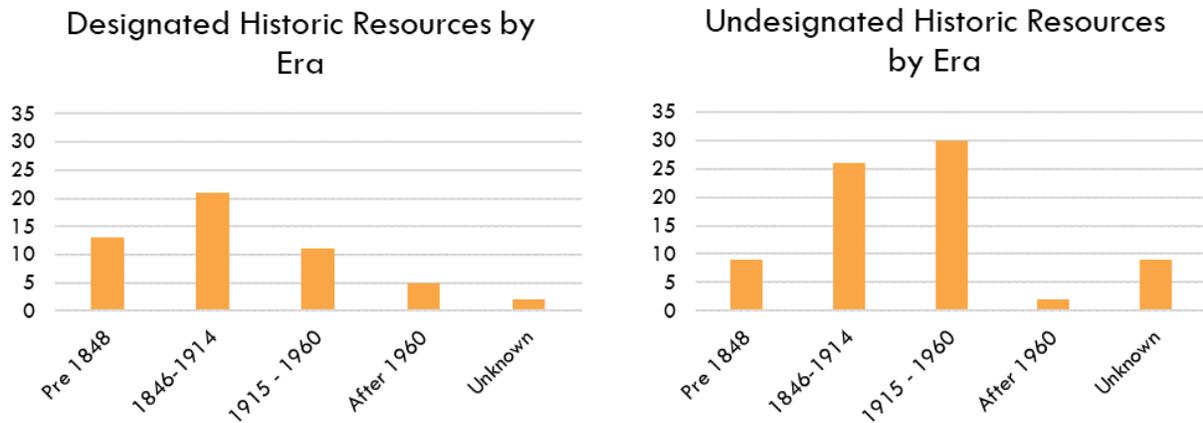


Figure 5: Distribution of Historic Resources Inventoried in MACRIS by historic era. Source: Massachusetts Historical Commission, 2019.

Historic Monuments and Memorials

In addition to the memorials located within the Rumney Marsh Burial Ground, Revere is home to several other monuments and memorials that sit within the public realm. Most prominent among these are the statues located at the St. Anthony of Padua Catholic Church, which has served the Italian community in Revere since the 1920s, and the war memorial statues located at the American Legion Building on Broadway.

St. Anthony of Padua Catholic Church Memorial Statues

Two statues sit outside of the Saint Anthony of Padua Catholic Church: a statue of St. Anthony of Padua himself and one of Christopher Columbus that was originally located in front of the Cathedral of the Holy Cross in Boston. Cardinal O’Connell removed the statute from the Cathedral in Boston and presented it as a gift to the Italian community of Revere in 1925.¹⁴ The statue continues to mark the starting point of Revere’s annual Columbus Day Parade, a celebration of Italian heritage in Revere.

American Legion Building, Post 61, War Memorial Statues

Two additional statues preside over the grounds outside the City Offices in the American Legion Post 61 building, a historic building located at 249 Broadway in downtown Revere. These statues, dedicated in the 1930s to honor veterans of the Civil War and the Spanish War, honor Revere’s military contributions. The grounds in front of the American Legion Building are an important site of local events and culture. The Revere Farmer’s Market and Summer Music Series turn the small park into a gathering space and cultural activity hub. The memorial statues, manicured grass, and attractive landscaping contribute to its value as a scenic resource.

14 Capodilupo, Justin, MACRIS Inventory Form REV.955. Columbus, Christopher Statue.



Archaeological Sites

Documents from the colonial period indicate that Rumney Marsh was a location where Native American tribal communities maintained settlements and where Native Americans interacted with early colonists. There are likely multiple sites with potential archaeological significance that would shed light on Native American history as well as colonial history. In his application materials for designating Revere Beach Reservation as a National Historic Landmark, historian Keith D. Morgan notes “Two prehistoric sites have been recorded in the general area (within one mile) of Revere Beach, both of which are either located on the proposed district property or may extend into it.”¹⁵ Records suggest that Native American artifacts may have been excavated from both of these locations during the nineteenth century, and additional sites of archaeological significance to the Pre-Colonial period are likely. The presence of land ownership records from the colonial period indicates that archaeologically significant sites relating to the Contact Period and Colonial history are also likely.

15 Morgan, Kevin D. (2000). “Revere Beach Reservation,” National Register of Historic Places Registration Form, Page 8.



Historic Preservation Planning In Revere

Historic preservation planning is a strategy for documenting the history of a community as a tool for prioritizing preservation efforts. It establishes a baseline of historic preservation efforts, allows a community to develop a set of shared preservation priorities, identifies gaps in historic inventories, and informs the work of municipal preservation entities such as Historical Commissions and Local Historic District Commissions. A strong plan links the work of municipal historic preservation to the goals and priorities of the Massachusetts Historic Commission. Revere does not currently have a Municipal Preservation Plan.

▶ REGULATORY TOOLS FOR HISTORIC PRESERVATION

Municipalities can also adopt regulatory tools to support historic preservation. These tools include the use of preservation restrictions on use or structural alterations of properties that are attached to deeds, demolition delay ordinances, and local historic district commissions. They can also include land use and zoning regulations that incentivize the preservation of historic densities, set-backs, and historic design elements through form-based codes.

Revere has not adopted regulatory historic preservation tools through its ordinances. Two historic resources in Revere are protected by preservation restrictions: the building that houses the Revere Society for Cultural and Historical Preservation, and the former Slade Spice Mill. The remainder of Revere's historic resources listed on the National Register can be demolished or redeveloped without delay or restriction, in addition to all of the city's inventoried properties that are not listed on the National Register.



Cultural Resources

Revere’s cultural resources include its important historic sites as well as a variety of other kinds of creative activities and enterprises, as well as public art. Monuments, memorials, and historic sites and markers listed historic resources are included among Revere’s cultural resources. In addition, Revere is currently home to at least six cultural organizations, eight religious institutions, six major arts and cultural events, and seven schools for dance, music, and performing arts. The Revere Public Library is also an important cultural anchor. The Wonderland Ballroom entertainment complex maintains the historic roots of Revere Beach as a destination for music and entertainment, although the majority current performances are in the modern/pop/Latin genres, rather than classic or historic genres.

Showcase Cinemas, located on Squire Road, also represents an important cultural resource in Revere, providing an opportunity for recreation and leisure. Although the majority of the offerings are national screenings, Showcase also hosts events and offers independent movie screenings.

Fleetwood Studios, as mentioned in the Economic Development chapter, also played an important role in the production of cultural resources in Revere, serving as a recording studio for a range of musicians until its closure several years ago.

Revere Arts and Culture Assets

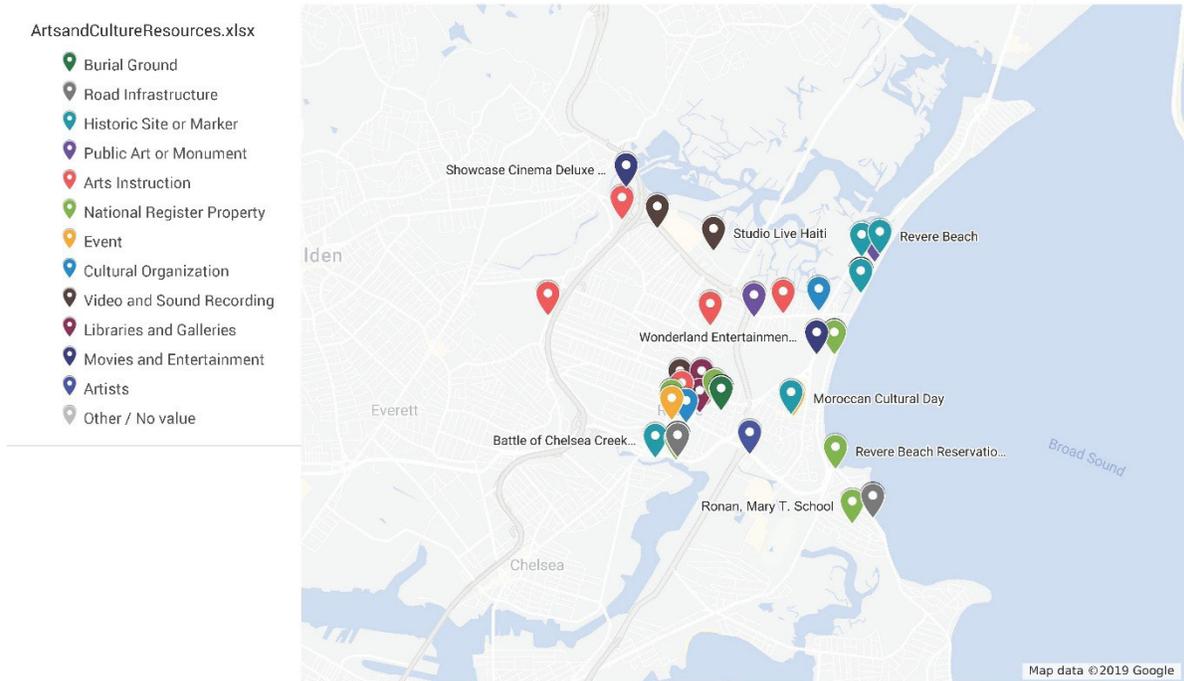


Figure 6: Arts and culture assets in Revere compiled from MACRIS data, MAPC research, and community input, 2019.

LIBRARIES AND CULTURAL ORGANIZATIONS

Revere has a variety of organizations that work to support arts and culture in the city. The Revere Cultural Council has funded a variety of artistic and cultural activities in the city. The Revere Beach Partnership



has established signature arts and culture events on Revere Beach, including the Annual Arts Festival and International Sand Sculpting Festival. The Beachmont Improvement Committee is an important partner in the Beachmont neighborhood. In addition, cultural organizations such as the Turkish Cultural Center, the Jossour Moroccan Association, and Moroccan American Connections in Revere (MACIR) have formed to support growing immigrant populations in the city.

Religious institutions also play a key role in celebrating cultural identities and creating and celebrating various forms of cultural expression. Other community organizations have also integrated arts and culture into their strategies to improve the health and well-being of Revere residents. Revere on the Move's work to bring art to Revere's open space network and The Neighborhood Developers' work with the communities of the Shirley Avenue neighborhood are examples of how organizations are integrating arts and culture into community building.

REVERE PUBLIC SCHOOLS

It is important to note that the Revere Public Schools play a key role in shaping the culture of Revere and in providing a range of activities and programs that support the rich cultural diversity in Revere. Public schools, and the Revere High School, in particular, host several community events, convenings, and other public gatherings, and provide a space where residents throughout Revere can connect and engage. In addition, citywide schools such as the High School serve as a strong connection point for Revere youth from different neighborhoods, whose interactions might have been more limited given that education at earlier levels is provided through neighborhood schools. The schools also provide critical cultural, historic, and arts education throughout the various grade levels.

The construction of a new High School provides an opportunity to consider ways to further reinforce the role of the High School in creating/shaping the culture of Revere as well as its role in providing cultural and arts education to students and members of the Revere community.

REVERE CULTURAL COUNCIL

The Revere Cultural Council (RCC) is Revere's Local Cultural Council (LCC), a municipal entity that distributes arts and cultural funding provided by the Massachusetts Cultural Council (MCC) to local artists and organizations according to state guidelines and local criteria. State guidelines require that LCC funds only be used to support programs in the arts, humanities, and sciences in Massachusetts. This definition includes the study, pursuit, performance, exhibition, and appreciation of cultural activities in the broadest sense. They must provide a public benefit by contributing to the cultural vitality of the community as a whole rather than benefiting an individual, and they must be non-discriminatory. The Revere Cultural Council provides funding through reimbursement rather than Direct Grants in which approved applicants receive funding upfront. Funding provided as a reimbursement means that applicants must expend their own money, and if approved for a grant, they submit paperwork for reimbursement.¹⁶

In FY2020, the RCC was allocated \$30,300 by the Massachusetts Cultural Council. In FY2019, the RCC disbursed \$28,228 for local arts and cultural programming, with 92% of the funds allocated to the arts and 8% allocated to humanities programs. The funds were awarded to the City of Revere and the Parks and Recreation Department (42.8%), six schools (42.1% combined), three organizations (8.4%), and three individuals (6.6%). Funding allocated to the City of Revere supported the Sunday Concert Series in Revere parks and the Little Libraries program. Funding allocated to schools supported arts and culture enrichment

16 Massachusetts Cultural Council. (2019) "About the LCC Program," and "Application Guidelines."



programs such as African Arts in Education programs, a North Shore Music Theater field trip, and a drama program, among others.

REVERE PUBLIC LIBRARY

The Revere Public Library is housed in a building on Beach Street dedicated in 1903 and constructed with funds provided by Andrew Carnegie. It is open to the public Monday through Saturday and also offers access to online resources to the public through its website. The mission of the library is “to foster the intellectual and cultural life of the community of Revere by providing quality literature, media, programming, and access to technology for residents of all ages.”



Figure 7: Revere Public Library

REVERE BEACH PARTNERSHIP

Revere Beach Partnership is a 501(c)(3) non-profit organization that was established in 2001. The mission of the organization is to carry forth the heritage of Revere Beach as a nearby retreat for New England families; preserve the beach's historic and natural assets; strengthen the beach as an asset to Revere by developing programs and partnerships, and plan and oversee the continued improvement of Revere Beach. The organization's flagship event is the Revere Beach International Sand Sculpting Festival, now in its 10th year. Funds raised during the event help fund other efforts and family events throughout the remainder of the year, including establishing a capital plan to fund major improvement projects that aim to strengthen the fabric of the Revere Beach community.

LATINX REPRESENTATION

It is important to note that unlike other surrounding municipalities with similarly large and growing Latinx populations, such as Chelsea and Everett, there is no formally established Latinx organization. There are several Spanish-speaking church congregations in Revere that play a key role in providing a space for leadership development, cultural expression, and support for members of the Latinx community in Revere. These congregations include the Tabernacle Assembly of God and Betel Evangelical Church. In addition, there is a program called Las Parceritas, with videos on YouTube as well as a blog, dedicated to promoting cultural exchange and women's empowerment.

Currently, however, over 50 leaders within the Latinx community are working to establish a “Concilio Latino” (Latino Council) that will provide the platform to organize the Latinx community in Revere. The need for more organized support and protection for the Latinx community was a theme in the Spanish-speaking focus group to develop additional political influence and representation.

MOROCCAN AMERICAN CONNECTIONS IN REVERE

Moroccan American Connections in Revere (MACIR) is a grass-roots organization that was established to inspire and empower Moroccan Americans in the city of Revere through education, cultural events, leadership, and civic engagement initiatives. MACIR organizes the annual Moroccan Cultural Day event on Shirley Avenue with the city of Revere. The event features Moroccan food, live music, henna tattoo art, and local Moroccan vendors, and showcases the Moroccan cultural diaspora in Revere.



TURKISH CULTURAL CENTER MASSACHUSETTS

The Turkish Cultural Center of Massachusetts has a location in Revere. The Turkish Cultural Center is a non-profit 501 (c)(3) organization. According to its website, it “aims to respond to social and cultural needs of Turkish-Americans and to promote cross-cultural awareness that is based on mutual respect and understanding of the Turkish Culture within Massachusetts by bringing everyone together in an open dialogue.”

WOMEN ENCOURAGING EMPOWERMENT

Women Encouraging Empowerment (WEE) was created to “educate, advocate, protect and advance the rights of immigrants, refugees and low-income women and their families through organizing leadership development and service delivery.”¹⁷ The organization provides a range of services for immigrants and refugees, such as English classes and Citizenship classes.



Cultural Districts

Clusters of arts and culture activity, restaurants, creative retail, and events that are located within a walkable area function as naturally occurring cultural districts. In addition, the Massachusetts Cultural Council has a Cultural Districts program through which districts can go through a process to achieve state designation as cultural districts. This designation usually is accompanied by small matching grants to support coordination of activities and basic district branding and signage. Revere does not have any state-designated cultural districts. However, it has explored the potential to establish a new Creative District along Revere Beach to spur investment and expand the arts and cultural resources around the beach, in line with its historic importance as a pop-culture and entertainment destination. In addition, Revere's Shirley Avenue Commercial District is home to active cultural organizations and efforts to infuse arts and culture into the public realm through hosting community-wide cultural events, installing little free libraries, and other activities.

The list below represents a selection of business districts that could be considered cultural districts, but it certainly is not a comprehensive list, given that other business districts, such as Beachmont, also serve as cultural hubs.

▶ DOWNTOWN CIVIC DISTRICT

The spine of Broadway from the Revere Fire Station at Central Avenue to Beach Street is the historic civic center of the city. It features many cuisines from Revere's diverse cultural communities. Public art in the form of historic monuments and engravings are complemented by new art on utility boxes that brighten the streetscape. Street trees offer shade, and the plaza and landscape around the American Legion building serve as community gathering spaces for events like the Farmer's Market and Annual Fall Festival.

▶ REVERE BEACH CREATIVE DISTRICT

Revere Beach Boulevard north of Eliot Circle is the location of an envisioned Revere Beach Creative District. The Creative District articulates a long-term development vision for the parcels of land between



Figure 8: Revere Beach Creative District Rendering. Source: Utile Design.



Revere Beach Boulevard and Ocean Avenue. The vision for the Revere Beach Creative District anticipates a revitalized corridor of housing, restaurants, art galleries, and cultural programming that activates the beach and creates a new destination accessible from the Revere Beach MBTA Blue Line stop.¹⁸ The principles articulated in the District vision are seeking to inform ongoing development along the waterfront. Efforts to establish the district are working to enhance the utilization of available public properties for public art. Public art not only has benefits as a cultural product but also enhances economic development and a sense of place.

SHIRLEY AVENUE COMMERCIAL DISTRICT

The Shirley Avenue Commercial District, a naturally-occurring cultural district, extends west from the Revere Beach MBTA station and represents an active, ethnically diverse commercial corridor close to the planned Revere Beach Creative District. Cultural events hosted in the district include the Shirley Avenue Cultural Fest, the Moroccan Cultural Day celebration, and the Cambodian New Year celebration. The neighborhood is home to an important if unassuming cultural hub for the region's Cambodian and Buddhist population. Wat Ratanarangsey on Thornton Street has long served local residents and members of the Cambodian diaspora in the region. A longstanding Jewish Community Center (JCC) houses CAPIC programs just off Shirley Avenue along Nahant Ave.



Figure 9: 5th Annual Shirley Avenue Cultural Fest;
Source: Ira Novoselsky, Twitter.

18 Utile Design (2015), Revere Beach Creative District Master Plan Summary, www.utiledesign.com/work/revere-beach-creative-district/



Public Art and Public Space Activation

REVERE PUBLIC ART COMMITTEE

Art enhances Revere's identity as a community that values diverse creative expression. It builds a sense of civic pride and enriches the quality of life. Public art fulfills these purposes in myriad ways, by improving residents' experience of public spaces through harmonious design, by preserving and showcasing vistas, by introducing surprising elements into otherwise ordinary spaces, and by engaging residents with insightful interpretations of the community's cultural aspirations and history. Public art has the potential to humanize Revere's urban environment by inspiring conversations and bonding among residents. The RPAC recognizes the significance of integrating public art into the daily lives of Revere residents. RPAC supports a strong public art program and encourages engagement of and collaboration among individuals, private groups, and public organizations for all public art installations, both temporary and permanent.

LITTLE LIBRARY PROGRAM

The Little Library program has been launched citywide through Cultural Council funds and serves to build pride-of-place among Revere residents, to activate public spaces, and to beautify the public realm. Throughout 2019, residents were recruited to paint a library, and residents were then asked to become stewards to monitor the condition and inventory of the libraries.

NORTHERN STRAND COMMUNITY TRAIL

Revere's one-mile segment of the Northern Strand Community Trail opened in 2015 and offers scenic views of Rumney Marsh. Revere has been designated as the lead administrative municipality for a \$13 million EOEEA contract to refurbish and improve the entire North Strand Trail for the series of communities through which it passes. The trail offers opportunities to connect with local food production in Everett and Malden, both of which have established community gardens along their trail segments. The community garden located along Everett's section of the Trail also features a mural painted by local high school students. Working with the Metropolitan Area Planning Council, the City of Everett also implemented a project that included a community garden within a sculptural earthwork to celebrate the local food cultures of Everett's residents. Over time, the trail can become a place of cultural expression and exchange across its linked communities.

SARGENT STREET MURAL PROJECT

The Revere Cultural Council and Revere on the Move sponsored an artist to develop a historical paneled mural depicting scenes and people from West Revere on a series of twelve 4x8 panels that were installed



Figure 10: Revere utility box on Broadway painted by Bruce Orr, 2018.



along the Sargent Street underpass.¹⁹ The mural was unveiled in October 2018. The mural was designed through a community process coordinated through the West Revere Neighborhood Group and the Revere Mural Group. Community members shared photographs and memorabilia that the Saugus-based mural artist, Debbie Barrett-Cutulle, combined with research conducted at the Revere Society for Cultural and Historical Preservation as inspiration for the final work.²⁰ This mural is one of several anticipated underpass murals to be located on underpasses throughout the city. The City is also pursuing funds for underpass lighting for beautification and public safety/pedestrian enhancements.

▶ SHIRLEY AVENUE GATEWAY MURAL

A noteworthy community mural is located in the Shirley Avenue neighborhood just by the Revere Beach MBTA plaza on private property. Commissioned as part of a community-engaged mural project that employed a local artist, the project was funded through the Revere Cultural Council and private funds as part of the Shirley Ave Gateway Initiative. More murals are likely to come in Shirley Avenue; however, a formal district program has not yet been established due to staffing constraints.

▶ THE SWITCHBOX ART PROJECT

The City of Revere and Revere on the Move launched Project Switchbox in 2018 to bring more art to the streets of downtown Revere. The goal of Revere's Switchbox Art Project is to enhance and beautify Revere by promoting Revere's rich cultural diversity and immense history by looking at the past, present, and future. The City received funding from the Massachusetts Cultural Council to cover the cost of materials and initiated a public process to match artists with nineteen switch boxes. In the artist application, the City encourages artists to emphasize social contributions and community outreach through their work.

19 Vocino, Tara. (2018) "Sargent Street underpass mural mirrors West Revere, resident." Advocate News Online. Accessed Sept. 12, 2019 at <https://advocateneews.net/sargent-street-underpass-mural-mirrors-west-revere-resident/>

20 Turcotte, Bridget. (2018) "Historical Underpass Mural Unveiled in Revere," The Daily Item. Accessed online Sept. 12, 2019 at <https://www.itemlive.com/2018/10/04/historical-underpass-mural-unveiled-in-revere/>



Creative Economy

The Creative Economy is defined as industry groups and occupations with a focus on making and sharing cultural goods, services, and ideas. The New England Foundation for the Arts separates the Creative Economy into Core and Peripheral Sectors. Core Sectors have a categorical focus on cultural goods, services, and intellectual property at a national level. In Revere, core industries include Visual Arts, Music, and other Performing Arts, including photography studios, schools of dance, and other artists; Architecture and Design, primarily graphic and interior design; Media; Printing; Art-related Retail; Motion picture and teleproduction, including Showcase Cinemas and a few local production and video processing firms; Marketing; Publishing; Culture and Preservation; and Wholesale art stores. Peripheral Sectors support the Core Sectors and were not included in this analysis.

Despite its historic importance as a destination for pop-culture music, dance, and entertainment, Creative economy establishments are less prominent in Revere's economy than in the Inner Core Subregion or among other communities in its MAPC community subtype (communities similar to Revere) as shown in Figure 10 below. In fact, the share of creative economy establishments in Revere, at 3.9%, is about half that of similar communities, which range from 7.8% to 8.1%. Across the MAPC region, Revere is among the communities with the lowest share of creative establishments in their local economies, illustrated in Figure 11 below.

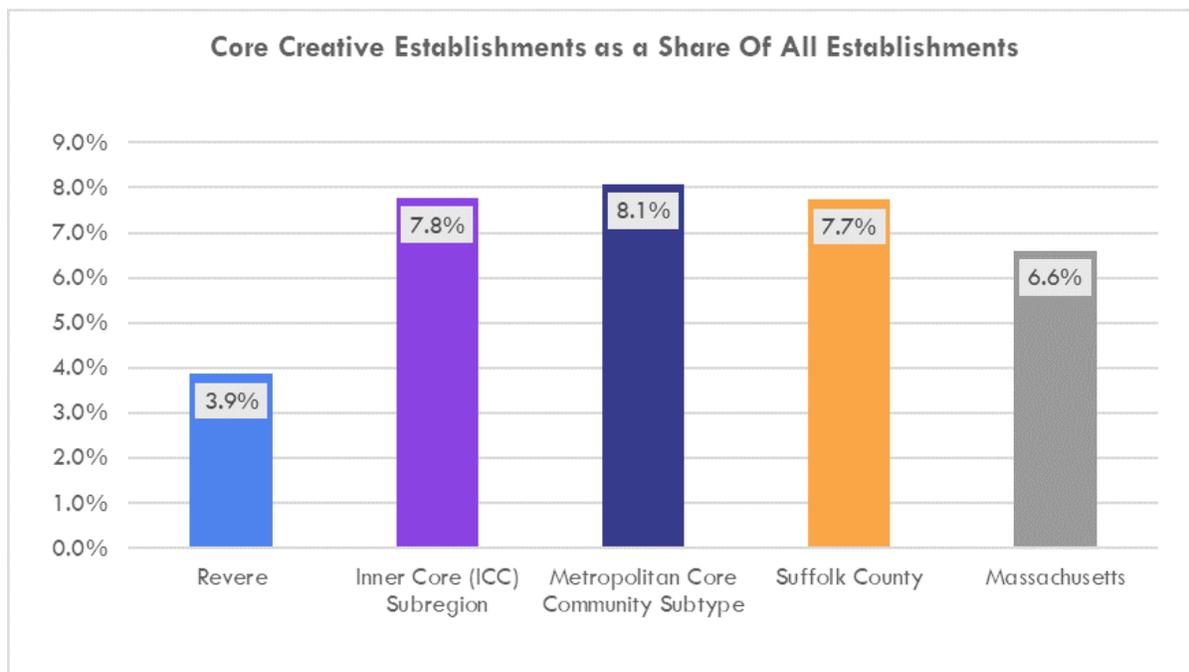


Figure 11: Core Creative Establishments in Revere compared with other reference geographies, 2016. Source: InfoUSA.

Creative activity clusters in Revere are shown in Figure 12. The three largest clusters are located in the Shirley Avenue neighborhood, downtown Revere between City Hall and the Revere Fire Department, stretching east to Beach Street, and around Showcase Cinemas near Copeland Circle. Smaller clusters are located along Squire Road near Brown Circle, along Revere Street, and in Beachmont. The Shirley Avenue neighborhood, the Beachmont neighborhood, and downtown are also home to cultural events and important historic resources and cultural facilities. Strengthening these centers of activity and the connections between them can help nurture the resurgence of Revere's creative economy.

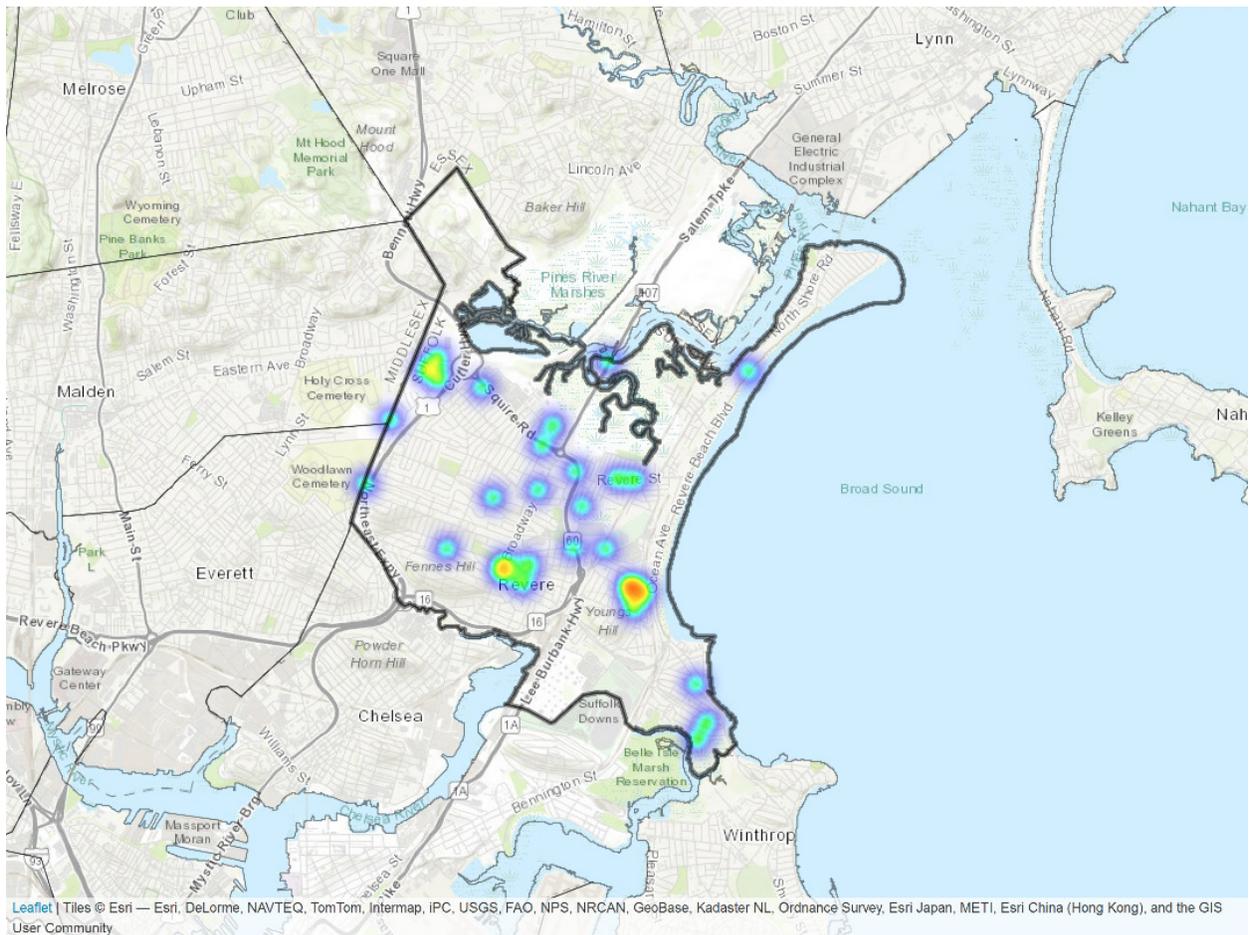


Figure 12: Heat map of 2016 creative economy activity in Revere. Source: InfoUSA

CREATIVE ECONOMY STRENGTHS AND OPPORTUNITIES

The strengths of Revere's creative economy today mirror those of its past. Unlike in other communities where architecture and design are the core creative industry with the largest share of creative establishments (24% across the MAPC region), in Revere, Visual Arts, Music, and other Performing Arts is the dominant industry, making up 21% of all creative establishments. Within that industry, the dominant establishment type is Fine Arts Schools, made up of the schools of music and dance, identified among Revere's arts and culture assets. It is important to note that while the category of Fine Arts Schools includes performing arts schools, there currently and no such schools in Revere. Nurturing this local creative activity, supporting Revere's cultural communities, and establishing a creative district represent an opportunity for the city.



Challenges

Challenges related to supporting Revere's historic and cultural resources highlight a disconnect between the organizational infrastructure supporting historic preservation, the organizational infrastructure promoting the arts, and the organizations supporting the vitality of Revere's cultural communities.

Such a disconnect is not specific to Revere, but it is notable because of the opportunity it presents to address other challenges including racism, as well as the lack of municipal policies supporting historic and cultural resources, the lack of cultural facilities to meet the needs of current residents and issues of pedestrian safety. Addressing these challenges will also provide economic benefits, given the economic value of developing a robust creative, historic, and cultural ecosystem.

▶ COORDINATION AMONG HISTORIC AND CULTURAL ORGANIZATIONS

Revere is heavily dependent on a core of volunteer committees and non-profit organizations to lead historic preservation and arts and culture initiatives. In addition, the work of MACIR has helped empower the Moroccan-American community in Revere while other organizations are working to increase civic engagement among Revere's other immigrant and cultural communities. The energy of these individuals and organizations has led to a variety of public art projects, the dynamic impacts of the Revere Beach Partnership, and the successful preservation and restoration of the Immaculate Conception Rectory building that houses the Revere Society for Cultural and Historical Preservation. This reliance on volunteer-run organizations has also led to an uneven distribution of capacity across Revere's neighborhoods as there is no systematic and comprehensive network of neighborhood-based groups in Revere. Neighborhoods lacking in this civic infrastructure have limited capacity to initiate arts and culture programming or historic preservation projects. *Next Stop Revere* has helped to bring these organizations and their constituents together, but additional work will be needed to bridge divides of language, culture, and access to power. Historically, the lack of access to spaces of convening, particularly spaces that serve diverse communities and needs, has posed a barrier to coordination in Revere.

▶ COORDINATION WITH THE DEPARTMENT OF CONSERVATION AND RECREATION (DCR)

The Commonwealth of Massachusetts has been an important ally in the preservation and conservation of Revere's natural resources and heritage sites. The Department of Conservation and Recreation has jurisdiction over 476.22 acres of land in Revere. DCR owns and manages Revere Beach Reservation, the Cronin Rink, a canoe launch, and other lands along Revere Beach Parkway and a large portion of Rumney Marsh and Belle Isle Marsh. All of the state land is considered protected in perpetuity. This inter-jurisdictional context complicates Revere's ability to execute strategies for the promotion and protection of many of its key resources.

▶ RACISM AND LANGUAGE ISOLATION

As identified in the Public Health element of the master plan, racism is a significant challenge for social and cultural cohesion in Revere. At the *Next Stop Revere* Kick-Off meeting, residents frequently identified racism or racismo (in Spanish), as a concern. This concern has been echoed in the North Suffolk Integrated Community Health Needs Assessment (iCHNA) survey, in which fifteen percent of respondents indicated



that they had been treated badly or unfairly in the last year due to their race or ethnicity. In that same survey, twenty-nine percent of Latinx-identifying respondents indicated that they had been subject to unfair treatment due to their race. Middle-eastern immigrants also report experiencing unfair treatment due to their physical appearance and wearing hijab. One respondent at the January *Next Stop Revere* Kick-Off event wrote, "The city of Revere should be a community for everyone regardless of his or her culture and language background."

Language isolation is also an issue in Revere. Immigrants in Revere report feeling unwelcome in public spaces and places. Fatou Drammeh, a member of the Master Plan Steering Committee, notes, "language is the biggest barrier of newcomers attending events." The need for greater language access to public events and resources is a significant challenge in Revere. However, it is also important to note that many young people and adults are bi-lingual or multi-lingual. This language capacity is a significant asset from an educational and workforce development perspective, as well as from the viewpoint of social and cultural mobility and appreciation.

CULTURAL FACILITIES

Residents participating in the *Next Stop Revere* Kick-Off event frequently mentioned the need for a community center to support gatherings, recreational opportunities, and engaging activities for youth and seniors. Conversations with *Next Stop Revere* Steering Committee members also revealed a lack of access to cultural facilities for religious observances, cultural practices, and community gatherings. The lack of engaging activities for adolescents and teenagers both in outdoor parks and indoor facilities was also mentioned frequently.

During this planning process, the closing of the last synagogue in Revere, Temple B'nai Israel, which opened in 1906, highlighted the impact of demographic change on historic cultural communities and their facilities. Many of these facilities have not been inventoried with the Mass Historical Commission nor recognized as historically significant. While they may provide opportunities to meet the needs of Revere's immigrant and creative communities, they will likely need significant investment in upgrading and adaptive reuse. Meanwhile, as places of worship are evolving, and in some cases, closing, religious communities, institutions, and facilities remain active within Revere's social, cultural, and advocacy networks, beyond their purely religious significance.

As mentioned in the Economic Development and Open Space and Recreation Chapters, public space in private developments can be a significant benefit to the city. Such space can also add to the breadth of cultural facilities in the city. For example, at Suffolk Downs, HYM is planning for public square space with an amphitheater that is intended to serve and promote the multi-cultural nature of the community with festivals and other civic and community programs and activities.

As noted above, the public school system serves a number of social and cultural purposes, not least through its Community School program; and its facilities are increasingly being made available for these purposes – e.g., the Garfield School now serves as a community center, and the new Revere High School could be designed to encourage and optimize such activities.

MOBILITY AND SOCIAL CONNECTIVITY

At the height of Revere's significance as a cultural destination, streetcars and trolleys connected the walkable downtown district to Revere Beach and its surrounding neighborhoods. Those connections have been steadily eroded with the closure of streetcar lines and by the expansion of highway infrastructure. The



limited mobility between cultural centers in the city is a challenge to rebuilding the city's cultural vitality. The lack of strong east-west transit connections and safe pedestrian routes creates barriers to the growth of cultural resources that serve the city as a whole. Building civic infrastructure and social networks across neighborhood boundaries requires safe, multi-modal pedestrian and transit connectivity. Pedestrian access to Revere Beach, Revere's most prominent historic and cultural resource, is restricted for much of the city. Pedestrian access from neighborhoods east of Route 16 to the historic and cultural resources clustered near the spine of Broadway is limited and dangerous.

MUNICIPAL POLICY AND PRESERVATION PLANNING

Municipal preservation planning can serve to ensure that historic and cultural resources are protected and well-maintained for future generations. Revere has not engaged in a municipal preservation planning process to build community support for preservation, collect neighborhood and community histories, and identify and prioritize key resources. In addition, Revere lacks municipal policies to support historic and cultural preservation activities. The state allocation to the Revere Cultural Council is the primary funding source available for the arts and historical and cultural programming in Revere.

PRESERVATION OVERSIGHT: DEMOLITION DELAY

Demolition delay, while ineffective as a stand-alone policy tool, can be a useful resource when accompanied by a robust preservation planning effort that identifies and documents key historic and cultural resources. In combination with documentation of the significance and contributing features of a resource, it can provide an opportunity for community input and prevention of demolition during periods of rapid development. While there are no documented cases of the demolition of historically significant properties in Revere, the adoption of a demolition delay ordinance to encourage the preservation and adaptive reuse of historic structures with significance to the cultural heritage of Revere would provide the City with some oversight over the impact of new development on preservation activities.

PRESERVATION FUNDING: COMMUNITY PRESERVATION ACT

The adoption of a preservation funding tool, such as the Community Preservation Act, would provide funding to support historic preservation activities, the preservation of open spaces, and affordable housing development, all of which can contribute to social and cultural cohesion. This funding could further enhance Revere's open space network, which hosts a variety of arts and culture programs. In addition, funding to develop and preserve affordable housing could help stabilize neighborhoods adjacent to new development projects, and funding could also be used to adapt historic facilities for new cultural and community uses.



Opportunities

ARTS, CULTURE AND RECREATION

Revere Beach is a place of historic and cultural significance that supports recreation as well as artistic and cultural programming. Based on feedback from the Kick-off event, residents love Revere Beach as an historic asset, regional destination, and unique open space. Staff from the Revere Planning Department have been leading several initiatives to preserve and promote cultural programming. Revere on the Move has integrated arts and culture into Revere's open space and recreation resources since 2018, through programming such as Summer Nights and Neighborways. The organization helped coordinate the integration of an Arts and Culture element into Revere's 2018 Open Space and Recreation Plan (OSRP). Focus groups for that plan collected ideas of how Revere's parks and open space can better support artistic and cultural activities as well as more active recreational uses. The Recreation Department has demonstrated effective engagement of local residents despite the lack of neighborhood civic infrastructure.

In addition, there are opportunities to work with DCR to increase historic and cultural programming within their parks and open spaces. For example, a senior-oriented performance space could be included at an improved Sullivan Park, and historical interpretation could be added to pavilions and walkways on DCR properties.

CONNECTING HISTORIC AND CULTURAL RESOURCES

Revere is rich in cultural diversity and is growing its civic infrastructure to engage new immigrant communities as well as long-time residents. Many respondents at the Kick-Off event named diversity as one of the things they love most about the city. Finding ways to honor the cultural heritage of Revere's many communities through arts education, cultural facility development, and public art is an important opportunity for Revere.

Revere's active and engaged core of volunteers dedicated to identifying and preserving Revere's historic and cultural resources has demonstrated its willingness to engage with issues of cultural equity through its work memorializing the slaves buried in the Rumney Marsh Burial Ground. The Revere Society for Cultural and Historical Preservation has expressed an interest in building connections to Revere's new immigrant communities through cultural programming in RSCHP-managed facilities. Providing training for these volunteers in racial equity and cultural competency would strengthen the work they have already begun and would facilitate better coordination with the cultural organizations that serve Revere's new immigrant communities. Facilitating stronger connections among RSCHP and organizations and individuals working with Revere's immigrant communities help celebrate the contributions of those communities to Revere's history and build stronger networks across neighborhood and cultural identities.

Highlighting the importance of Rumney Marsh as a site of Native American settlement and colonial contact also represents an opportunity for expanding the cultural history of Revere to include its original inhabitants. Archaeological exploration and partnership with Native American organizations would enable Revere to recognize and celebrate the history of Native American settlement in Revere as a step toward promoting a culturally inclusive approach to historic preservation in Revere.

ARTS EDUCATION

Revere's concentration of schools of music, and dance, as well as its growing array of cultural festivals, represent an opportunity to strengthen Revere's arts education system. The Revere Cultural Council is funding a variety of artistic programs in Revere's schools, suggesting demand for artistic enrichment and a



need for greater funding. Exploring partnerships with state-wide organizations like ARTS|Learning to create arts education pathways that integrate diverse cultural practices and artistic expressions is an exciting opportunity. The widespread interest in investment in Revere's schools and the role of schools as important points of access to public resources for immigrant families creates an exciting opportunity for arts and culture to support resident priorities. Establishing creative educational pathways would also support the revival of the city as a center for creative economic activity.

Public schools in Revere serve several social and cultural purposes, and public school facilities are increasingly being made available for these purposes. The Garfield School now serves as a community center, and the new Revere High School could be designed to encourage and optimize such activities.

HIDDEN HISTORIES

Celebrating Revere's civic history and its importance as a hub for popular culture and entertainment has been the focus of historic and cultural preservation efforts in Revere. Other histories and community narratives remain less visible. For example, the more recent history of the Cambodian community that settled in the Shirley Avenue neighborhood in the 1980s and helped re-establish the area as a cultural hub is largely unknown outside the neighborhood itself. These hidden histories are an opportunity to expand the story of Revere's history and heritage.

MOBILITY AND SOCIAL CONNECTIVITY

New development in Revere presents opportunities to strengthen Revere's historic and cultural resources. Given the impact of access and mobility in Revere, exploring opportunities to expand pedestrian and bicycle connections among Revere's downtown, Shirley Avenue, and Revere Beach districts would help restore the historic levels of mobility in the city. In addition, the expansion of Revere's open space network as a heritage landscape would help to elevate the area's importance for the ecology of the region as a whole while providing new spaces for cultural programming.

ECONOMIC DEVELOPMENT

As mentioned earlier, the entertainment, recreation, sport, gambling, and performance history of Revere could serve as a template for the continuing redevelopment of Revere. Approaching new development as part of a broader creative placemaking effort that draws on the unique history of each site could have implications for the future commercial development of major sites like Wonderland.

New development also represents opportunities to establish new cultural spaces that meet the needs of Revere's cultural communities. The new Revere High School and Suffolk Downs developments could include additional spaces to support arts and culture activities. A percent-for-art ordinance could generate revenue from new development to support arts and culture in Revere. New development also presents opportunities to include new community and cultural spaces to support music and dance activities as well as other art forms. Such spaces would support Revere's diverse cultural communities and elevate Revere as a destination for arts and culture. The development plans for Suffolk Downs include public square space intended to serve and promote the multi-cultural nature of the community with festivals and other civic and community programs and activities, and this model should be explored for other development sites as well.



Community Input

The Revere community provided input that has informed the recommendations for historic and cultural resources in Revere through participation in the Kick-Off event, public forums in the Spring of 2019, an online survey and a focus group held in the fall.

Overall, Revere residents communicated that they value the cultural diversity of the city, Revere Beach as an important historic and recreation asset, and also expressed concerns about racism and building a sense of inclusion and belonging for newer immigrant populations.

FEEDBACK FROM FORUMS

This section provides a summary of feedback received from members of the public. A public forum dedicated to discussing Housing, Economic Development, and Historic and Cultural Resources was held on April 10, 2019, at the Revere High School. At this forum, residents had an opportunity to review the existing conditions of historic and cultural resources in Revere and discuss nine draft goals for strengthening those resources in the Master Plan by rating each goal as high, medium, or low priority and providing comments.

Overall, participants in the focus group were supportive of the draft goals, which included goals for strengthening historic preservation alongside goals to support and strengthen arts and culture. All of the goals were rated as Medium or High priority by an overwhelming majority of respondents (84% or more). A few goals had unanimous or near-unanimous ratings of medium or high priority, including "expand pedestrian access to cultural resources," "increase affordable community gathering spaces and cultural facilities," and "document the stories of Revere's diverse cultural communities."

Participants in the forum expressed an interest in understanding Revere's history as a city of immigrant cultures, but noted challenges with learning and connecting to the city's arts and culture and historic preservation activities. Participants stated that they would like to see the schools continue to be used as a resource for sharing the history of the community with Revere's children and families and for expanding arts education: "MORE emphasis on the arts in the schools. Academics should go 'hand in hand' with artistic pursuits." Revere High School offers a number of history and arts related courses, and participants expressed an interest in continuing to support and expand such courses.

Comments from the forum emphasized the strong linkages between history, art, and culture in Revere: "Art and culture ARE the city of Revere."

Comments also emphasized building on the strengths of existing organizations while also building in stronger structures for inclusion. One commenter shared that they would like to see a "more inclusive community process for public art decisions and creations - currently not happening. Only old Revere engaged but not new Revere."

The need for affordable community and cultural gatherings spaces was also a key theme: "We need places that are large enough to hold large groups; we have such a diverse population, and most of the residents don't know (as friends) other cultural groups."



FEEDBACK FROM THE SURVEY AND FOCUS GROUPS

In addition to a survey, the City held a series of focus groups to inform the Master Plan recommendations. The focus group on historic and cultural resources in Revere was held on September 18, 2019, at the Revere Society for Cultural and Historical Preservation. Themes from the focus group echoed issues that emerged from the forums and the survey:

- Arts and culture programming can be isolated in individual neighborhoods, and lack of social connectivity and transportation networks among neighborhoods creates barriers to attracting wider audiences to events and programs.
- There is a need for municipal staffing to help coordinate and support arts and culture initiatives and activities throughout the city.
- Revere's public schools lack a dedicated art department to support the growth of arts and culture in Revere. The City has partnered with neighboring public schools with strong art programs (e.g., Medford High School for graphic design) and would like to see that talent developed in the city.
- Interest in a stronger arts education curriculum was echoed by participants in the Spanish-language focus group as well.
- Diversity is one of Revere's biggest strengths, and there are opportunities to build bridges with Revere's immigrant communities to support their incorporation into the civic life of the city and tell the story of their cultural heritage and contributions to Revere.
- There is a need for more spaces where diverse communities can come together for public forums, community gatherings, and cultural programming.
- The focus group included discussion of whether it would be appropriate to expand Revere's historic narratives to include more controversial associations, such as its connection to mafia activity. This issue was raised but not resolved.
- New development presents an opportunity for funding arts and culture programs, development of spaces, and expanding public art in the city.

KEY THEMES

Diversity: Value of diversity and need for more cultural inclusion.

Space: Importance of having spaces to support cultural programming and community gathering.

History: Importance of linking history, arts, and culture to education and extra-curricular activities.

Legacy: Importance of building on the legacy of Revere as a center of arts, culture, and entertainment.

Partnerships: Importance of partnering with existing organizations and assets in Revere.



Recommendations

The nine goals presented at the April 10th Forum have been condensed into six goals based on community feedback and input. These goals complement goals in the other chapters of this plan.

Goal 1

Increase cultural equity and inclusion in Revere

Programming, Partnerships & Internal City Operations

Strategy 1.1. Document and share the stories of indigenous communities in Revere.

Strategy 1.2. Document and share the stories of immigrant communities in Revere.

Strategy 1.3. Inventory historic resources with cultural significance to Revere's historic immigrant communities.

Strategy 1.4. Translate all arts, culture, and historic preservation funding opportunities into Revere's most commonly spoken languages and promote through cultural organizations and networks.

Strategy 1.5 Create a Complete Count Census Committee with representation of stakeholders from the various cultural and socioeconomic groups in Revere, to promote a complete and accurate census count

Planning

Strategy 1.6 Encourage participation among residents of all neighborhoods, ages, and backgrounds in municipal planning for arts, culture, and historic preservation

Goal 2

Improve access to historic resources and cultural facilities for all Revere residents

Programming, Partnerships & Internal City Operations

Strategy 2.1. Use Massachusetts Historic Commission inventory forms to document historic cultural facilities with adaptive reuse potential for new cultural and community use.

Strategy 2.2. Translate interpretive signage and historical narratives into the most commonly spoken languages in Revere.

Strategy 2.3. Host cultural programming that serves Revere's immigrant communities within the Revere Society for Cultural and Historical Preservation museum and public historic facilities. Explore the feasibility of documenting and celebrating significant people from Revere's history.

Strategy 2.4 Expand public art program, such as the underpass mural installations, and work with key partners to develop criteria for determining content, development, and maintenance of such public art.



Planning

Strategy 2.5. Facilitate coordination among historic preservation and cultural organizations to identify shared priorities.

Strategy 2.6. Identify opportunities for matching funds to enable application for Cultural Facilities Fund grants for planning and upgrading of Revere cultural facilities.

Strategy 2.7. Prioritize the development of new community spaces that meet the cultural facilities needs of Revere residents.

Strategy 2.8. Explore feasibility of establishing municipal staff position with responsibility for supporting arts and culture in Revere by helping coordinate efforts by individuals and organizations, identifying potential revenue sources to support arts and culture, and other roles as appropriate.

Goal 3

Expand access to arts education for all Revere residents

Programming, Partnerships & Internal City Operations

Strategy 3.1. Explore partnerships with local and regional arts organizations to develop extra-curricular arts education opportunities by including spaces and staffing in community centers and after-school programs for instruction in visual and performing arts, media arts, fiber arts, and crafts like woodworking and metalworking, for Revere residents of all ages.

Strategy 3.2. Explore opportunities to establish public/private partnerships to expand arts education in Revere Public Schools through in-school curricula, staffing, and enrichment activities through partnerships with parents and local arts and culture organizations.

Planning

Strategy 3.3. Prioritize the development of arts spaces in new construction and adaptive reuse projects to provide extra-curricular arts education opportunities for Revere residents of all ages.

Goal 4

Increase funding for Revere's historic and cultural resources

Planning

Strategy 4.1. Explore matching fund opportunities through partnerships with state agencies and arts and culture organizations such as Massachusetts Cultural Council, MassDevelopment, MassHumanities, Mass Historical Commission, Arts|Learning, etc. in order to build the capacity and impact of local cultural organizations.

Land Use and Regulatory

Strategy 4.2. Adopt the Community Preservation Act.

Strategy 4.3. Strategy 6.2. Explore municipal Percent-for-Art Ordinance to raise funds for arts and culture in Revere, incorporating the principles articulated in the Creative District vision and advancing diversity and cultural inclusion.



Goal 5

Preserve and celebrate Revere's historic legacy as a destination for culture and entertainment

Planning

Strategy 5.1. Explore the development of a Municipal Preservation Plan as a way to expand participation in preserving historic and cultural resources, establishing a systematic approach to preservation, and initiating work of documenting Revere's cultural communities.

Strategy 5.2. Coordinate planning for Revere Creative District with cultural organizations active in the Shirley Avenue Commercial District, and expand principles of Creative District vision to the city as a whole by incorporating public art funding and cultural space into development priorities across the city.

Strategy 5.3. Expand access to funding for arts and cultural events and programming for local artists and organizations.

Strategy 5.4. Explore benefits of using a district management strategy for Revere's creative district and its naturally occurring cultural districts in its Shirley Avenue Commercial District and Downtown Civic District, looking at Main Street districts, Business Improvement Districts, and designated cultural districts as potential approaches.

Strategy 5.5. Explore feasibility of establishing local cultural district programming that provides annual funding to support cultural programming in city- or state-designated cultural districts and prioritized funding for improvements to the pedestrian realm and pedestrian and bicycle access points to districts.

Strategy 5.6. Explore the development of a travel and tourism plan, including a visitors' center, focused on capitalizing on Revere's unique assets and leveraging the expected increase in visitors to Revere.

Land Use and Regulatory

Strategy 5.7. Evaluate current zoning regulations for compatibility with entertainment and cultural uses and explore amendments to incentivize more entertainment and cultural activities.

Strategy 5.8. Formalize development and use vision for Revere Beach Creative District through zoning ordinance.

Goal 6

Improve pedestrian access to cultural resources

Programming, Partnerships & Internal City Operations

Strategy 6.1. Invest in pedestrian and bicycle improvements at key points of access to walkable districts of historic and cultural resources.

Strategy 6.2. Create city-wide wayfinding templates that help unify distinct neighborhood identities across the city.



Planning

Strategy 6.3. Collaborate with arts and culture organizations in Revere to incorporate linguistically and visually accessible design components, socially-engaged public art, and community-led creative placemaking into wayfinding strategies to improve pedestrian and bicycle mobility and strengthen the identity of cultural destinations.

Strategy 6.4 Survey neighborhood origins and travel models of participants to existing community facilities to inform needed improvements. Explore the feasibility of conducting walk radius analyses.



Housing Terms and Concepts

What are the different types of housing? (Icons: Single-family house, Multi-unit building, Mobile home, etc.)

What are the different types of housing? (Icons: Single-family house, Multi-unit building, Mobile home, etc.)

What are the different types of housing? (Icons: Single-family house, Multi-unit building, Mobile home, etc.)

Draft Housing Goals

What do you think of these goals?

Goal	Priority
Goal 1: Increase the number of affordable housing units.	High
Goal 2: Improve the quality of housing stock.	Medium
Goal 3: Increase the number of affordable housing units.	High
Goal 4: Improve the quality of housing stock.	Medium
Goal 5: Increase the number of affordable housing units.	High
Goal 6: Improve the quality of housing stock.	Medium
Goal 7: Increase the number of affordable housing units.	High
Goal 8: Improve the quality of housing stock.	Medium
Goal 9: Increase the number of affordable housing units.	High
Goal 10: Improve the quality of housing stock.	Medium

Draft Housing Goals



Housing

“There is nothing more important than a good, safe, secure home.”

— Rosalynn Carter¹

Existing Conditions

▶ INTRODUCTION

Over the years, the city of Revere has attracted workers, families, seniors, and, more recently, young professionals as a place to live. It offers its residents a range of housing options, wonderful amenities like Revere Beach, cultural diversity, and public transit that makes it possible to reach downtown Boston in less than half an hour. Even with such sought after assets, Revere has long been an affordable place to live that welcomes people from all walks of life. The metropolitan region has seen significant increases in housing costs in recent years, and with new investment and development, Revere is beginning to experience similar increases.

Revere has experienced significant development activity over the last five years. Over a period of fifteen to twenty years, the historic Suffolk Downs Racetrack will be redeveloped into a series of urban neighborhoods that will include an addition of 2,500 to 3,000 new market-rate housing units in Revere. Additionally, several hotels and approximately 2,000 new market-rate housing units have been constructed along the waterfront, which will be fully completed and occupied in the next one to two years. These developments significantly increase the supply of housing to the benefit of not only Revere but the Greater Boston region and will bring new residents, revenue, and investment to the city.

¹ Rosalynn Carter Quotes." Quotes.net. STANDS4 LLC, 2019. Web. 30 Dec. 2019. <<https://www.quotes.net/quote/54598>>.



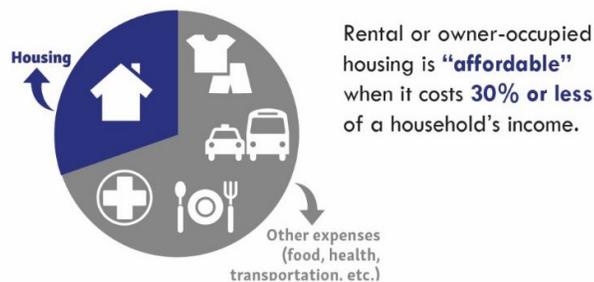
Such significant residential growth and economic development will provide new sources of revenue and expand the capacity of the City to serve its residents and address unmet housing need. While market-rate housing development brings many benefits, it also needs to be balanced with the addition of deed-restricted Affordable Housing that will help ensure the overall supply of new housing is affordable to all of Revere's residents and can help mitigate the impacts of an increasingly expensive market. A balanced approach will be important to maintain the diversity that makes Revere so unique and to ensuring that it continues to have a stable workforce as it continues to grow.

This chapter presents a range of recommendations that, when implemented in conjunction with the recommendations from the other chapters, such as those focused on improving Revere wages and increasing transportation access, can ensure that Revere continues to be an excellent place for residents of all backgrounds and income levels.

HOUSING TERMS AND CONCEPTS

Naturally-occurring affordable housing

Naturally Occurring Affordable Housing (NOAH) is market-rate housing that is relatively affordable, often due to its smaller scale. Generally, housing that costs less than 30% of a household's income is considered affordable.



Cost Burden

A household is considered cost-burdened when it spends more than 30% of its income on housing. When a household spends more than 50% of its income on housing, it's considered severely cost-burdened. Being cost-burdened can affect a household's ability to afford other necessities such as food, clothing, healthcare, and transportation.

Deed-restricted Affordable Housing

Deed-restricted Affordable Housing, spelled with a capital A and H, is legally required to cost no more than 30% of a household's income and available to income-eligible households only. The U.S. Department of Housing and Urban Development (HUD) defines eligible households as households with earnings that amount to 80% of the Area Median Income or less.



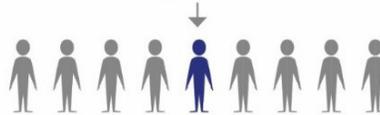
Deed-restricted Affordable Housing is for income-eligible households, and the cost is **never more than 30% of their income.**



Area Median Income

The median income of the Boston-Cambridge-Quincy, MA-NH Metropolitan Area, which includes Revere, is \$107,800. Eligibility for Affordable Housing is based on AMI and varies by household size. For example, 80% AMI, the typical threshold for most Affordable Housing, for a single-person household in Metropolitan Boston, is \$56,800, while 80% AMI for a four-person household is \$94,100. This differs from the local Revere median income, which is \$51,482.

AMI for Revere + surrounding communities is
\$107,800



Households earning less than **80% of the AMI** are eligible, under most housing programs. This figure varies by household size, and is **\$73,000** for a **3-person** household.

Source: U.S. Department of Housing and Urban Development, 2018

Subsidized Housing Inventory

The Subsidized Housing Inventory (SHI) is used by the State to measure a community's stock of low- or moderate-income housing for the purposes of M.G.L Chapter 40B, the Comprehensive Permit Law. The SHI is determined by the number of subsidized housing units divided by the number of total housing units in a municipality. While most SHI eligible units are deed-restricted Affordable, other types of housing such as rentals created through 40B development also qualify to count toward a community's Affordable housing stock.²

Context Communities

Data from the nearby communities of Chelsea, Everett, Lynn, and Malden is included to provide a frame of reference to evaluate the significance of trends and characteristics observed in Revere. These communities were also used in the Revere Open Space & Recreation Plan Update that was completed by MAPC in June 2018, and these communities will be referred to as "context communities" throughout this report.

These terms and concepts will be used in the following report of existing housing conditions in Revere. The report provides data on demographic trends, the housing stock, and housing affordability that inform strategies to address unmet housing need.

² Massachusetts Department of Housing and Community Development (2017, September 14). Chapter 40B Subsidized Housing Inventory (SHI). Retrieved November 5, 2018, from https://www.mass.gov/files/documents/2017/10/10/shiinventory_0.pdf



KEY CITYWIDE FINDINGS³

- The housing stock in Revere includes a variety of housing typologies that offer an alternative to single-family homes; 66% of housing types are either two-family or multifamily housing at different scales. Of the city's 19,977 households, 48% live in owner-occupied units and 51% in renter-occupied units.
- The local household income of Revere residents is relatively low compared to some surrounding communities and the region, and renters earn roughly half of what owners earn. The annual median household income for owner-occupied households is \$69,447, while the median income for renters is \$36,451.
- Many renters and owners in Revere are cost-burdened, meaning they spend more than 30% of their income on housing⁴. 4,300 out of 9,734 owners (44%) are cost-burdened. 5,559 out of 10,498 renters (53%) are cost-burdened.
- Out of 20,485 total households, there are 12,205 low-income households that earn less than 80% of the Area Median Income (AMI); \$73,000 for a family of three. Close to half of these households (5,270) are extremely low-income, earning less than 30% AMI; \$29,150 for a family of three.
- For the 12,205 low-income households that are eligible for Affordable Housing, there are currently 1,780 Affordable Housing units in Revere. These units could house approximately 15% of eligible households. The rest occupy homes at a range of price points on the open market.
- There are 5,270 extremely low-income households in Revere, and close to 70% of these households are severely cost-burdened. These households may be especially vulnerable to displacement and/or homelessness.
- The city's Subsidized Housing Inventory (SHI) of Affordable Housing is 8.11% of the city's total housing stock and below the state goal of 10%. With the addition of approximately four to five thousand market-rate units expected in the next few years, the city's SHI percentage will likely decrease further below the 10% goal.
- The median market rate for a one-bedroom rental unit in Revere is \$2,000. A single-person household earning the median income in Revere of \$36,451 can afford an apartment priced at \$911 per month without being cost-burdened. Although Revere has one of the lowest median incomes compared to the nearby communities of Everett, Lynn, Malden, and Chelsea, it has the highest median rent.
- The cost of purchasing a home in Revere has increased steadily since 2013. Between then and 2017, the median sale price of a single-family home increased by 38% from \$263,053 to \$362,500. In the same time period, the cost of a condominium also increased by 38%, from \$220,964 to \$305,500.

HOUSEHOLDS

Household and household size describe people living in a housing unit. The average household size in Revere is 2.61. The majority of households (60%) are either one- or two-person households; of these, 32% are single-

³ Data referenced in the key findings is cited throughout this document.

⁴ A household is considered cost burdened if they spend more than 30% of their income on housing. This makes it more difficult to pay for other necessities such as food, transportation, education, and healthcare. If a household spends more than 50% of their income on housing, they are considered extremely-cost burdened and could have to relocate or make significant sacrifices that compromise their health or wellbeing.



person, and 28% are two-person households. The remaining 40% are households of three or more people.⁵ The number of households in Revere has grown and is expected to continue to increase. The last Decennial Census⁶ in 2010 documented 20,454 households, up 5.31% since 2000, when there were 19,422 households.

This increase of 5.31% is the largest of any of the context communities listed in Figure 2 below.

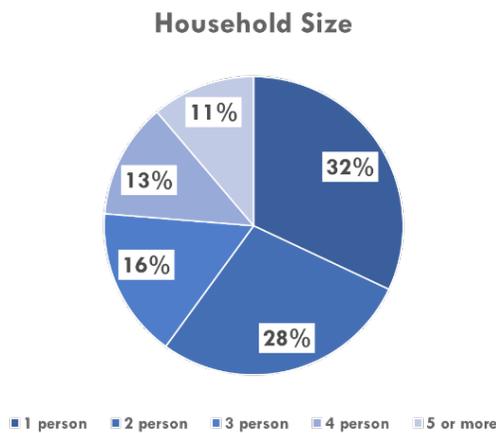


Figure 1: Source - U.S. Census Bureau, 2010

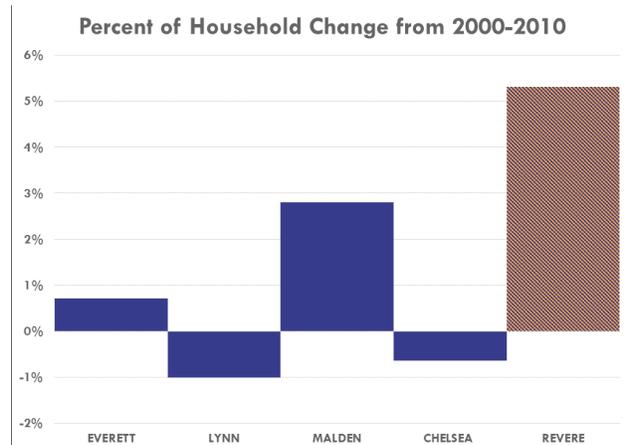


Figure 2: Source - U.S. Census Bureau, 2010

The notable growth in the number of households in Revere in comparison to surrounding cities, as shown in Figure 2 above, is indicative of Revere's attractiveness as a place to live, which is also apparent by the recent surge of new housing development in the city. Demographic projections show these trends are expected to continue.

Demographic projections are useful when preparing for expected housing demand in the future. These numbers are based on current patterns of births, deaths, and migration, as well as assumptions about how those trends might change in the coming decades. MAPC projects that the number of households in Revere will increase by 34% from 20,454 recorded in 2010 to 31,066 projected in 2040, as seen in Figure 3 above.⁷

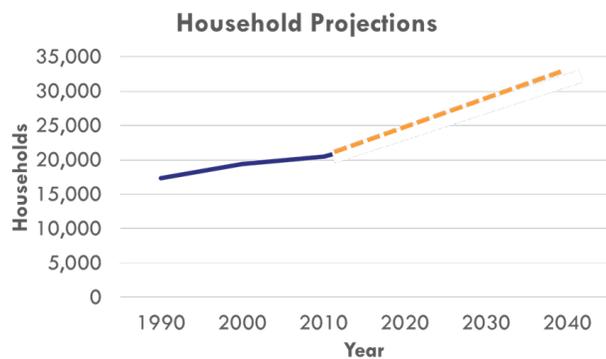


Figure 3: Source - U.S. Census Bureau and MAPC Projections, Stronger Region Scenario

These projections suggest Revere will need more housing of all types to meet future demand in the city.

7 MAPC Stronger Region Scenario Projections.



HOUSEHOLD INCOME

The median household income in Revere is \$51,482. In comparison to the context communities in Figure 4, Revere has the lowest median income for owners and the second-lowest median income for renters, behind Lynn. Like surrounding communities, the current median household income in Revere is much lower for renters compared to owners. The median income of owners in Revere is \$69,447, while the median income of renters is a little more than half of what owners earn (\$36,451).

It should be noted that new market-rate housing discussed later in this chapter is leasing at relatively higher rents (\$2,000 per month) and will bring residents of higher-income levels to the city⁸. However, many current Revere residents will have difficulty affording new market-rate housing in the city and so programs and policies to help these residents stay in Revere are important. Additionally, commercial development that creates higher-paying jobs for current Revere residents would help them access new market-rate housing opportunities. See the housing and wages sub-section of this chapter and the economic development chapter for more on this.

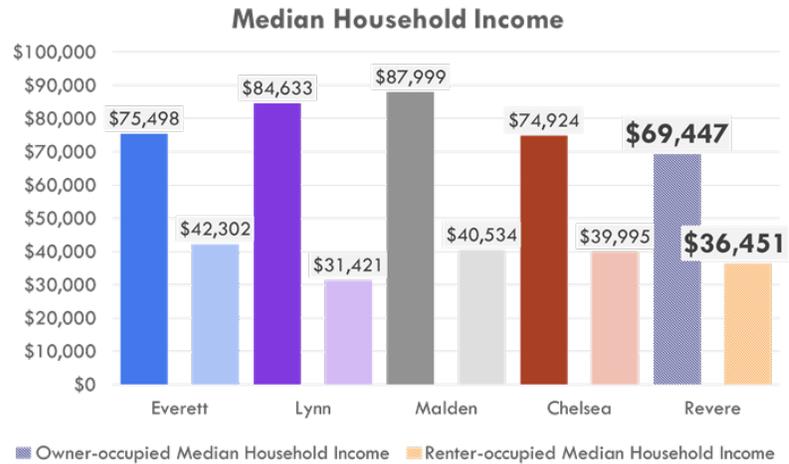


Figure 4: Source - 2012-2016 ACS

Of the 20,485 households in Revere, 12,205 earn less than 80% of the Area Median Income and are considered low-income, representing more than half of all households in the city. Most low-income households are extremely low-income, earning only 30% of the Area Median Income. As Figure 5 below shows, many of the extremely low-income and very low-income households are made up of large families, as well as seniors living alone.

Eligibility for deed restricted affordable housing is determined by the Area Median Income (AMI) and HUD income limits. Households making 80% AMI or less are eligible for subsidized Affordable Housing.

Area Median Income (AMI) \$107,800				
Household size	1 Person	2 People	3 People	4 People
Low-income 80% AMI	\$56,800	\$64,900	\$81,100	\$94,100
Very low-income 50% AMI	\$37,750	\$43,150	\$53,900	\$62,550
Extremely low-income Less than 50% AMI	\$22,650	\$25,900	\$32,350	\$37,550

* HUD Income Limits

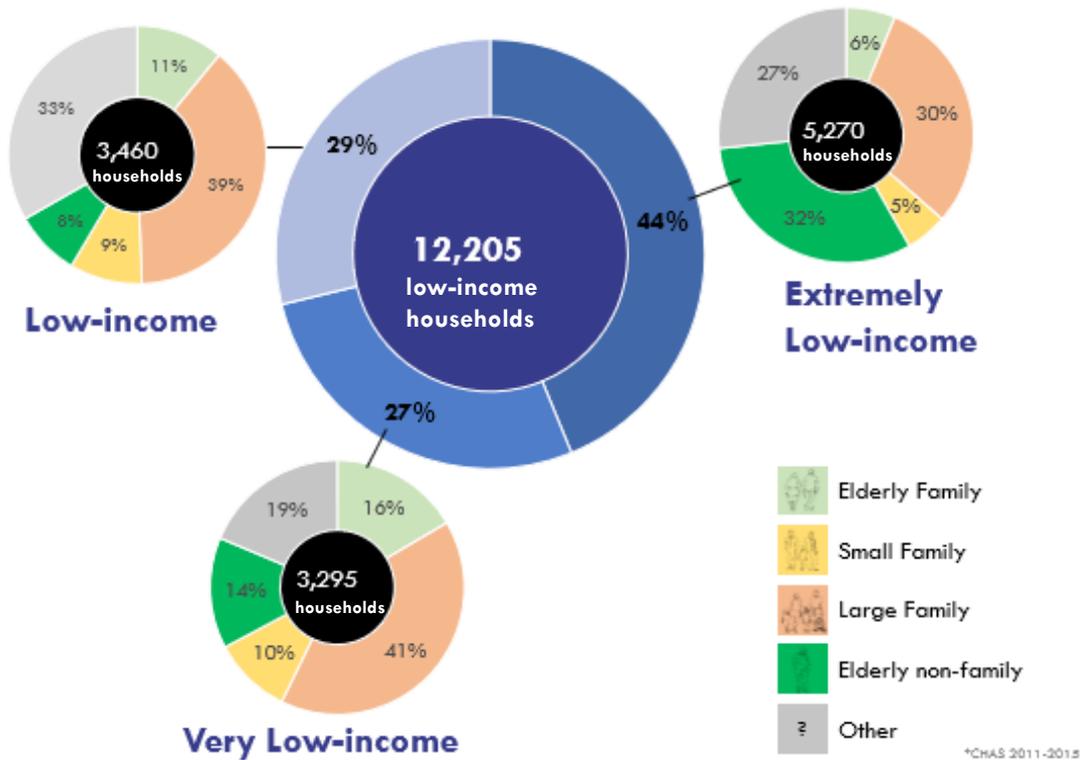


Figure 5: Revere low-income households by household income and family type. Source: CHAS 2011-2015

HOUSING CHARACTERISTICS

The majority of housing structures in Revere were built before 1960, and the greatest number of structures were built before 1940. Since many of these buildings are older, they are more likely to be naturally affordable but also to require maintenance and even modifications to improve living standards and accommodate physical disabilities, including those brought on by aging. See Figure 6.

Figure 7 shows the variety of housing types in Revere. Single-family housing makes up 34% of the housing stock, two-family housing makes up 27%, buildings with between three and nine units comprise 17%, and 22% of housing units are in buildings with ten or more units. 48% of the housing stock is owner-occupied, and 51% is renter-occupied, representing just about an even split in housing tenure.

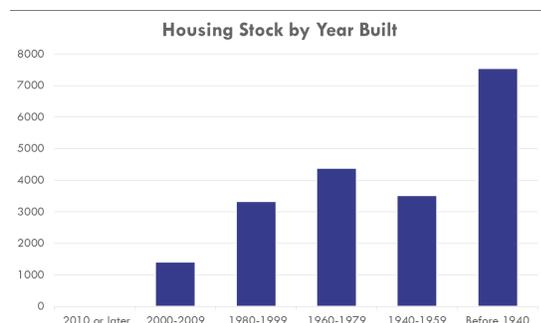


Figure 6: 2012-2016 ACS

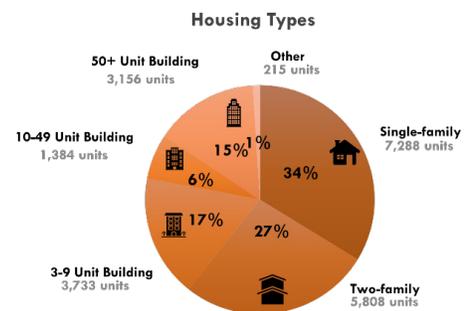


Figure 7: 2012-2016 ACS



HOUSING AFFORDABILITY

Despite having one of the lowest median incomes for renters out of all the context communities, Revere, along with Everett, has the highest median rent for a one-bedroom rental, which is \$2,000 per month. This could explain why the rates of cost burden in Revere are so high, which indicates lower-income residents in Revere are vulnerable to increasing rental costs.

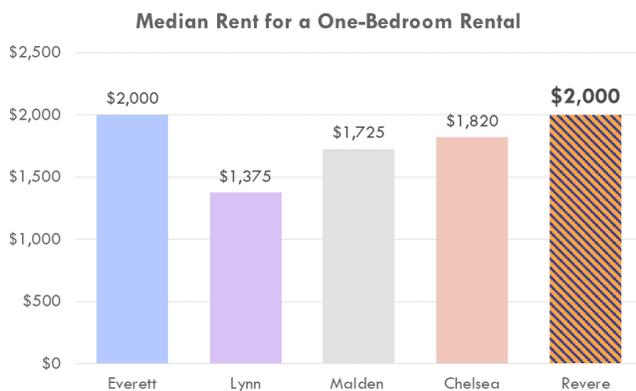


Figure 8: Source - MAPC Rental Database, 2018

The average sale price of housing units in Revere has risen steadily since 2013. This is likely due to a number of factors including good transit, regional access, as well as increased housing demand throughout the metropolitan region, as demonstrated by the addition of thousands of higher-end housing units. These factors have increased the attractiveness of Revere as an appealing place to live and invest.

The cost to purchase housing in Revere has been increasing steadily since 2011. Since 2011, the median cost of a single-family home and condominium in the city has increased by 58% and 70%, respectively (see Figure 9 below). Since

2013, the median cost of a single-family home in Revere increased by 38% from \$263,053 in 2013 to \$362,500 in 2017. Condominiums represent a more affordable alternative to single-family homes, but the cost of condominiums in Revere has also increased in recent years. The median price for a condominium in Revere increased by 38% in the last four years, going from \$220,964 in 2013 to \$305,500 in 2017. Sales price trends are illustrated in Figure 9 below. However, condominium prices will change based on an increased supply of condominiums expected at Suffolk Downs. See the development pipeline section of this chapter for more.

Cost Burden

A household is considered cost-burdened if they spend more than 30% of their income on housing. In Revere, 53% of all renters are cost-burdened. Even owners, with relatively higher incomes compared to renters, also experience cost burden: 44% of them pay more than 30% of their income on housing in Revere. These figures are reported in the American Community Survey conducted by the U.S. Census Bureau and calculated based on ACS figures. If a household spends more than half their income on housing, they're considered

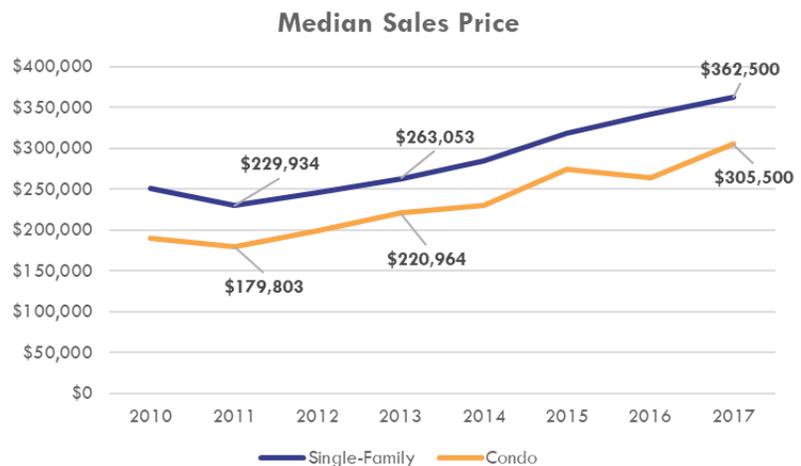
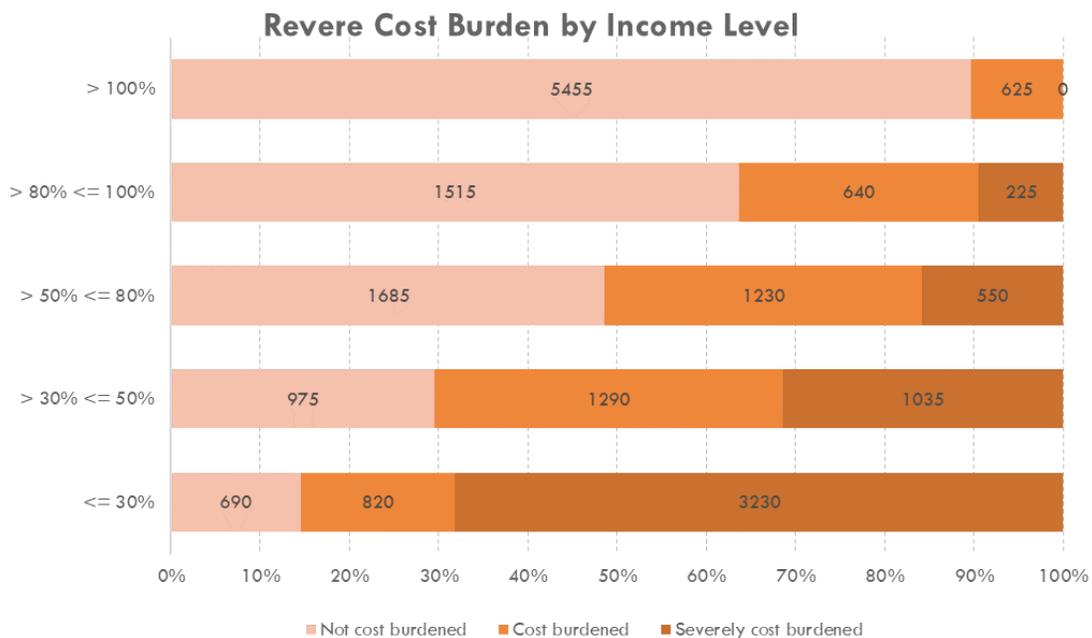


Figure 9: Source - 2010-2017, The Warren Group



extremely cost-burdened. About 30% of renters in Revere are extremely cost-burdened according to the ACS.⁹

Cost burden has the greatest implications for fixed income, low and extremely low-income households who may have to make serious sacrifices to cover the cost of housing. For these households, cost burden could lead to housing insecurity and displacement. Figure 10 below shows cost burden by Area Median Income levels. Households earning 30% of AMI or less, shown at the bottom of the chart, are extremely low-income, households earning between 30 and 50% of the AMI are very low-income, and households earning between 50 and 80% of the AMI are low-income.



Source: ACS 2011-2015

Figure 10: Source - ACS 2011-2015

Two-thirds of extremely low-income households in Revere are cost-burdened and 3,230 of them are severely cost-burdened. Households with such low incomes and high rates of cost burden face serious risks of displacement and even homelessness. CHAS data from 2011-2015 shows most extremely low-income households in Revere are seniors living alone (32%), large families (30%), and others that live alone (27%) (See CHAS dataset graphs in household income section, Figure 5). During housing forums and focus groups facilitated throughout the master planning process, public input highlighted the needs of families, young adults, seniors, people with disabilities, people with fixed incomes, and veterans who could each fall into the category of extremely low-income cost-burdened households at risk of displacement.

Housing Costs and Wages

Cost burden also has implications for the city’s economy because many low-to-moderate-income individuals are a significant part of the city’s existing and future workforce. Cost burdened households also have less

9 Source: 2012-2016, American Community Survey



discretionary spending available to support local businesses in the city. A household earning the \$51,482 median income for Revere can afford a \$1,287 monthly rent without being cost-burdened. A single-person household earning the median income of renter-occupied households in Revere (\$36,451) can afford an apartment priced \$911 per month without spending more than 30% of their income on housing and becoming cost-burdened. As a result, for a median-income household, there is an affordability gap of \$713, and for an individual, the affordability gap of a one-bedroom apartment costing \$2,000 in Revere is \$1,089 (median cost of one-bedroom less 30% of the median income of renter-occupied households). The gap shows that many Revere residents do not have income levels that would allow them to afford market-rate housing currently listed, highlighting the importance of job creation that can provide higher wages for Revere residents and production of Affordable Housing that is appropriate for their current incomes.

Figure 11 below shows cost burden for individuals employed in the industries that provide jobs for the largest share of workers in Revere.

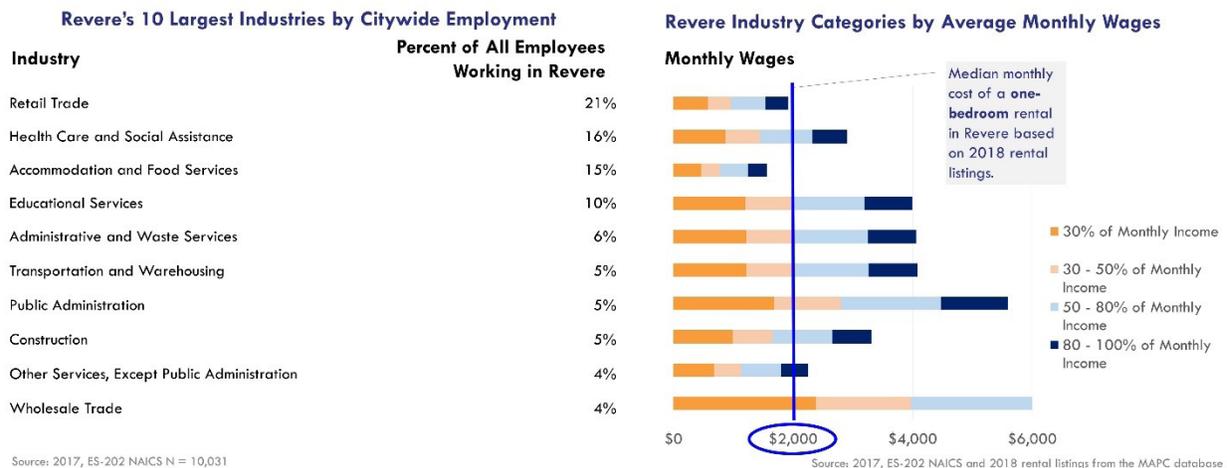


Figure 11: 2017, ES-202 NAICS; 2018 rental listings from MAPC database

Based on median rental rates and using the assumption that income generated is for a single person household, we see from this chart that workers in the Retail Trade and Accommodation and Food Services industries looking for an apartment in Revere are completely priced out of the market. Given the low wages in these industries, workers in six of the other ten top industries in Revere must pay more than 30% of their monthly income for a \$2,000 rental. Again, creating jobs that provide higher wages will be important to help Revere residents access new market-rate housing in the city. Still, many households will continue to work in the service industry, especially with the development of new hotels, restaurants, and retail. These households are important to the city's economy and may need financial assistance or deed-restricted Affordable Housing to be able to maintain stable housing opportunities in the city.

Housing Quality

Quality housing stock is crucial to the health and well-being of residents. Housing quality includes the physical condition of the home as well as the physical environment surrounding the home. This includes air quality, home safety, space per individual, and the presence of mold, asbestos, or lead. Poor-quality housing is associated with various negative health outcomes, including chronic disease and injury and poor mental health. Lack of housing maintenance may lead to poor housing conditions inside the home (e.g., damaged appliances, exposed nails, or peeling paint) as well as poor housing conditions outside the home (e.g.,



damage to stairs and windows).¹⁰ Municipalities across the country are implementing a variety of programs and initiatives to enforce quality housing standards and incentivize regular maintenance to ensure that their residents are living in healthy conditions.

The City of Revere has established a “Safe Housing Task Force” (SHTF). The SHTF meets monthly and includes officials from the Health, Building, Fire, Police, Legal Department, and several other departments to address illegal housing and code enforcement issues. These housing issues include violations of building, fire, zoning, health, or sanitation codes that present as a health hazard or public safety concern.

The cross-departmental collaboration has ensured that every resource in City Hall is utilized to address these housing issues. The multi-departmental unit coordinates its efforts to review possible solutions and identify available resources to remedy the particular problem, with the goal of ensuring the owner’s cooperation to bring the property into compliance.

The City is currently evaluating the possibility of adding staff (inspectors) to this program and has recently added an Assistant City Solicitor to assist with the legal work required. By expanding this code enforcement program, the City may be able to access other federal and state resources available to create affordable housing citywide.

SUBSIDIZED HOUSING INVENTORY

In an effort to tackle regional housing challenges, M.G.L. Chapter 40B requires each municipality in Massachusetts to have deed-restricted Affordable Housing units that make up at least 10% of the total housing stock.¹¹ For 40B purposes, a municipality’s Affordable Housing supply is also referred to as its Subsidized Housing Inventory (SHI). SHI is calculated by dividing the number of deed-restricted Affordable Housing units by the Decennial Census record of total housing units. If a municipality has a SHI lower than 10% (i.e. below the state requirement), a 40B development

Safe Harbor

Safe Harbor allows a municipality to reject a 40B development. Safe harbor can be achieved by either of the three mechanisms listed below. It is important to note, however, that meeting any one of these criteria does not mean a community has met local need for Affordable Housing. All these benchmarks consider local land use and development—housing supply—but not residents—housing demand.

- 1. 10% on the Subsidized Housing Inventory (SHI)** - If more than 10% of a community’s total housing stock is deed-restricted Affordable Housing.
- 2. Housing Production Plan (HPP) Certification** - If a municipality has a locally adopted and state approved HPP and is making measurable progress toward reaching the state goal of 10% Affordable Housing by producing Affordable Housing units at an annual rate of 0.5% or 1% of its year-round housing units (Safe Harbor is for a 1-year or 2-year period, respectively).
- 3. 1.5% General Land Area Minimum (GLAM)** - If 1.5% of the municipality’s total area zoned for residential, commercial, or industrial use is dedicated to deed-restricted Affordable Housing. -

10 Bonnefoy X. Inadequate housing and health: an overview. *Int J Environ Pollut*. 2007;30(3):411-429. 2. Krieger J, Higgins DL. Housing and health: time again for public health action. *Am J Public Health*. 2002;92(5):758-68.

11 Massachusetts Department of Housing and Community Development (2017, September 14). Chapter 40B Subsidized Housing Inventory (SHI). Retrieved November 5, 2018, from https://www.mass.gov/files/documents/2017/10/10/shiinVENTORY_0.pdf



that includes 20-25% Affordable units can be permitted through an expedited process that overrides local zoning. So municipalities that are below the 10% SHI requirement and do not have “safe harbor” through some other mechanism have less local control over the scale and location of proposed Affordable Housing developments.

At 8.11%, Revere’s SHI is below the 10% goal: 1,780 units out of 21,956 total units qualify as subsidized units. Therefore, Revere would need to add 416 deed-restricted Affordable Housing units to reach the 10% threshold. There are 12,205 households in Revere earning less than 80% of the Area Median Income and are therefore eligible to occupy Affordable Housing units. This means that for every seven eligible households in Revere, there is only one unit on the SHI.

For every 7 households that are eligible for Affordable Housing in Revere, there is 1 unit on the subsidized housing inventory.



Since Revere does not have a mechanism such as inclusionary zoning that requires a percentage of new housing units within a new development to be set aside for Affordable Housing, the SHI will likely decrease further below the 10% goal after the SHI is recalculated based on the 2020 Census. More importantly, new housing will not meet the strong Affordable Housing need within Revere’s population.

In Revere, more than half of all households are low-income, and many of the low and extremely low-income households are cost-burdened. This data reflects a great need for more deed-restricted Affordable Housing.



Figure 12: Concentration of Revere Housing Authority properties along Cooledge Street and Constitution Avenue

Revere Housing Authority

The majority of Revere’s SHI units are owned by the Revere Housing Authority (RHA): 902 Affordable units. Of these units, 194 are federally funded, 288 are state-funded for veteran households, 351 are state-funded for seniors, and 69 are state-funded and located on scattered sites.¹²

The bulk of RHA properties are concentrated along Cooledge Street and Constitution Avenue, roughly bounded by Cushman Avenue to the north, Adams Street to the west, Proctor Avenue to the south, and Broadway to the east. This area, noticeably distinct from the rest of the city, should be considered a significant asset of publicly owned land in the city. It is located in

12 Revere Housing Authority (2019). Our Properties. Revere, MA. Retrieved April 10, 2019, from <http://www.revereha.com/#properties>



the geographic center of Revere but is somewhat isolated in terms of vehicular and pedestrian connections to east and west Revere.

Expiring Affordable Units

A number of Revere’s SHI units face expiring Affordability unless action is taken. Affordable housing units are reported to and listed by the Massachusetts Department of Housing and Community Development (DHCD). The affordability of a large number of units could expire between 2021 and 2026 and additional units could expire between 2031 and 2055. The City should continue to monitor affordable units, particularly those expiring within the near-term. The City should speak with property owners and the State about these at-risk units in order to determine what support is available to renew affordability and avoid losing much-needed Affordable Housing and should establish a policy to preserve affordability of deed-restricted units.

THE DEVELOPMENT PIPELINE

Waterfront Development

The influx of market-rate housing units expected in Revere is largely comprised of waterfront developments and the redevelopment of the former Suffolk Downs Racetrack. Some of the most recent developments near Revere Beach include the Ocean 650 apartment building, which has 230 market-rate housing units, and the Beach House apartment building, which has 234 market-rate units. Each of these developments is considered to include higher-end luxury apartments marketed to higher income individuals. In addition to these recently completed projects, market-rate housing developments consisting of 1,446 total units have been permitted or are currently being constructed. According to the City, the majority of these residential projects have been developed on vacant lots and parking lots, and all are transit-oriented in close walking distance to the Blue Line MBTA, providing easy access to downtown.

Such a large expansion in housing near existing transit infrastructure reflects Revere’s smart growth strategies and increases the regional supply of housing. These developments bring new revenue and

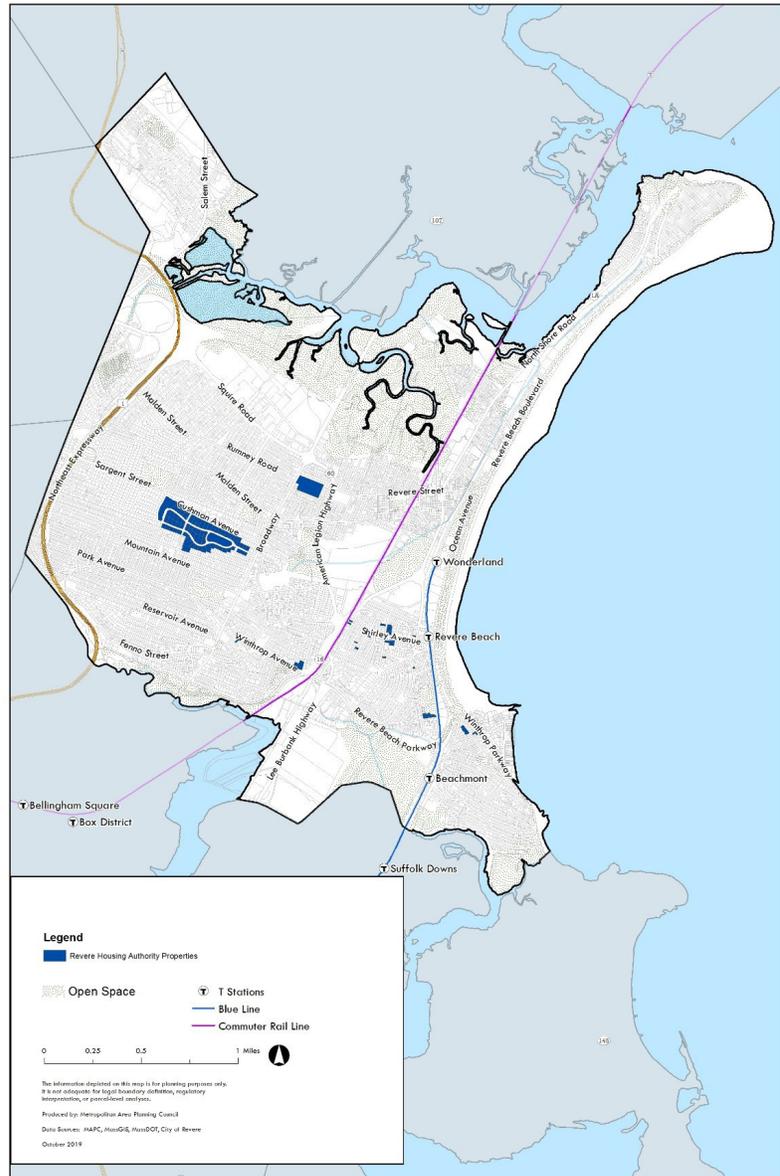


Figure 13: All properties owned by the Revere Housing Authority



investment from the developers of these properties and from the new residents of these units, and continue to promote Revere as an attractive place to live. While these developments are great additions to the city, new market-rate housing units remain out of reach for many of Revere's existing residents. This is a challenge the City will face moving forward as it seeks to retain its diverse community and advance the upward mobility of its current residents. In coming years, updated median income and median rental data will reflect the addition of these new units and new residents.

Suffolk Downs

In addition to the development activity along the waterfront, Revere is also preparing for the redevelopment of the historic Suffolk Downs Racetrack, which will have an enormous impact on the city and the region. Revere established a community-based Suffolk Downs Development Advisory Group (DAG) of city officials, HYM, and local stakeholders that has been working on a redevelopment plan for the racetrack since HYM purchased the property in May of 2017. The project is now fully permitted and will be constructed in four phases over the next 15-20 years, with the first phase to be completed in the 2020-2025 timeframe.

The former racetrack spans 161 acres, overlapping portions of Revere (53 acres) and East Boston, roughly between the Beachmont MBTA Station to the north and the Suffolk Downs MBTA Station to the south. The area will be completely transformed into a series of new urban neighborhoods complete with roads, parks, mixed-use structures, condos, offices, and retail. Between 2,500 and 3,000 market-rate housing units are expected to be included on the Revere side of the project.¹³

HYM submitted development plans at the November 5, 2018, Revere City Council Meeting, which called for 264,000 square feet of office space, 250,000 square feet of retail space, 130,000 square feet of hotel space, and 284,000 thousand square feet of residential space. Based on the DAG project review board's presentation on July 11, 2018, the Revere side of the project includes the following market-rate units:

- 288 age-restricted senior housing units (29 studio units, 151 one-bedroom units, and 108 two-bedroom units)
- 901 condos (90 studios and micro-units, 473 one-bedroom units, and 338 two-bedroom units)
- 1,671 apartments (451 studio and micro-units, 869 one-bedroom units, and 351 two-bedroom units)

The addition of these housing units will be very impactful for the city. The age-restricted units will increase the housing supply for seniors and potentially others, such as veterans. Because they are market-rate new construction, they will attract higher-income occupants.

A large portion of the new housing units listed above will also be owner-occupied, which significantly increases opportunity for homeownership among those who can afford it. This powerful means of accumulating wealth and advancing upward mobility likely will not be accessible to Revere's moderate- and lower-income households.

The City and the DAG decided to prioritize commercial development at Suffolk Downs due to the concern that the city's employment base is adversely impacted by the recent loss of large employers such as Wonderland Park, Suffolk Downs Race Track and NECCO. Revere decided not to require deed-restricted Affordable Housing with the understanding that HYM would assist in the development of deed-restricted units off-site. However, there is still concern that the lack of Affordable Housing and family housing at Suffolk

13 These figures are based off information provided by the City and the Suffolk Downs Development Advisory Group (DAG) project review board presentation made on July 11th, 2018.



Downs, a key redevelopment opportunity in the city, will mean the new neighborhoods developed here will not be mixed-income and will not reflect the city's full diversity of residents.

The overall addition of so many housing units at Suffolk Downs benefits Revere and the Greater Boston region by increasing the supply of housing in one of the most expensive metropolitan housing markets in the country. But in such an expensive market, most new housing development is not naturally affordable, and therefore is not accessible to many, especially in Revere where the median household income is only \$51,482.¹⁴

Therefore it will be important for HYM to follow through on a commitment to assisting the City and non-profit groups in building deed-restricted Affordable Housing elsewhere, which Revere indicated it intends to do through the formation of a committee. The capacity of such a committee and revenue generated from the redevelopment of Suffolk Downs could be impactful in balancing the large increase of market-rate housing units with deed-restricted Affordable Housing. Striking this balance will be critical to preserving the city's cultural diversity, providing a workforce that can support existing businesses and new commercial development, and meeting the housing needs of existing Revere residents, so they enjoy the benefits of Revere's growth and prosperity.

HOUSING INSECURITY AND DISPLACEMENT RISK

Data presented in previous sections have documented a large population of low-income, cost-burdened households in Revere. These households are vulnerable to displacement pressure, meaning they are sensitive to changes in housing costs and can become housing insecure as a result. Housing insecurity was cited as a major concern of residents in the North Suffolk Community Health Needs Assessment completed in September 2019 by a collaborative of residents, health systems, community partners, and local officials.¹⁵

Many of Revere's lower-income households are at risk of becoming housing insecure due to two key issues: (1) increasing property taxes attributable to the addition of thousands of new market-rate units, and (2) the potential expirations of many Affordable Housing units. Both issues are likely to have varying effects – some positive, some negative – on residents, but they share the possibility of increasing the burden of housing costs and the risk of housing insecurity and displacement, particularly for lower-income renters and homeowners who are already cost-burdened.

As noted throughout this chapter, new market-rate housing developments in the city were constructed on longstanding vacant lots, most of which were parking lots, and as such, they did not result in the direct displacement of Revere residents. These developments had some benefits for homeowners, who will likely see their property values increase as the city becomes more and more attractive to higher-income households. However, these benefits may be offset by the impacts of rising property taxes, which could put additional pressure on the 4,300 out of 9,734 homeowners (43%) in the city who are already cost-burdened. Increased property taxes could also cause multifamily property owners to pass increased costs down to tenants, who may become more cost-burdened as a result, considering that 5,559 out of 10,498 renters (53%) are already cost-burdened. If we define displacement vulnerability as the condition in which a household is susceptible to displacement pressures (e.g., rising costs, exploitative landlord behavior, and expiring affordability), then it becomes apparent that without adequate protections or assistance for existing lower-

14 2012-2016, American Community Survey

15 The assessment is discussed in greater detail in the Public Health Chapter of the master plan and can be downloaded in full at [this link: https://drive.google.com/file/d/1aL3WGqVq6uMe_U7oZezWxJ056x1iCl-u/view](https://drive.google.com/file/d/1aL3WGqVq6uMe_U7oZezWxJ056x1iCl-u/view)



income renters and homeowners, large numbers of new market-rate housing developments may indirectly increase displacement pressures even if they do not directly displace residents.

These pressures may especially be felt by renters in Revere, whose annual median income of \$36,451 is much lower than owners and the second-lowest of all context communities next to Lynn. As documented in the sections above, many of these households are cost-burdened. The most vulnerable are the 3,230 extremely low-income households that are severely cost-burdened. This demographic is already housing insecure, and additional displacement pressures could force such renters to leave Revere and lose their homes and sever their community and social support networks.

While households may be forced to leave Revere for many reasons, displacement also occurs through eviction. According to Princeton University's Eviction Lab, there were 1,335 evictions in Revere between 2010 and 2016. Currently, the eviction rate in Revere is 1.54%. The City should closely watch the eviction rate in the coming years as new housing developments and changing housing trends occur in Revere.

As the City moves forward, a proactive approach is needed in order to limit or prevent the displacement of Revere residents. When designing and implementing anti-displacement programs, the City should monitor the following key indicators of displacement vulnerability:

- Rental prices
- Property taxes
- Condominium conversions
- Expiring Affordable Housing
- Eviction rates



Recommendations

▶ BASIS FOR RECOMMENDATIONS

Housing goals were developed from a rigorous analysis of housing data and extensive public outreach throughout the master planning process. Since public outreach was very successful in generating turnout and participation from residents throughout the city, it was possible to define draft goals around data as well as significant public input. The most relevant public input and data gathered throughout the plan is summarized for each recommended goal.

▶ WHOM THE RECOMMENDATIONS SERVE

All efforts were made to recommend housing goals and strategies that serve all of Revere's residents by taking an "8 to 80" approach. The 8 to 80 approach aims to create public space and infrastructure that supports residents of all generations. Essentially, if a city's infrastructure works for an "8-year-old and an 80-year-old, then it will be great for all people." This same school of thought is applied to the following housing goals and recommendations. These recommendations are based on housing production, preservation, and protection strategies that serve households with a range of different needs based on differences in household age, composition, income, tenure, and other characteristics. With that said, some housing strategies will be particularly helpful for specific household types such as renters, young professionals, families, seniors, and veterans, and this is noted throughout goals and strategies.

Goal 1

Create new deed-restricted Affordable Housing and preserve existing deed-restricted Affordable Housing

As documented throughout this chapter, a large share of Revere's population has difficulty affording market-rate housing costs, which continue to rise. Creating deed-restricted Affordable Housing will be beneficial to a wide variety of households.

Basis for Recommendation

- More than half of the city's households are low-income and, therefore, eligible for deed-restricted Affordable Housing, but the supply of deed-restricted Affordable Housing is serving only 15% of these households.
- Between 2021 and 2026, 324 deed-restricted Affordable units in Revere could have their affordability expire if it is not renewed, and another 146 units could expire between 2031 and 2055.
- 71% of participants at the housing public forum ranked both the creation and preservation of deed-restricted Affordable Housing as a high priority goal.
- Similarly, 71% of survey responses said providing deed-restricted Affordable Housing was important, very important, or extremely important, with 28% of participants responding this is extremely important.



Goal 2

Mitigate displacement pressures and create greater housing stability for vulnerable residents

Extremely low-income residents in Revere include seniors, single-person households, and families, as documented throughout this chapter. Strategies that create greater housing stability will assist these groups and could also assist veterans who might be experiencing displacement pressures.

Basis for Recommendation

- In the past few years, approximately 2,000 market-rate housing units have been developed in Revere and housing costs have risen significantly in recent years as Revere has become a more attractive place to live and invest. Increased housing costs will contribute to displacement pressures for Revere's many low-income households which represent more than half the city (12,205 out of 20,485 total households).
- Many owners and renters in Revere are cost-burdened: 4,300 out of 9,734 owners (44%) are cost-burdened, and 5,559 out of 10,498 renters (53%) are cost-burdened.
- Approximately 40% of all households in Revere are low-income and cost-burdened. There are 5,270 extremely low-income households and close to 70% of these households are severely cost-burdened. These households face significant displacement pressures that could be caused by increases in rent, eviction, landlord actions, condominium conversions, increases in property taxes, and other factors.
- Landlord-tenant relationships were a major theme of public input gathered at the master plan kick-off meeting and at the public forum where draft housing goals were presented. When the goal to mitigate displacement pressures was presented, 45 out of 55 participants (82%) ranked this as a high priority goal.
- Housing focus group participants in the social services field stated they have observed an increase in evictions within the city due to both rising rental costs and building acquisition. According to Princeton University's Eviction Lab, there were 1,335 evictions in Revere between 2010 and 2016.

Goal 3

Increase access to a variety of homeownership opportunities for moderate and low-income households (deed-restricted Affordable and market-rate condos, duplexes, and townhomes)

Increasing homeownership opportunities will benefit many households in Revere, particularly existing renters and families preparing to purchase their first home and households that would like to settle in Revere. Affordable ownership opportunities can also help many of Revere's moderate and low-income households accumulate wealth.

Basis for Recommendation

- Increasing access to homeownership was ranked as the number one housing goal at the public forum on April 10, 2019. In 49 out of 59 responses (83%), this goal was ranked as a high priority.



- The number of households in Revere increased by 5.31% from 2000 to 2010 and is projected to continue to increase another 34% by 2040. Recent and continued increases in households indicate Revere will need more housing of all types to meet future demand.
- In Revere, housing tenure is evenly split between owners and renters. Of the City's 19,977 households, 48% are owner-occupied, and 51% are renter occupied. The City's many renters could accumulate wealth from homeownership opportunities, but these will need to be Affordable ownership units given that the median income of renters in Revere is only \$36,451.
- During the housing focus group session on September 18, 2019, participants highlighted the importance of naturally affordable and deed-restricted Affordable ownership options so that aspiring homeowners do not move out of the city to seek ownership opportunities elsewhere.

Goal 4

Strengthen and expand the existing naturally affordable housing stock

Building on Revere's diverse housing stock to create more naturally affordable housing will benefit a range of households with different housing needs, including seniors looking to downsize, young professionals seeking employment in the city, families seeking intergenerational living, and many other household types.

Basis for Recommendation

- The development of Affordable units is challenging to finance, and as a result, a multi-pronged approach to meeting housing need will be important. A diverse housing stock is one of the city's greatest assets. Improving the quality of the existing stock and expanding the stock by allowing additional housing types in appropriate areas can benefit many moderate-income residents without expending significant financial resources.
- There are a variety of housing types in Revere that support naturally occurring affordable housing but most pre-date 1940. Many of these buildings will need to be rehabilitated to maintain a diverse housing stock that supports naturally affordable options.
- 60% of responses at the housing forum ranked this goal as a high priority. The top naturally occurring affordable housing types identified in the survey were small lot single-family (23%), mixed-use (17%), and townhomes organized around open space (14%).
- In the master plan survey, 59% of participants responded they were in favor of allowing a variety of housing types to ensure housing is available at a variety of price points.



Goal 5

Help residents afford new market-rate housing

Strategies to help residents afford market-rate housing will benefit the many households in Revere that are cost-burdened, which includes several different household types mentioned throughout this chapter.

Basis for Recommendation

- The cost of new housing in Revere is extremely high. The median price of a one-bedroom rental in 2018 was \$2,000 a month based on online rental listings, which reflect what someone would encounter when looking for a rental in Revere today. The cost of purchasing a home in Revere has increased steadily since 2013. Between then and 2017, the median sale price of a single-family home increased by 38% from \$263,053 to \$362,500. In the same time period, the cost of a condominium also increased by 38%, from \$220,964 to \$305,500.
- Workers in the Revere's Retail Trade and Accommodation and Food Services industries looking for an apartment in the city are completely priced out of the market. Wages in six of the other top ten industries in Revere require their workers to pay upwards of 30% of their monthly income for a \$2,000 rental.

GOALS AND STRATEGIES MATRIX

The following matrix includes a list of all recommended housing strategies and goals. Strategies have been categorized into programming strategies, regulatory strategies, and funding strategies. Many of these strategies work towards several housing goals. The relationship between strategies and goals is noted by an 'x' mark indicating which strategies correspond to which goals.

Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing								
Strategies	Goal 1: Create and preserve deed-restricted Affordable Housing	Goal 2: Mitigate displacement pressures and create greater housing stability for vulnerable residents	Goal 3: Increase access to a variety of home-ownership opportunities for moderate and low-income households	Goal 4: Strengthen and expand the naturally occurring affordable housing stock	Goal 5: Help residents afford new market-rate housing	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Programming and Partnership Strategies								
Work with regional partners to implement the goals and recommendations of the North Suffolk Comprehensive Health Needs Assessment	x	x		x	x	SPED	Ongoing	MGH, TND, CAPIC, CRC
Strengthen the existing first-time home-buyers program with additional funding strategies	x	x	x	x	x	SPED	N	TND, CRC, HOME, CHIP (MGH \$)
Establish a dedicated staff role to lead housing stability initiatives and advocate for an Office of Housing Stability		x			x	SPED, Mayor's Office, City Council	M	RHA
Offer home improvement loans + grants with affordability conditions for small multi-family property owners	x	x		x		SPED	Ongoing	CDBG, HOME
Offer home improvement loans for income-eligible homeowners		x		x		SPED	Ongoing	HOME
Facilitate employer-assisted housing partnerships	x	x	x	x	x	SPED	M (L)	Amazon, MGH/CHIP; RPS in future
Promote existing housing programs for seniors and veterans		x	x	x	x	SPED, COE, Veterans	Ongoing	CRC, TND, HYM, Mystic Valley Elder Services, RHA
Provide Technical Assistance and expedited permitting for housing cooperatives	x	x	x		x	SPED, Building Dept, Mayors Office, City Council, Solicitor	M	MAPC, Planning Office for Urban Affairs
Provide or help public partners access technical assistance to create a community land Trust	x	x	x		x	SPED	L	Trust for Public Land, Lincoln Institute for Land Policy, Greater Boston Cmty Land Trust Network, Higher Ed
Increase housing voucher standards		x			x	SPED	N/M	
Planning and Production Strategies								
Adopt a state-certified Housing Production Plan (HPP)	x	x	x	x	x	SPED, Mayor's Office, City Council, Assessors	N (M)	MAPC

Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing								
Strategies	Goal 1: Create and preserve deed-restricted Affordable Housing	Goal 2: Mitigate displacement pressures and create greater housing stability for vulnerable residents	Goal 3: Increase access to a variety of home-ownership opportunities for moderate and low-income households	Goal 4: Strengthen and expand the naturally occurring affordable housing stock	Goal 5: Help residents afford new market-rate housing	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Establish a Housing Trust Fund	x	x	x	x		SPED	M	
Pursue a ballot measure for the Community Preservation Act	x	x	x			SPED, Mayor's Office, City Council	N	
Preserve affordability of expiring deed-restricted units	x	x	x			SPED	Ongoing	TND, CDBG, HOME, MassHousing
Partner with the Revere Housing Authority to improve and expand the stock of Affordable Housing	x		x			SPED, RHA	N	North Suburban Consortium, DHCD, HUD
Work with non-profit partners to create supportive housing (need to define supportive housing - at 30% threshold or by service type)	x	x	x			SPED	Ongoing	TND, North Suffolk Mental Health, MGH, CAPIC, EBNHC, Housing Families Inc., Faith-based orgs
Create deed-restricted Affordable Housing through the Local Initiative Program (LIP)	x	x	?		x	SPED	N/M	NSC, TND, DHCD, HOME, CDBG
Leverage publicly owned land for Affordable Housing	x		x			SPED, RHA	N	TND, Chelsea Restoration Corporation, MBTA
Land Use and Regulatory Strategies								
Expand property tax exemption to low-income households and small landlords		x	x	x	x	SPED, Mayor's Office, City Council	N	
Draft and adopt Inclusionary Zoning	x	x	x			SPED, Mayor's Office, City Council, Planning Board	N (M)	
Require linkage fees	x				x	Same as above	N (M)	
Allow more density in the General Business District				x	x	Same as above	M (L)	
Create an Affordable Housing Protection Overlay Zone for the Shirley Avenue Neighborhood	x	x			x	Same as above	M (L)	TND, MGH
Allow accessory dwelling units and other naturally occurring affordable housing types			x	x	x	Same as above	N (M)	
Adopt regulations for short-term rentals that limits impact on the housing market				x	x	Same as above	Ongoing	
Draft and adopt a condominium conversion ordinance		x		x		Same as above	M	
Draft and adopt a rental registration inspection ordinance		x		x		Same as above; Building Dept, ISD	M	
Revise Community Improvement Trust Fund ordinance to prioritize affordable housing (e.g. a % or other determination vis-a-vis nexus)	x		x			SPED, Mayor's Office, Solicitor, City Council, Planning Board		
Support housing redevelopment opportunities through District Increment Financing (DIF) and Tax Increment Financing (TIF)	x			x		SPED, Mayor's Office, City Council, PB		



PROGRAMMING STRATEGIES

Preserve affordability of expiring deed-restricted units

Preserving the affordability of existing deed-restricted units should be one of the greatest priorities of the City's housing initiatives. Since creating deed-restricted units can be very difficult to create due to limited land, financing challenges, and restrictive zoning regulations, protecting the units that currently exist is of paramount importance. Ensuring the continued affordability of these units is one of the most concrete ways the City can prevent the displacement of current Revere residents, including renters, homeowners, families, seniors, and veterans, that are living in deed-restricted units that could expire.

Action items

1. The City should delegate a staff member to monitor expiring units and form an ad-hoc committee of knowledgeable housing professionals and public partners that can oversee the preservation of deed-restricted units. This committee should coordinate activities with state and federal subsidizing agencies such as Mass Housing, DHCD, HUD, and MHP.

Starting with housing units that could expire the earliest, staff should contact the property owner and subsidizing agency for each housing development and determine if there are plans to renew the affordability of these units.

2. If the property owner does not plan to renew the affordability of these units, the committee should negotiate to have the affordability renewed, work to transfer the units to another property, explore whether the City would like to purchase the properties or provide funding to help renew affordability.
3. To preserve affordability or acquire these units, funding will be needed. The City and the monitoring committee should apply for state and federal grants and advocate for local funds to be used to preserve existing deed-restricted units. This funding should be channeled into a Housing Trust Fund (described under funding strategies), so these dollars can be quickly deployed as units expire.

Leverage publicly owned land for Affordable Housing development

The overwhelming need for deed-restricted Affordable Housing in Revere is clearly shown by the fact that for every seven eligible households in Revere, there is only one unit on the City's subsidized housing inventory. To truly commit to this priority and effectively respond to unmet housing need, the City must prioritize Affordable Housing uses in any redevelopment of public land. The cost of private land is one of the greatest barriers to financing Affordable Housing development and to reaching the deep levels of affordability that meet the needs of low- and extremely-income residents. By positioning public sites for development, the City can make it much more feasible to finance Affordable Housing development. This strategy benefits a wide range of households that cannot afford market-rate housing, but particularly extremely low-income households that require housing with deep levels of affordability, which includes seniors living alone, other single-person households, and large families (see Figure 5).

Action items

1. Identify sites that would be well suited for Affordable Housing, Affordable supportive housing, a housing cooperative, or community land trust (more information on these housing types is included in the following strategies).



2. Facilitate the development of these sites by leasing the land to mission-based not-for-profit and for-profit private developers that meet the City's goals as legally enforced through the terms of the lease. Deed-restricted units with deep affordability levels should be a priority for these sites, but there should also be a balanced mix of moderate-income and market-rate units. Market-rate units on these sites can help subsidize deed-restricted units. Mixed-income housing developments prevent the isolation of lower-income residents and contribute to a more vibrant and integrated community. Allowing a combination of Affordable and market-rate units also increases the supply of housing, helping to reduce the cost of market-rate units locally and throughout the region. For these reasons, it will be important that a higher level of density is allowed on these sites through flexible regulations and expedient permitting procedures.
3. Municipal parking lots, such as the MBTA parking lot near the Wonderland and Beachmont T Stations, offer excellent opportunities to build Affordable Housing in combination with shared parking. By working with developers, the City can leverage public land to make Affordable Housing development more financially feasible and leverage private investment to create structured parking facilities that provide a greater supply of public parking. MAPC's Perfect Fit parking study shows that Affordable Housing residents are less likely to own a car, so it is reasonable for structured parking to be shared between residents and the public.¹⁶ Situating these transit-oriented, Affordable Housing developments atop parking structures can also protect against environmental hazards by elevating housing units above the flood zone.
4. Public land can also be leveraged by combining compatible institutional uses with Affordable Housing. For example, Affordable Housing could be developed on the same properties as the City's police, fire, or public works facilities. This action would not only alleviate fiscal barriers to Affordable Housing development but creating these shared spaces would also be a strong symbolic gesture that the City is committed to serving its most vulnerable residents. Furthermore, these shared spaces could increase public safety and improve community relations by fostering goodwill and empathy between municipal officials and lower-income residents. The City of Boston recently completed a public outreach effort that concluded there was support for combining Affordable Housing with public assets and called for changes to procurement law to make this innovative technique more viable.

Partner with the Revere Housing Authority to improve and expand the stock of deed-restricted Affordable Housing serving low and extremely low-income households

The Revere Housing Authority (RHA) owns the majority of deed-restricted Affordable Housing in the City, serving low and extremely low-income households and also has significant assets of state and federally owned public land. The RHA has been working on upgrading and rehabilitating its current housing stock by seeking state and federal funds. The City should work with RHA to improve its existing stock of deed-restricted Affordable Units that reach deep levels of affordability and expand this stock when opportunities arise. These efforts could include: rehabilitating existing units, acquiring new properties, and possibly redeveloping properties when consistent with the RHA's goals. The City can assist RHA by offering vacant City-owned sites for housing development, committing local resources, and directing other partners such as HYM to support future housing initiatives led by the RHA. Assisting the RHA in the improvement and expansion of its housing stock will benefit seniors, veterans, and low- very low- and extremely low-income households.

16 MAPC recently completed Phase II of the Perfect Fit Parking Initiative in July 2019.



Action items

1. Identify vacant, locally owned sites that could be used by the RHA and other partners for deed-restricted Affordable Housing development.
2. Commit local funds to assist in rehabilitation or any potential development or redevelopment opportunities pursued by the RHA.
3. Better connect RHA sites to the rest of the city via vehicular, transit, bicycle and pedestrian connections to commercial assets and recreational amenities.

Expand property tax exemption to low-income households and small landlords

The City currently offers a tax exemption for elderly homeowners. Extending this exemption to income-eligible residents could help reduce cost burden and stabilize housing for families and workers in Revere. A tax exemption for small landlords should help reduce costs passed onto renters.

Action items

1. Determine an appropriate AMI level for households that would be eligible for the tax-exemption. The existing requirements for elderly households could also be used as a guide.
2. Establish criteria that must be met for small landlords to claim a tax exemption. This criterion should ensure deed-restricted affordability of rental units.

Create deed-restricted Affordable Housing through the Local Initiative Program (LIP)

The Local Initiative Program (LIP) is a state program that encourages the creation of deed-restricted Affordable and mixed-income housing by providing technical assistance to communities and developers who are working together to create Affordable rental opportunities (Mass.gov). If a development cannot be built under existing zoning, the developer may seek a comprehensive permit allowing the development to be built at a higher density than what is allowed under existing zoning. The assistance offered by the state eases the burden of the administrative process of building Affordable housing by ensuring state requirements are met and allowing the municipality to make decisions regarding the financing, design, and construction of developments facilitated through LIP.

Action items

1. Identify sites that would be suitable for the development of larger-scale deed-restricted Affordable housing and mixed-income housing, but where zoning is too prohibitive.

Strengthen the existing first-time homebuyers program with additional funding strategies

The City should continue to seek state and federal funding for its first-time homebuyer down payment assistance program and a home improvement loan program. These programs could also be more effective by using a shared equity ownership model and a right-of-first-refusal policy.



Action items

1. A shared-equity ownership model allows a portion of the homeowner's accumulated equity to be reinvested into the program to ensure the home can still be deed-restricted Affordable for the next homebuyer. Additional information on this model can be found at the resources listed below:
 - Urban Institute: Affordable Homeownership: <https://www.urban.org/research/publication/affordable-homeownership>
 - National Housing Institute: Shared Equity Homeownership: https://www.nationalservice.gov/sites/default/files/evidenceexchange/FR_CHIP_Final_Report_2017.pdf
2. The City should place a condition on home-improvement loans that gives the City the right of first refusal to purchase the home when the homeowner decides to sell the property. The City would then have the option to acquire the property and preserve its affordability by working with a public partner.
3. If the City does not have the capacity to acquire these properties, it could use state law M.G.L. Chapter 40T to give the state the right of first refusal to purchase the property.

Facilitate employer-assisted housing partnerships

Employers can help their employees afford housing with rental assistance, contributions to down payment assistance, or providing shuttle transportation for their employees. Providing employees with housing assistance can benefit employers by ensuring they will have a stable and reliable workforce.

Action items

1. Facilitate a collaborative of major employers that can introduce employer-assisted housing and build awareness of how this could help them sustain a reliable workforce.
2. Broker agreements with large employers to help house employees. For example, the City could allow new hotels to include Affordable Housing units within their buildings to house hotel employees. These employees likely do not earn the income necessary to afford to live in Revere without being cost-burdened.

Promote existing programs for seniors and veterans

The City has existing programs to benefit seniors and veterans that many residents may not be aware of. The City has a senior property tax exemption program that helps income-eligible homeowners over the age of 65 by reducing cost burden and creating greater housing stability. The Revere Housing Authority also has a large stock of deed-restricted Affordable units dedicated to veterans, and according to the City, additional veteran's housing could be included at Suffolk Downs. Many state and federal programs also serve seniors and veterans. The City should promote these programs and help eligible residents access them.

Action items

1. Assess existing city programs to understand who takes advantage of them and barriers to eligibility; consider revising programs to address any identified barriers.



2. Investigate state and federal programs for elderly households and seniors that could support Revere residents.
3. Connect with local community organizations, such as the Revere Council on Elder Affairs and the Revere Housing Authority, to promote these and local programs through office hours, materials at key city institutions and events, and other strategies.
4. Maintain and promote a user-friendly online database of housing programs and offer assistance to households that may be unsure how to navigate web platforms via a chat tool or support line.

Establish an Office of Housing Stability

Establishing an office of Housing Stability (OHS) would create the capacity needed for the City to support residents with pressing housing needs, establish programs to support residents with their housing goals, and build better relationships between landlords and tenants. Concern about landlord abuse was a major theme of the input gathered at public forums and the housing focus group. Although it is a significant undertaking, establishing an OHS will put the City in a position to address this concern. This office would benefit many vulnerable households in Revere, particularly low-income and cost-burdened households, and seniors living alone.

Action items

1. Review programs offered through the Office of Housing Stability in Boston, Somerville, and others to document best practices for this office. , Expand on the operational knowledge and partnership of the City's Safe Housing Task Force to focus on preventing displacement. Programs that would support this initiative include legal support for tenants, educational awareness for landlords to ensure they meet their legal obligations, and workshops. These programs should work to resolve disputes between tenants and landlords and provide resources to reduce evictions.
2. More expansive programs could be pursued, such as a rental inspection ordinance. Such an ordinance would require landlords to register rental properties with the City. Then rentals would be inspected to ensure that healthy living standards are maintained and do not contain hazardous materials such as lead paint.

Work with non-profit partners to create supportive housing

Supportive housing is an emerging model for assisting low-income households to overcome challenges by combining deed-restricted Affordable Housing with supportive services. The Corporation for Supportive Housing defines supportive housing as "a combination of affordable housing and supportive services designed to help vulnerable individuals and families use stable housing as a platform for health, recovery and personal growth. It focuses on balancing three distinct components of the model — housing, supportive services, and property and housing management." This strategy could be particularly useful for extremely-low income households, households with disabilities, and veterans that may have several physical and mental health needs.

The City should work with non-profit partners to promote and create supportive housing. Supportive housing should:

1. Offer deeply affordable deed-restricted Affordable Housing for households experiencing



homelessness or at risk of homelessness. Supportive services are offered on-site to help these households overcome barriers such as housing instability, mental illness, substance use, and/or other disabling or chronic health conditions (but not as a condition of ongoing tenancy).

2. Provide tenant households with a lease or sublease identical to non-supportive housing — with no limits on the length of tenancy, as long as lease terms and conditions are met.
3. Effectively coordinate with key partners to build strong social support networks and address issues resulting from substance use, mental health, and other crises, with a focus on fostering housing stability.

Provide technical assistance and expedited permitting for housing cooperatives

A housing cooperative is a construct established by community groups where participating households share housing costs and equity accrual.

Action items

1. Allow housing cooperatives in all zoning districts and provide an expedited permitting process and waive permitting fees to incentivize this development.
2. More information on housing cooperatives is available at the resources below:
 - Policy Link: Limited Equity Cooperatives:
<http://www.policylink.org/sites/default/files/limited-equity-housing-cooperatives.pdf>
 - Northcountry Cooperative Development Fund: Housing Cooperatives:
<http://www.uwcc.wisc.edu/pdf/HousingCoopsAccessibleLastingHomeOwnership.pdf>
 - National Association of Housing Cooperatives:
<https://coophousing.org/resources/owning-a-cooperative/buying-into-a-housing-cooperative>

Provide or help public partners access technical assistance to create a community land trust

A community land trust (CLT) promotes affordable housing by selling the housing units but retaining ownership of the land on which the housing sits. Local governments often help establish CLTs through land donation and/or technical and financial assistance. Community groups typically advocate for resources to establish or grow CLTs and can be effective partners in assembling community land trust governance bodies and training residents to participate.

More information on Community Land Trust can be found at the resources below:

- Lincoln Institute City: CLT Partnership Report:
<https://www.lincolninst.edu/sites/default/files/pubfiles/the-city-clt-partnership-full.pdf>
- Building a Livable Boston: The Case for Community Land Trusts:
<https://pennloh.files.wordpress.com/2016/05/building-a-livable-boston-april2016ver.pdf>
- Policy Link: Community Land Trusts:
<http://www.policylink.org/sites/default/files/community-land-trusts.pdf>



Adopt a state-approved Housing Production Plan (HPP)

Since Revere has such significant housing need, a housing production plan could offer more detailed documentation of specific housing needs and additional tools to meet these needs. A state-approved HPP can also help the City reach safe harbor from 40B development since Revere is currently under the 10% SHI goal. However, this chapter includes significant analysis and policy recommendations that can be used and pursued without the adoption of an HPP.

If the City would like to prepare an HPP, some funding may be available from MAPC through the technical assistance program. Municipalities in the MAPC region can receive funding to work with MAPC on planning projects through the state-funded District Local Technical Assistance Program, or technical assistance funds provided directly by MAPC. Calls for project proposals are typically issued twice a year. If approved, MAPC will work with the City to develop a scope of services for the project.

Work with regional partners to implement the goals and recommendations of the North Suffolk iCHNA/CHIP Report

The North Suffolk Public Health Collaborative (Chelsea, Revere, Winthrop) recently completed the North Suffolk Community Health Needs Assessment and Community Health Improvement Plan, which took a regional approach to identifying community health needs in relation to housing needs. By continuing to address these issues through a regional framework, Revere could build additional capacity to tackle housing and health-related challenges by working with North Suffolk partners. Each of the iCHNA/CHIP recommendations should be considered by the City in relation to the region's needs. CHIP recommendations most relevant to Revere's housing needs are listed below:

- Stabilize housing for residents, particularly renters, who are at risk of homelessness or displacement.
- Improve the quality of the existing, naturally affordable rental housing stock.
- Move housing insecure renters into deed-restricted Affordable Housing to prevent displacement.
- Maintain and expand supportive services (e.g., community wellness advocate) and opportunity services (e.g., financial mobility) for residents of public housing and deed-restricted Affordable rental housing (e.g., Health Starts at Home).
- Address misconceptions about deed-restricted Affordable Housing with a public awareness campaign.

REGULATORY STRATEGIES

Draft and adopt Inclusionary Zoning

Adopting inclusionary zoning, requiring new housing developments to set aside a certain percentage of the total housing units as affordable, is the most systematic approach to housing production to address housing needs without using public funds. Drafting an inclusionary zoning policy should be one of the first steps the City undertakes to capitalize on the public support gathered throughout this master planning process. This policy should be adopted before any of the opportunity sites identified in this plan are developed for housing.



Action items

1. Adopt a city-wide inclusionary zoning ordinance. This ordinance should be carefully drafted to make progress toward meeting local housing needs in a manner that is financially feasible for housing development.
2. Once an inclusionary zoning ordinance has been adopted, the City should pursue the other regulatory strategies in this section that seek to unlock housing development potential by relieving prohibitive zoning regulations. Relief of these regulations should not be pursued until an inclusionary zoning policy has been adopted to ensure new market-rate housing development is balanced with deed-restricted Affordable units that can mitigate impacts on the housing market and associated displacement pressures.
3. Revere's inclusionary zoning ordinance should include a local preference that is consistent with the Massachusetts Department of Housing and Community Development (DHCD) standards.

Adopt linkage fees

There are several large-scale commercial/industrial sites such as the former Wonderland Park that could be developed in the near future. The development of these sites will bring more employees to the City and increase the demand for housing. Linkage fees should be collected to help meet this demand and mitigate other development impacts. Linkage fees would need to be carefully crafted so they do not discourage development. The City of Somerville recently completed a nexus study that could serve as a model for drafting fees that are legal and appropriate.

Action items

1. Develop a linkage fee policy that demonstrates a rational nexus, or connection, between the fee and the housing demand impacts of the new development. Following local preference, this policy could also demand fees be partially dedicated to public facilities in addition to housing, assuming a legal nexus can be established. This policy should be careful not to discourage commercial and industrial development, in part by ensuring that linkage fees provide benefits to mitigate the impacts of the development.
2. Based on the rational nexus, channel a portion of these funds into the Housing Trust Fund detailed in the funding strategies recommendations.

Allow more density in the General Business District

The General Business District Zone allows mixed-use housing on small lot sizes (10,000 square feet) and up to five stories in height. However, the required Floor Area Ratio (1.5) makes it very difficult to develop up to five stories and it is almost impossible for mixed-use housing developments to meet parking requirements, especially on small parcels. The General Business District also has a 50-foot height limit which makes it difficult to develop five stories, especially in the case of mixed-use developments which typically require more height for ground floor commercial.



Adjusting dimensional requirements in General Business District will enable this zone to function according to its purpose to provide for commercial, office, and mixed-use housing development. Relieving these dimensional requirements could stimulate housing development in the areas zoned General Business District along Revere Street, Broadway Street, and Shirley Avenue.

Action items

1. Reduce, remove, or offer fee-in-lieu of parking requirements to make development possible. (see recommendations in Transportation chapter for increasing access/appeal for other travel modes.) Fee-in-lieu of parking requirements would allow the City to collect funds to upgrade existing municipal parking lots to parking structures and to create new shared municipal lots. This policy would likely need to be city-wide in order to collect the funds needed to construct these lots and structures.
2. Increase the Floor Area Ratio to the extent that development up to five stories is possible. The 50-foot height requirement should be increased so that there is enough flexibility for mixed-use development.
3. Furthermore, the City should also consider allowing more than five stories in the General Business District so that additional housing units can be built. If additional stories are allowed, other-dimensional requirements should be adjusted accordingly so that the development of taller structures with more housing units is possible.

Create an Affordable Protection Overlay Zone for the Shirley Avenue Neighborhood

As documented in the existing housing conditions section, Shirley Avenue is an important ethnic enclave in Revere. Low-to-moderate income residents here are susceptible to changing housing prices that could be induced by the Suffolk Downs redevelopment and luxury housing developments throughout the city. For these reasons, Shirley Avenue should be protected from new development that could exacerbate market pressures that threaten to increase housing costs and potentially displace residents here.

Action items

1. Draft an overlay zone that prioritizes Affordable Housing in the Shirley Avenue Neighborhood by requiring additional Affordable Housing beyond what is required in the proposed city-wide inclusionary zoning ordinance.
2. Improvement of existing housing where tenants currently reside should be prioritized in the Shirley Avenue Neighborhood. This can be done by helping private property owners make improvements to the housing here with municipal loans as described under funding strategies.

Allow accessory dwelling units and other naturally occurring affordable housing types

Revere has benefited from a diverse housing stock of naturally occurring affordable housing. More naturally occurring housing types could be allowed by listing these housing types within the City's zoning ordinance.

Action items

1. Draft regulations allowing detached and internal accessory dwelling units. ADUs benefit elderly households by helping them to age in place with continued autonomy and provide for multi-



generational living by taking full advantage of existing homes and properties. Having an ADU can also give households the ability to rent out these units in the short or long-term, providing an extra stream of income and helping to reduce cost burden.

2. To realize the development of ADUs, this regulatory policy should be paired with a public awareness campaign to educate residents on how ADUs can be developed, why they are useful, and to mitigate any negative perceptions about their impact on neighborhood character, parking, or traffic. Loans and grants described in the funding strategies could also be used to support the development of ADUs.
3. Continue working with MassHousing to identify naturally occurring affordable housing types that should be allowed in the Revere Zoning Ordinance and consult MassHousing on which housing types are appropriate in the different zoning districts throughout the city. When politically feasible, these housing types should be permitted by-right to encourage their development with a quick and easy permitting process but should still be held to the proposed inclusionary zoning ordinance.
4. Allow three-story multi-family buildings in all residential zones by right. The Residence A + A1 zone which makes up most of West Revere currently allows single-family homes and duplexes. Therefore, small triple-deckers would not be out of character for this area and could be built when infill development opportunities arise.

Adopt regulations for short-term rentals that mitigate impacts on the housing market

Short-term rentals have become commonplace with the creation of mobile applications such as Airbnb. Short-term rentals can be beneficial to households by providing another source of income and reducing cost burden. However, when companies and households with multiple homes purchase properties to use exclusively as short-term rentals this takes sorely needed housing units off the market, reducing the supply of housing and contributing to increasing housing prices.

Action items

1. Draft regulations that allow the personal use of short-term rentals by households residing on the property but prevent housing units from being taken off the market to be used exclusively for business purposes.
2. Use the following resources to draft a short-term rental ordinance:
 - Short-term Rental Laws in Major U.S. Cities: <https://www.2ndaddress.com/research/short-term-rental-laws/>
 - City of Boston short-term rental ordinance: https://www.boston.gov/sites/default/files/document-file-08-2018/short-term_rental_ordinance.pdf

Draft and adopt a condominium conversion ordinance

A condominium conversion ordinance caps the number of condominiums allowed over a fixed time period. This ensures some control over the conversion of rental properties into owner-occupied condominiums, preventing the displacement of tenants that can occur when market activity accelerates within a short time frame.



Action items

1. Adopt a city-wide condominium conversion ordinance.
2. This ordinance could allow condos to be converted if the conversion includes a percentage of deed-restricted owner-occupied units.

Draft and adopt a rental registration inspection ordinance

A rental registration inspection ordinance would require all rental properties to be registered with the City and inspected for healthy living standards that meet state housing codes. This recommendation is based on a significant amount of public input that referenced landlord abuse and called for tenant protections.

Action items

1. A rental inspection ordinance would require additional staff capacity. The first step to creating this capacity is establishing an Office of Housing Stability as described under programming strategies.
2. Once an Office of Housing Stability is established, an inventory of known rental properties should be created and notices should be sent to all property owners.
3. To reduce the need for capacity, certain properties such as publicly owned properties, and small properties where the landlord lives in on-site can be exempt from registration.

FUNDING STRATEGIES

Create a housing trust fund

Establishing a housing trust fund will be critical to implementing the housing recommendations in this master plan. A housing trust fund provides a formalized process for dedicating funds to the City's housing initiatives that can be spent thoughtfully, efficiently, and without delay.

Action items

1. Establish a housing trust fund where a portion of municipal revenues can be dedicated. State and federal grants, City revenues, linkage fees if adopted, and donations can also be placed into the housing trust fund.
2. Establish a housing trust fund committee made up of the Revere Housing Authority, public partners such as the Neighborhood Developers, housing professionals, community stakeholders, and City officials. This committee shall be responsible for making decisions on how funds from the housing trust fund are spent and to ensure funding can be used as opportunities arise. The committee could also dedicate some funds from the trust to non-profit partners working on housing initiatives in the city.
3. The City has intentions to use tax revenue generated from the redevelopment of Suffolk Downs to support its affordable housing initiatives. Using this revenue for this purpose is especially important since no deed-restricted units were required on the Revere side of the project because the City did not have an inclusionary zoning policy. A significant portion of the revenue from the Suffolk Downs Redevelopment should be placed into the proposed housing trust fund.



Pursue a ballot measure for the Community Preservation Act

The CPA allows communities to create a local Community Preservation Fund through a small surcharge on the annual tax levy on real property (from 1% to 3%) and a contribution from the State (currently an 11% match that should increase in future years based on recently passed legislation). To date, 173 municipalities in the Commonwealth have adopted CPA and receive a State match from the statewide Community Preservation Trust Fund. CPA funds may be spent on the acquisition, creation, preservation, and support of Affordable Housing, as well as other city priorities including open space, historic preservation, and land for outdoor recreation.

Communities can adopt certain exemptions to the CPA surcharge, such as:

- Exempt the first \$100,000 of taxable value of residential real estate from the CPA calculation, reducing the total fee taxed.
- Exempt properties owned and occupied by low-income households (below 80% of AMI), as well as low- or moderate-income seniors (below 100% of AMI).

Offer home improvement loans and grants with affordability conditions for small multi-family property owners

Home improvement loans and grants can help small multi-family building owners make repairs and upgrades to their properties that support a better quality of life for tenants. As a condition of the loan or grant, these property owners would be required to keep rents affordable to tenants. This program could be especially impactful in the Shirley Avenue Neighborhood where a large stock of naturally occurring affordable housing has been neglected and needs to be improved.

Actions items

1. Use funds from the existing Revere Community Development Block Grant (CDBG) Program and HOME Program and apply for additional federal and state grants to fund a small property owner loan program. If additional funds are awarded, these funds should be put into the proposed housing trust fund.
2. Consider outsourcing the administration of these programs to a non-profit entity to build additional capacity for the programs and to free up municipal staff to work on housing and other initiatives in the city.
3. Create an inventory of naturally occurring affordable housing properties in key neighborhoods where low to moderate-income residents reside such as Shirley Avenue. Target properties that house multiple tenants and need to be repaired or upgraded.
4. Loans or grants should legally condition property owners to keep their rents at their current level for a long-term period. These affordability conditions could also be enforced through deed-restrictions that legally require rents to not be more than 30% of the tenant's income.
5. Another condition should be a right-of-first-refusal so if the property owner decides to sell the property, the City has the option to purchase the property or refer the option to a public partner positioned to acquire the property.



Offer home improvement loans for income-eligible homeowners

Home improvement loans or grants help income-eligible homeowners make home improvements or modifications that allow them to age in place.

Actions items

1. Home improvement loans or grants should be offered to income-eligible homeowners earning between 60 and 120% of the Area Median Income.
2. Homeowners who receive loans or grants must give the City the right-of-first-refusal, so they have the first option to acquire the property or refer the option to a public partner.
3. This program could augment current state loan programs offered by MassHousing and federal programs.

Increase housing voucher standards

Federal housing vouchers are often not allocated with enough funding to allow households to afford to rent in high priced areas like the many communities in Greater Boston. Local funds can be used to increase voucher amounts allowing households to access the housing market and contribute to the local economy.

Photo by Derek Yu, Wikimedia





Transportation and Mobility

“The street is the river of life of the city, the place where we come together, the pathway to the center.”

— William Whyte¹

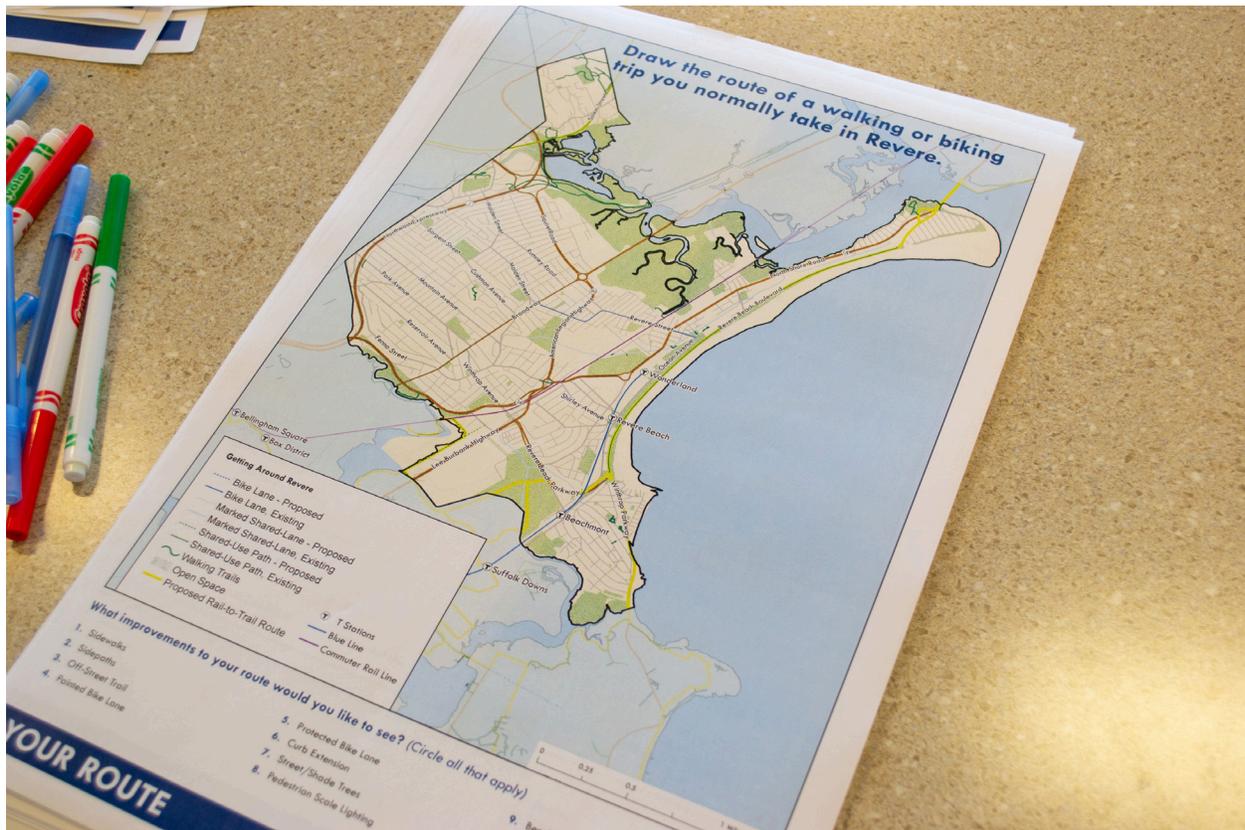
An affordable, well-connected, and safe transportation network is a critical component of a thriving and vibrant community and the backbone of a strong economy.

Introduction

Ensuring there are strong connections between homes, jobs, and services is fundamental to support residents' livelihood and promoting local job growth. It is important local and regional transportation concerns not be considered in a vacuum, but rather, viewed as part of a cohesive strategy toward making it easier for people to live and work in Revere. Whether the focus is commuting to and from work, finding parking at a favorite downtown destination, or enjoying a bike ride on a rail trail, transportation has a significant influence on the quality of life for residents, employees, and visitors alike.

Revere is fortunate in that the city is served by three MBTA subway stations, twelve MBTA bus lines, and two MBTA commuter rail tracks (though no stations), as well as some pedestrian and cycling facilities, including the Northern Strand Trail and the waterfront side paths on Revere Beach Boulevard. It is also intersected by several heavily trafficked regional roadways and is located within a short distance of Logan International Airport in neighboring East Boston. However, the City is grappling with significant traffic issues, as well as major pedestrian and bicyclist safety concerns. These issues, along with how to leverage the existing public transit service available in Revere, will be key challenges and opportunities for Revere in the coming years.

¹ William H. Whyte (2012). “City: Rediscovering the Center”, p.7, University of Pennsylvania Press



Historical Context

The evolution of Revere's transportation network is closely tied to the growth and development of the city itself. In 1875, the Boston, Revere Beach, and Lynn railroad (also known as the Narrow Gauge) opened. The opening of the railroad spurred rapid population growth in Revere—between 1870 and 1885, the city's population more than tripled. Additionally, increased accessibility to Revere Beach made the waterfront a popular summer destination among visitors and tourists. Between 1896 and 1900, the portion of the railbed in Revere was moved 400 feet to the west, and what is known today as Revere Beach Boulevard was built in its place.

Over time, the Great Depression and the subsequent growing popularity of automobiles meant declining ridership on the Narrow Gauge. The railroad ultimately filed for bankruptcy, and the Narrow Gauge was closed in January 1940. From 1952-1954, the Massachusetts Bay Transportation Authority (MBTA) constructed the East Boston Tunnel & Revere Extension (later known as the Blue Line), which included Beachmont, Revere Beach, and Wonderland Stations in Revere.

Efforts to modernize the Blue Line have been underway since the 1990s. All stations north of Orient Heights were either rebuilt or significantly renovated in 1994-1995. With these improvements came the ability to house longer trainsets in all Blue Line stations. In 2009, the MBTA completed the transition of the entire Blue Line fleet from four-car trains to six-car trains, effectively increasing capacity by 50%. Proposals for extending the Blue Line to Lynn and building a direct connection to the Red Line at the Charles/MGH station have been circulated for some time, and advocates have revived calls for these projects as the Commonwealth's traffic congestion crisis grows more dire.



Several of the major roadways in Revere have long served as important connections to some of the region's major destinations. Much of this highway building took place in the 1950s and 1960s when urban renewal was happening across the region. The East Boston Expressway, the first expressway constructed in Boston, was constructed in 1951 to serve as the primary roadway connection between Logan Airport and downtown Boston. Today, we know the East Boston Expressway as Route 1A. While there were plans to extend Route 1A through Revere and Saugus (generally along where Routes 60 and 107 exist now), these plans were canceled in the early 1970s as part of Governor Frank Sargent's moratorium on highway construction within Route 128. Nevertheless, this corridor remains an important regional connection.

Another major north-south highway that serves Revere is Route 1. The stretch north of Boston, also known as the Northeast Expressway, was originally proposed in 1948 as a primary connection between the North Shore and Boston. The portion of the corridor between Charlestown and Peabody carried the Interstate 95 designation until further construction of I-95 within Route 128 was canceled. While improvements to the corridor have been made over time, Route 1 remains one of the most heavily trafficked highways in the region. Reconstruction and widening on Route 1 have long been proposed, and redesign of the section of the corridor in Malden, Revere, and Saugus is in its early stages today.

Revere Beach Parkway and Winthrop Parkway hold a different kind of historical significance for the city. The two corridors are among the earliest parkways designed in the Commonwealth, and both are listed on the National Register of Historic Places. Both were owned and maintained by the Metropolitan District Commission (today known as the Department of Conservation and Recreation).

Considering that MassDOT owns routes 1A and 1, there is a long history of the city being deeply impacted by sizeable state roadway projects. The Parkway was DCR owned and had several different modes of travel (horses and other modes of transit), so that then influences how people conceive of roads as public and multi-modal. The transition of ownership to DCR and DOT has played a role in Revere's transportation management.

Transportation Baseline Information

ROADS

A well connected, maintained, and safe network of roadways is crucial for ensuring all users (drivers, bicyclists, and pedestrians alike) can travel safely.

Such a roadway network not only facilitates travel to different destinations within Revere but also connects the city to neighboring municipalities and regions.

Given Revere's central location between Boston and the North Shore, the roadway network provides connections to several different job centers. The main corridor connecting these two regions is Route 1, which is a principal arterial that runs along the western edge of

the city. Other principal arterials in Revere include Route 60 (American Legion Highway), which runs to East Boston and connects to Route 1 via Squire Road, as well as Route 1A (North Shore Road), which runs along the eastern edge of the city. Another major north-south roadway is Broadway, a principal urban arterial that bisects the city. These roadways (and others) often experience severe congestion during peak commuting hours. Some of this congestion can be attributed to North Shore residents traveling south through Revere to Boston for work and then traveling home at the end of the day.

Other corridors that provide more local connections include Revere Beach Boulevard and Ocean Ave, which are two corridors that run parallel to the Blue Line and provide access to the waterfront. Additionally, Revere Beach Parkway is a historic east-west corridor that provides connections between Route 1 and Route 1A.

Roadway Jurisdictions

Regional transportation corridors have different issues from local and neighborhood roadways, and strong coordination between the various jurisdictions is essential.



Figure 1: Revere Road jurisdiction. Source: Massachusetts Land Parcel Database



There are just over 107 miles of roadway in Revere, the majority of which (approximately 84 miles) are owned by the City of Revere. The vast majority of the remaining roadway is owned by the state—nearly 15 miles are MassDOT owned, and just over 7 miles are owned by the Department of Conservation and Recreation (DCR).

It is important to note that MassDOT and DCR own the vast majority of major roadways in Revere, and all of the major traffic circles (see Figure 1). These include Route 1, Squire Road, and American Legion Highway (owned by MassDOT), as well as Revere Beach Boulevard, Ocean Avenue, and Revere Beach Parkway (owned by DCR). Ownership by multiple entities presents significant coordination challenges for the City, as municipal staff will often receive complaints about roadways for which the City has no jurisdictional authority. Working in close coordination with these state agencies, as well as neighboring municipalities, will be essential for the City to make progress toward its goals of alleviating traffic congestion.

Traffic Volumes

Figure 2 below demonstrates annual average daily traffic counts for select roadways in Revere. Not surprisingly, Route 1, which runs from Chelsea to points north beyond Massachusetts, providing connections to Route 93 and Route 95, is the busiest corridor in Revere. Route 1 is a major link in the regional highway network, thus making it a major chokepoint for commuters as well. This has implications for smaller streets as well—Squire Road, which provides access to Route 1, also carries a significant amount of traffic. This demonstrates the importance of considering the consequences of highway congestion on local streets.

Location	Annual Average Daily Traffic Count	Year
Route 1 (Northeast Expressway), north of Revere Beach Parkway	83,982	2017
Squire Road between Lantern Road and Newman Street	42,989	2017
American Legion Highway south of Revere Street	34,777	2010
Route 60 on-ramp to Route 1 northbound	17,473	2017
Ramp: Route 1A northbound to Route 1A southbound (Route 145 on-ramp)	10,129	2017
Ramp: Route 1A northbound to Route 1A southbound (Route 145 off-ramp)	7,645	2017

Figure 2: Annual Average Daily Traffic Counts for Select Roadways. Source: MassDOT Transportation Data Management System, <https://www.mass.gov/traffic-volume-and-classification>.

Recognizing the toll traffic congestion takes on the region's economic vitality and residents' wellbeing, Governor Baker directed MassDOT to assess what is causing this growing problem in the Commonwealth. The 2019 report, "Congestion in the Commonwealth," noted that while congestion is the sign of a healthy economy, traffic volumes have reached such levels that it is reducing access to jobs.² These trends are evident in Revere. This report notes that Route 1A from Revere to the Sumner Tunnel begins to experience

2 Congestion in the Commonwealth: Report to the Governor 2019, Massachusetts Department of Transportation, <https://www.mass.gov/files/documents/2019/08/12/MassDOTCongestAug19Acc.pdf>.

congestion at 6 a.m. on the average weekday morning, and these volumes persist through morning commuting hours. The portion of Route 1 (which carries traffic from I-95 and communities farther north) in Revere is congested by 8 a.m.

Route 1A southbound in Revere and Route 60 (American Legion Highway) are noted in this report as two of the most congested corridors in the Commonwealth. In fact, Route 1A southbound is congested from 6 am-6 pm and Route 60 southbound is congested from 6 am-5 pm. While many will say traffic is a long-standing problem in the Boston region, on some corridors, congestion has worsened. Route 60 in Revere is one of several Greater Boston corridors where travel time has increased by more than 50% during the morning peak travel period. As evidenced in this report, traffic congestion is taking a toll on local and regional economies, and it will take a combination of sound transit investments and strategic local land-use decisions to alleviate these concerns.

Traffic Safety

Traffic safety remains a major concern in Revere. As demonstrated in Figure 3, vehicle crashes between 2013 and 2016 have occurred in numerous locations throughout the city. In general, crashes have occurred on busier, higher-traffic roadways, with a notable amount of incidents on Broadway and Revere Beach Parkway. Data from this same period reveals that while most of the crashes involve either no injury or a non-fatal injury, it is important to note the clustering of crashes that occur at the rotaries throughout the city. (It is important

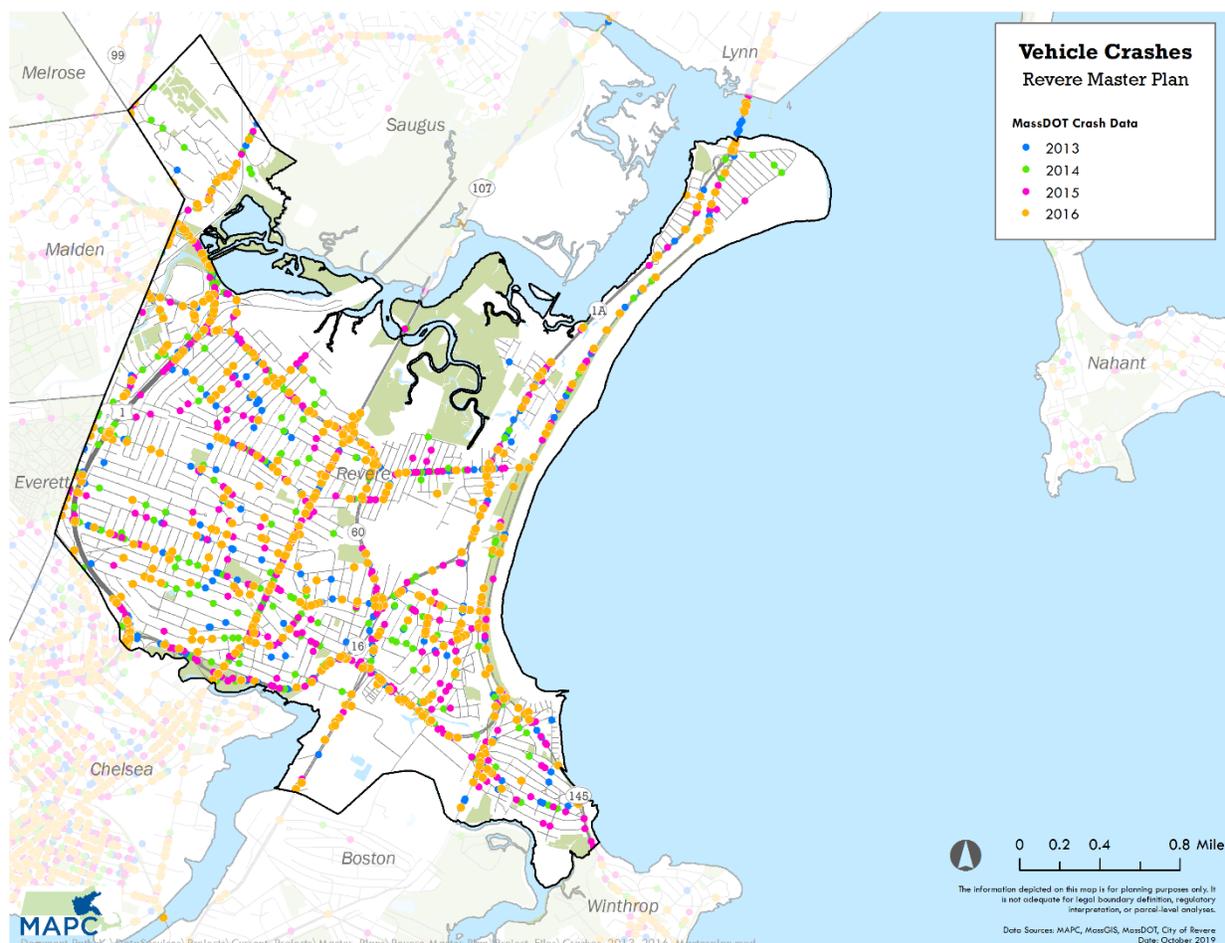


Figure 3: Vehicle Crashes (2013-2016). Source: MAPC, MassGIS, MassDOT, City of Revere.

to note that this map might have obscured the severity of the problem at key intersections.) Not only is navigating through these rotaries challenging at times, particularly during peak traffic congestion hours, but the roadways feeding into the rotaries generally carry fast-moving traffic, which can increase the risk of more severe crashes.

When determining what kind of safety improvements can help address these traffic safety concerns, it is particularly crucial to think about these crashes in the context of the most vulnerable roadway users—pedestrians and cyclists. In December 2018, two young children were tragically struck and killed by an impaired driver while walking on Revere Beach Parkway near North Shore Drive. As noted in Figure 5 below, this intersection is one of several crash clusters located in the city. Given the multiple high volume roadways crossing through the city, as well as the number of complicated rotaries, ensuring pedestrians have sufficient infrastructure to travel safely and comfortably should be a top priority.

Figure 5 details MassDOT crash data from 2013-2016 for incidents that involved a non-motorist (i.e., a pedestrian or bicyclist). The figure also includes bicycle crash cluster data from the Highway Safety Improvement Program (HSIP), which is a federal effort designed to reduce traffic fatalities and serious injuries on all public roads. Most non-motorist involved crashes involve bicyclists than pedestrians, likely because bicyclists are more likely to be operating in the roadway with motor vehicles. Crashes occur on both high traffic streets as well as some less busy corridors, but many of the bicycle crash clusters are located on major

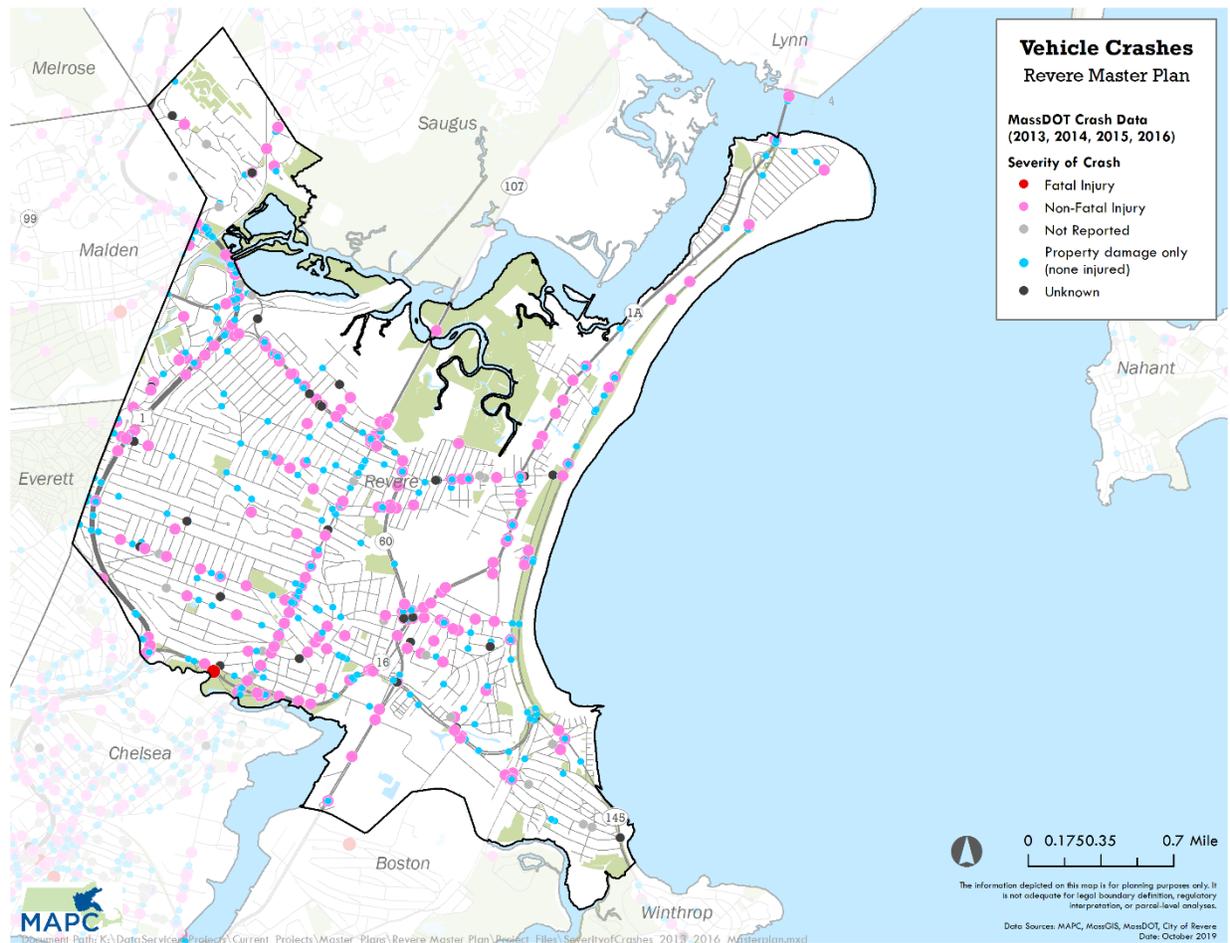


Figure 4: Vehicle Crashes (2013-2016) by Severity of Crash. Source: MAPC, MassGIS, MassDOT, City of Revere.

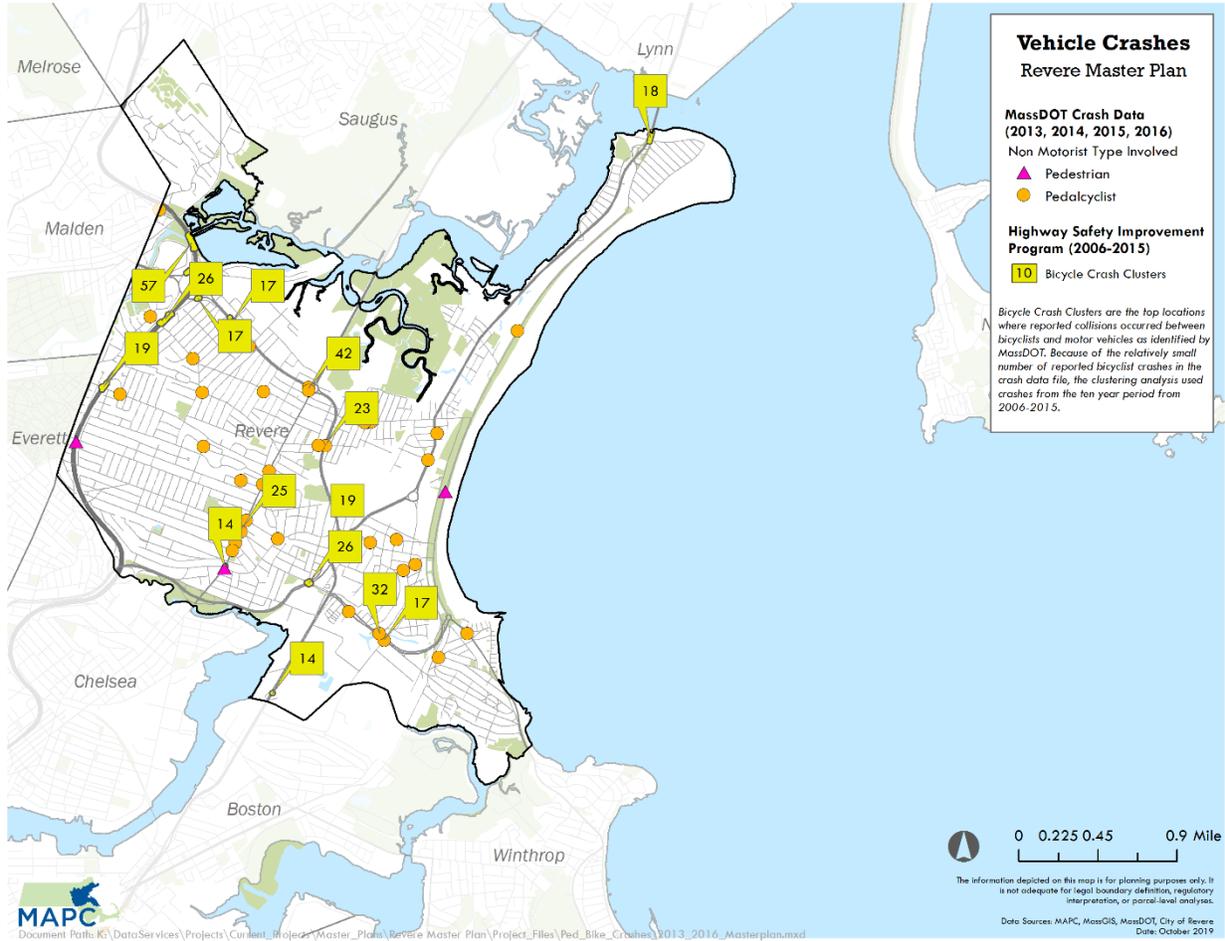


Figure 5: MassDOT Crash Data by Non-Motorist Type Involved. Source: MAPC, MassGIS, MassDOT, City of Revere.

roadways like Squire Road, Broadway, and Revere Beach Parkway. Not only should this data help inform future infrastructure investments, but monitoring future trends in traffic safety incidents in the city can help determine the effectiveness of different interventions.

PUBLIC TRANSIT

Public transit has played a key role in the growth and development of Revere. The Blue Line not only provides Revere residents with a direct connection to thousands of jobs in Boston but also provides visitors with access to Revere Beach and other local destinations. Furthermore, Revere is serviced by multiple bus lines, several of which connect to the Blue Line stations in the city. Leveraging these public transit assets will be important for alleviating concerns around traffic and congestion. A map of major public transit and bike facilities in Revere is available in Figure 6.

Rapid transit

There are three MBTA Blue Line stations located in the eastern part of Revere—Beachmont, Revere Beach, and Wonderland. Wonderland is the terminus of the Blue Line. The Blue Line is one of the shorter MBTA rapid transit lines, running from Wonderland Station through East Boston to Bowdoin Station near Government Center. In comparison to other heavy and light rail service available on the MBTA, the Blue Line is the least utilized by a sizeable margin. See Figure 7 below.



Figure 6: Getting Around Revere. Source: MAPC, MassGIS, MassDOT, City of Revere

MBTA Line	Typical Weekday Ridership
Red Line	251,000
Green Line (Light Rail and Trolley)	164,000
Orange Line	210,000
Blue Line	74,000

Figure 7: MBTA Ridership. Source: MBTA Back on Track Dashboard, April 2019.

Given the lower ridership on the Blue Line, in comparison to other rail lines, it is not surprising that the stations in Revere are among the least frequently utilized in the MBTA network. As indicated in Figure 8 below, Revere Beach and Beachmont Stations are the 11 and 12th lowest trafficked stations, with slightly higher onboarding rates at Wonderland Station. These numbers should be considered in the context of the rapid development happening in East Boston, Revere, Chelsea, and Lynn. Maverick Station and potentially additional stations in the future could run the risk of surpassing peak period capacity should the demand continue at current rates. Furthermore, as Logan Airport is seeing one of the fastest rates of passenger traffic growth in the U.S., it is important to consider future impact on Airport Station capacity, as well as the Blue Line as a whole.

MBTA Station	Entrances	Rank (of 63 MBTA stations)
Wonderland	6,752	31
Revere Beach	3,091	54
Beachmont	3,105	53

Figure 8: Select MBTA Blue Line Station Boardings. Source: MBTA Back on Track Dashboard, April 2019.

In November 2018, the MBTA presented an update on ridership trends to the Fiscal and Management Control Board (FMCB). Interestingly, while the Red Line, Orange Line, and bus service all experienced a decline in ridership (anywhere from 0.6% to 7.9%), the Blue Line has experienced an 18.1% increase in peak ridership since January 2014.³ This remarkable increase could be indicative of several trends—the Blue Line had greater capacity to absorb additional riders, and there has been a wave of development in East Boston and Revere. These trends will likely continue, particularly with the recent permitting of more than \$5 million square feet of mixed-use development in the Revere portion of Suffolk Downs alone. Fortunately, the peak-period commuting trips to Suffolk Downs will benefit to some extent from the fact that they will be reverse-commute, which will make the best use of available peak-period capacity both on the trains and in the stations.”

It will be important to continue to monitor how projected growth along the Blue Line will influence service in

3 Massachusetts Bay Transportation Authority (2018). Quarterly Ridership Update: First Quarter FY19. Boston, MA. Retrieved February 12, 2019, from <https://www.mbtta.com/events/2018-11-26/fiscal-management-control-board-meeting>.



the future. The MBTA has previously indicated that the Blue Line was the only subway line that could be over capacity at the peak load point by 2040.⁴ This is likely due to a couple of factors. First, the MBTA currently has no major capacity improvements planned for the Blue Line. Additionally, the population is growing faster than anticipated, and major new developments such as Suffolk Downs will only add further demand to the Blue Line. With redevelopment also slated for the former Wonderland greyhound track and other opportunity sites throughout the city, it will be important to monitor how this growth impacts transit ridership and work in partnership with the MBTA to ensure high quality and reliable service. Future plans for signalization improvements would allow for shorter headways, which could permit additional trainsets on the line as well as additional throughput capacity on the system, which will likely be needed in the foreseeable future.”

As development continues in Revere and throughout the region, demand for transportation services will likely continue to grow. Additional strategic investments in public transportation infrastructure could not only help accommodate this demand but also help alleviate the burdens of traffic congestion. Investments could be made in expanding/improving the Blue Line and/or expanding commuter rail access to Revere. Two Blue Line related projects that have long been in discussion include an extension of the Blue Line to Lynn and a direct connection between the Blue and Red Lines. Extending the Blue Line to Lynn would help alleviate some of the traffic congestion that occurs when commuters drive and parking at Wonderland Station, and offering a direct connection between the Blue and Red Line would better connect Somerville and Cambridge residents to employers in Revere (and vice versa). While both projects are still in the exploratory phases, they would expand the accessibility and utility of public transit to additional residents.

While no commuter rail stations directly serve Revere, investments in the commuter rail network could also help meet growing local and regional transportation demand. While there was a \$25 million line item in the 2014 Transportation Bond Bill for a commuter rail station at Wonderland, it was not included in the 2019 bond bill. If this new station were to come to fruition, it would provide direct benefit to Revere residents and employees and could potentially eliminate the need for the Blue Line extension. This would be significant due

4 Massachusetts Bay Transportation Authority (2017). Developing a Capacity Target- Part 3. Boston, MA. Retrieved August 8, 2019, from <https://cdn.mbta.com/sites/default/files/fmcb-meeting-docs/2017/december/2017-12-04-fmcb-ridership-goal-part3-capacity-target.pdf>.

to the prospective development of Wonderland and the planned development of the Amazon Distribution Center among other development opportunities. The potential North-South Rail Link (tunnels that would connect North and South Stations in Boston) would greatly improve the efficiency of the commuter rail network, although questions and concerns about financial viability have long plagued this project. As this project is being considered, the MBTA has been embarking on its Rail Vision planning effort, which will identify cost-effective strategies to improve the commuter rail. While at this time no preferred alternative has been selected, all the alternatives suggest more frequent service within the urban core, which would greatly improve the reliability of the commuter rail and allow it to run more like rapid transit.

As described above, there are several major transportation projects and planning efforts underway that have the potential to make transformative changes to our public transportation system. As the City begins to pursue redevelopment of its major opportunity sites, it's worth considering how these local and regional transportation projects can help the city's residents, employees, and visitors all get around more easily. Furthermore, investments in public transit also directly inform how both on- and off-street parking should be managed. As the public transit networks expand to serve a larger proportion of residents and employees and dependence on a vehicle decreases over time, not only will demand for parking decrease, but regulations on existing parking can be modified to ensure the most efficient use of spaces.

Looking ahead, it is important for the City to continue working in collaboration with its neighbors as these major transportation projects are proposed and advocate for those that will not only provide the most reliable and affordable options for its residents but also help strengthen local and regional workforce development goals.

Transit-Oriented Development

To develop context-specific transit-oriented development policies and practices and to showcase the diversity of station area types in the region, MAPC developed a set of station area typologies in 2012. Different characteristics were considered in developing these station area types, including population and employment density, transit service type, land use, demographics, and travel behavior.

Beachmont and Revere Beach Stations are both identified as Neighborhood Subway stations, while Wonderland is highlighted as a Transformational Subway station. Neighborhood Subway stations are in predominantly residential, moderate-density, transit neighborhoods; a new development in these station areas is likely to occur through parcel-by-parcel infill and redevelopment. Given the scale of the Suffolk Downs development, that site may have the potential to recharacterize that station to Transformational. Transformational Subway stations are those that have the potential for transformative change through district-scale land development projects involving the redevelopment of multiple city blocks and the creation of new street networks. Much of the new development slated for the city (including Suffolk Downs, the NECCO site, and several sites near Wonderland), is already transit-oriented. Thinking about future development near Revere's transit stations through these lenses may help guide land use decisions, particularly as additional redevelopment is projected in Revere and East Boston, and land use patterns evolve. Additionally, continued growth along the Blue Line corridor could add to growing calls for more regional public transportation connections, such as to extend the Blue Line to Lynn, or to building a commuter rail station at Wonderland.

Bus

Revere is served by several bus lines, all of which provide connections to rapid transit. The 110, 116, and 117 all provide connection to Boston, Everett, Chelsea, and other communities within the Inner Core, while the 400 buses connect Revere with North Shore cities and towns. All routes connect to at least one rapid transit line, but routes vary in frequency of service. See Figure 9 for further route details. In addition to these changes, there is a request for the 119 pilot to extend into Winthrop.



Route Number	Route	Transit Connections	Weekday Hours of Operation	Weekday Boardings (Inbound & outbound combined)
110	Wonderland Station-Wellington Station	Blue Line, Orange Line	5:30 AM-1:00 AM	3,515
116	Wonderland Station-Maverick Station via Revere	Blue Line	5:15 AM-12:55 AM	6,144
117	Wonderland Station-Maverick Station via Beach	Blue Line, Orange Line, Green Line (C, E)	4:25 AM- 2:00 AM	5,385
411	Malden Station- Revere/ Jack Satter House	Blue Line, Orange Line, Haverhill Line	6:15 AM- 8:00 PM	1,140
424	Eastern & Essex-Haymarket or Wonderland	Orange Line, Green Line (C, E)	5:50 AM-8:00AM (inbound); 4:00 PM-5:40 PM (outbound)	273
426	Central Sq Lynn-Haymarket or Wonderland Sta Via Clifftondale Sq	Orange Line, Green Line (C, E)	5:15 AM-1:15 AM	1,681
441/442	Marblehead- Wonderland	Blue Line	5:10 AM-2:35 AM	3,359
448/449	Marblehead- Downtown Crossing	Blue Line	6:00 AM-6:25 PM (no weekend service)	354
450	Salem Depot- Haymarket or Wonderland	Orange Line, Green Line (C, E)	4:45 AM-1:10 AM	1,442
455	Salem Depot- Wonderland	Blue Line	4:45 AM-12:30 AM	2,255

Figure 9: MBTA Routes with Revere Services.

Source: Massachusetts Bay Transportation Authority.

Weekday boardings source: MBTA Ridership and Service Statistics, 2014.

In February 2019, the MBTA announced proposals for modifications to 63 routes that would promote more efficient and effective service. This effort, as part of the MBTA's Better Bus Project, would affect several routes that currently serve Revere. Ultimately, the MBTA decided to move forward with modifications to 47 of these routes. The routes that include services to Revere are described in Table 5, and these changes went into effect in September 2019. One of the goals of rerouting the regional buses to Wonderland or Beachmont was to avoid the need for those buses to travel through tunnels into Boston, which will ideally alleviate peak period congestion in Revere and Each Boston. Ultimately, these route modifications could potentially offer significant improvements in service between Revere and the North Shore.

Route	Proposed Changes
411	<ul style="list-style-type: none"> ▪ Provide faster and more reliable service between Malden and Kennedy Drive during peak ▪ Provide only midday service to Jack Satter House
424	<ul style="list-style-type: none"> ▪ Provide faster, more reliable service from Boston to Lynn by terminating PM routing at Wonderland instead of Haymarket (AM already terminates at Wonderland) ▪ Use Revere St. for travel to/from Wonderland
441/442, 448/449	<ul style="list-style-type: none"> ▪ Faster, more reliable service between Boston and the North Shore with all service starting/ending at Wonderland ▪ Routes 448/449 combined with Routes 441/442 ▪ New peak Route 441 route variation to/from Ocean St. ▪ Existing Routes 441/442 route variations serving Vinnin Square loop ▪ Existing local route variations and new express route variations (between Lynn Central Sq. and Wonderland) on Routes 441 and 442 serving Paradise Rd. and Humphrey St., respectively
455	Faster, more reliable service between Boston and the North Shore with all service starting/ending at Wonderland (remove Route 459 and reinvest in Route 455)

Figure 10: Better Bus Service Changes—Routes with Revere Service. Source: Massachusetts Bay Transportation Authority, <https://www.mbta.com/projects/better-bus-project/update/first-round-better-bus-changes-start-september-1>.

BICYCLE AND PEDESTRIAN AMENITIES

On-road infrastructure

Revere has limited on-road cycling infrastructure. Revere Beach Boulevard is one of the most popular places to walk and bike, given the scenic route and access to several destinations. DCR owns Revere Beach Boulevard, and the agency has received recommendations to construct bike lanes along the corridor. There is potential for funds allocated in the Environmental Bond Bill, or through a recent MassWorks application, to support the construction of these facilities as well. There is some on-street bicycling infrastructure on Broadway and Revere Street, including sections of dedicated bicycle lanes. As part of the Broadway signalization plan, the City is exploring signalization for bike and bus lanes only. Park Avenue and Malden Street have sharrows and are noted as “bicycle-friendly streets,” but otherwise, there is a great opportunity to build a well-connected network of on-street bicycling facilities.

The City is currently pursuing funding through the Complete Streets program through MassDOT, which could provide a source of funding to support expanding cycling infrastructure.

Another important piece of on-road infrastructure includes sidewalks. Sidewalks that are compliant with the American Disabilities Act, well-maintained, and outfitted with street furniture and amenities can go a long way in making pedestrians feel safer in Revere. The City currently keeps track of sidewalk maintenance needs via its 311 constituent services system and works with a private contractor, in addition to its Public Works Department, to manage maintenance and repairs.



Off-road infrastructure

The most notable off-road cycling amenity in Revere is the Northern Strand Community Trail, a short portion of which passes through the northern part of the city. The Northern Strand Trail, which is also known as the Bike to the Sea Trail, connects Everett, Malden, Revere, Saugus, and Lynn. The trail is part of the East Coast Greenway, which is a vision for a 3,000-mile protected walking and biking route from Maine to Florida. The Northern Strand trail is an excellent recreational amenity that provides important regional walking and biking connections. The City is coordinating a \$13 million grant from the Executive Office of Energy and Environmental Affairs that will improve and expand the trail. Funding for the three-year project will be used to upgrade and pave the trail in Everett, Malden, Revere, Saugus, and Lynn. Upgrades will include trail signage and signalization at intersections, bike racks, pocket parks, and rest areas.

For future regional off-road infrastructure investments, a resource that should be consulted is MAPC's Land Line initiative, which proposes a vision of 1,400 miles of connected trails and greenways throughout the Boston region. The plan includes an "envisioned greenway" that would extend the cycling infrastructure on Revere Beach Boulevard further north and directly into Lynn.

PLANNED AND FUTURE DEVELOPMENT

There are several opportunity sites throughout Revere whose redevelopment will significantly influence the city's transportation future. Wonderland and Caddy Farms represent significant opportunities to promote development that positively impacts transit within and to and from Revere. Suffolk Downs has been noted as an example of a project that will not only include several important transportation mitigation measures but will also potentially leverage additional developments in the future. The developer, HYM, has advocated for Silver Line connectivity to the site, which will complement private shuttle services provided by the developer to connect to existing MBTA service. Furthermore, the developer intends to invest significantly in promoting bicycle and pedestrian circulation. Suffolk Downs redevelopment plans include bicycle, pedestrian infrastructure, and amenities into the design of the overall site. HYM will be providing off-site and on-road bicycle and pedestrian connections between Revere & East Boston Greenway along Bennington Street to Revere Beach. Overall, the developer will apply the most rigorous Complete Street standards to the site. These practices should set a precedent for future development in the city so that these opportunity sites can support the city's (as well as the region's) transportation goals.

OTHER PROGRAMS AND SERVICES

Complete Streets

A Complete Street is one that provides safe and accessible options for all travel modes— walking, biking, transit, and vehicles— for people of all ages and abilities. MassDOT's Complete Streets program provides funding for eligible communities that have an approved Complete Street policy and a Complete Street prioritization plan.

In November 2018, Revere's Complete Streets policy was approved, and the City has developed a prioritization plan which was approved. Ideally, the City will continue through the program and secure construction funding to support infrastructure improvements aligned with Revere's transportation goals. The City should explore leveraging CS and Municipal Ride Share Funding to improve pedestrian and bike safety, as well as the pedestrian and bicyclist experience.

Transportation Network Companies

Ridesharing services provided by transportation network companies (TNCs) like Uber and Lyft have dramatically changed how cities and towns think about local mobility needs. In Massachusetts, Uber and

Lyft trips are now subject to a \$.20 surcharge, and half of these funds go to the city or town in which the trip originates. In 2017, 722,136 Uber and Lyft trips originated in Revere, meaning the City received \$72,213 in revenue during this timeframe. In 2018, there was a 30% growth in TNC trips originating in Revere, with over 942,000 trips beginning in the city. This revenue must be used to support transportation improvements and could support a range of small-scale efforts in the city for years to come.

Bike Share

The City has been exploring different options for bike share for the past several years. Bike share allows users to rent bikes for short-term trips and is often used as a first mile/last mile connection to transit. Revere had some dockless bike-share services (which allow users to pick up and drop off bikes anywhere in the city) for about two years and is currently in discussion with Lyft to join the BlueBikes network in the spring of 2020. BlueBikes, a station-based bike-share system, currently serves Boston, Brookline, Cambridge, Everett, and Somerville.

PARKING

Parking is a complex, multi-faceted land use and transportation issue that merits a nuanced discussion specific to the users it intends to serve. Not only is parking extraordinarily expensive to build and maintain, but studies have indicated that there is a demonstrated relationship between the amount of parking provided and the number of vehicle-owning households, and thus, more driving and traffic. As future public transit investments are made, and it becomes easier to navigate throughout the city and the region without a vehicle, decisions about parking must be made with these trends in mind. In addition to building less parking, or offering more flexible requirements, this also means getting creative with the spaces that are already built and making sure existing parking is used as efficiently and effectively as possible. Parking decisions also need to be made at the district level to reflect the unique characteristics of each district.

Commercial Parking

Parking is a challenging issue for all communities in the region, and Revere is no exception. For downtown business districts, good parking management ensures that visitors and patrons can find parking spaces without excess circling around and looking for a space, but also ensure that existing parking spaces are being used as efficiently and effectively as possible. This generally means an occupancy rate of 85% for on-street parking during peak hours, so that parking is nearly at capacity, but there are at least a few spaces available for drivers arriving in the area. Given the high demand for on-street spaces, it is recommended that short-term parking be reserved for these spaces, while nearby off-street lots accommodate drivers, such as local employees, that need to park longer-term.

In addition to posted regulations, one effective way to manage parking demand is through metering. Installing parking meters and pricing for parking in a manner that reflects demand encourages turnover and generates crucial revenue for the City. Currently, Revere has parking meters on Broadway (from Revere Beach Parkway to Prince Street), and Shirley Avenue (from Walnut Avenue extending east to a portion of Centennial Avenue and Garfield Avenue). There is one municipal off-street parking lot on Broadway. The City is currently exploring different strategies for managing parking demand on Broadway to enhance the vibrancy and accessibility of this commercial corridor. Additionally, there is interest in working with DCR to install meters on Revere Beach Boulevard and Ocean Avenue, corridors that become particularly congested during summer months when events are happening on the beach.

Residential Parking

Not only does good parking management play a crucial role in promoting the vitality of a commercial business district, but right-sizing parking for residential developments is also a best practice for limiting

pervious surfaces, reducing housing costs, and even opening up the amount of land that can be put to higher and better uses. MAPC's Perfect Fit Parking Initiative, which explores parking supply and demand at multifamily developments in Metro Boston, identified an average parking supply of 1.0 spaces/unit at surveyed multifamily sites, but a demand of only 0.73 spaces/unit.

Revere's baseline zoning requires two parking spaces per residential unit at multifamily buildings. It should be noted that there are several exceptions, and these exceptions vary depending on neighborhood type, primary uses, transit accessibility, and other factors. These cases notwithstanding, two spaces per unit is not only higher than how many vehicles Revere residents own, on average (see below), but also some of the highest parking requirements in the region. The findings of MAPC's Perfect Fit analysis indicate that parking supply drives parking demand; thus, building more parking can attract more car-owning residents, contributing to the region's growing traffic congestion problem.

To integrate further flexibility into local parking requirements, the City can explore parking maximums, or requiring a fee-in-lieu of parking if a developer constructs less than what is required by zoning. This approach is somewhat currently in effect with the Community Development Trust Fund, which developers must pay into if they construct less parking than is required (in certain circumstances). The main difference is that the revenue would be allocated to a fund specifically designated to support transportation-related improvements in the city. Another recommendation the City has already pursued includes allowing for a reduction in parking minimums for sites near transit, as is the case with the Wonderland Transit-Oriented Development Overlay District. This concept may be further explored along the Shirley Avenue business corridor as part of Utile's District Study analysis. Limiting excess parking at these transit-oriented sites, in particular, is crucial to ensuring overbuilding parking does not serve counter to other TOD goals of walkability and transit accessibility.

As the amount of developable land area decreases over time, and congestion continues to be a persistent issue in Metro Boston, another approach to using our scarce parking resources more effectively is allowing for shared parking. Most often, this strategy is employed with mixed-used sites on a single parcel. To determine the amount of parking to be constructed on-site, rather than calculate the minimum number of spaces required for each individual use, shared parking takes advantage of different peak demand times, and limits the overall number of spaces required on-site. The City's zoning ordinance currently requires that lots containing more than one principal use must build according to the requirements of each individual use. Shared parking is already integrated into the Suffolk Downs redevelopment strategy, and the planned new hotel on Revere Beach Boulevard will have its event parking provided in the MBTA garage at Wonderland, which is underutilized during weekend and evening hours. Exploring the feasibility of codifying these practices and adopting a shared parking ordinance could limit the number of excess spaces constructed, which can ease traffic congestion and support more pedestrian-friendly development.

Finally, the City is exploring a change in zoning that would allow the use of appropriate automated parking technology to satisfy parking regulations more efficiently and effectively. For example, the City is considering utilizing license plate scanning technology that could determine whether vehicles parked on-street violate any residential parking restrictions. Such arrangements are not contemplated in the current zoning code, and therefore they are not allowed. They could/should be an element of future parking policy and practice.

Enforcement

Enforcement of parking regulations is a key element to meeting citywide and district level parking management goals. Enforcement includes both staff-level operations, as well as city policies, regulations, meters, and other enforcement mechanisms.

▶ COMMUTING CHARACTERISTICS

Vehicle Ownership

On average, Revere residents own approximately 1.2 cars per household. This is about in line with vehicle ownership rate in comparable communities, although Chelsea residents own fewer vehicles (average of 1.08 vehicles per household), and Lynn residents own more (average of 1.4). Understanding vehicle ownership rates is important not only for understanding residents' mobility options and likely reliance on public transit but also helps inform parking requirements. Aligning parking requirements with actual parking demand, as measured in part by vehicle ownership, can help reduce excess parking and make development more affordable.

Commute Mode Share

While two-thirds of Revere residents drive to work, a sizeable portion (27%) commute by public transit. In the Inner Core, while a similar percentage of employees take public transit to work (26%), only 55% drive to work, and 12% walk or bike. While it should be noted that traffic congestion on Revere's streets cannot solely be ascribed to Revere residents driving, by any stretch, shifting some commuters to public transit, walking, biking, and even carpooling can help alleviate some of the traffic concerns in the city. Looking at commute mode share at a more granular level, residents living closer to transit tend to have a higher public transit mode share and lower driving mode share than average. Therefore, as more development is planned along the Blue Line corridor, and other complementary regional transportation investments are made, there is potential for the public transit mode share to increase in the future.

While most Revere residents drive to work, the miles driven is about average for among similar communities, particularly Everett and Malden. It should be noted the relationship between vehicle ownership and miles driven evident in this data—Chelsea residents generally own fewer vehicles and drive less on average, while Lynn residents drive more and own more vehicles per household. While there is no one-size-fits-all approach, given that transit access varies across Revere, understanding this relationship can help inform how decisions around traffic mitigation are made. It should also be noted that there is likely a larger portion of residents who commute via public transit in transit-oriented development districts, such as along the waterfront. In addition, it should be noted that there is a distinction between car ownership and car usage, particularly considering commuting travel choices versus travel choices for other purposes.

Regardless of mode, most Revere residents have a commute of 45 minutes or less. However, mode

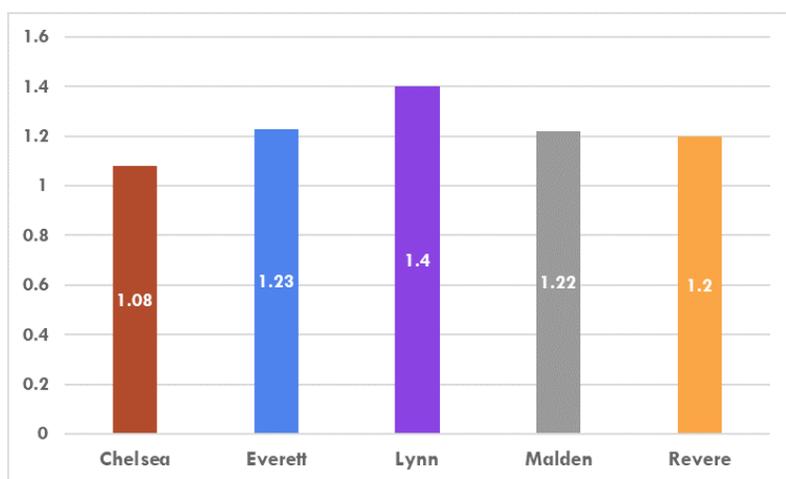


Figure 11: Vehicles per household. Source: 2014 Massachusetts Vehicle Census

influences commute time significantly—among Revere residents that drive to work, 55% have a commute time of fewer than thirty minutes, and 8% have a commute time of over sixty minutes. Among Revere residents that take public transit to work, 13% have a commute time of fewer than thirty minutes, and 31% have a commute time of over thirty minutes. Furthermore, 57% of Revere residents that take public transit to work, earn less than \$35,000 per year, underscoring the notable equity implications of

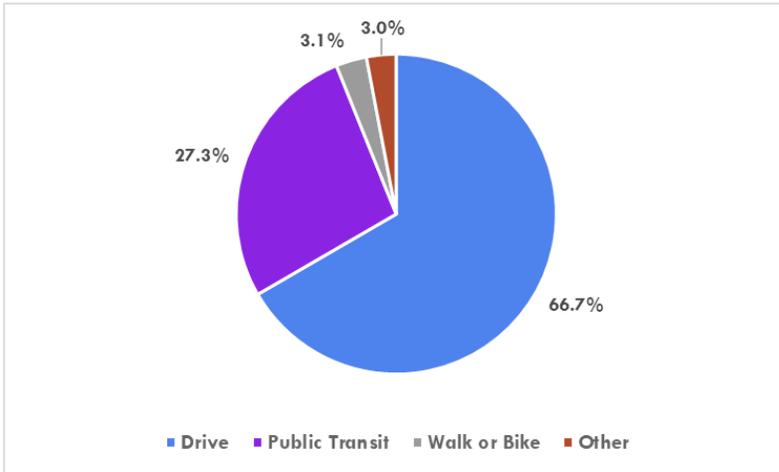


Figure 12: Revere Commute Mode Share. Source: 2012-2016, American Community Survey

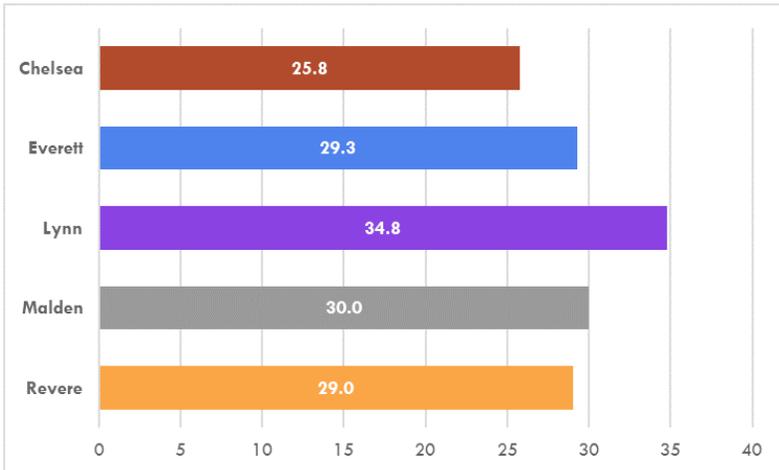


Figure 13: Average Daily Passenger Miles Traveled per Household; Source: 2014, Massachusetts Vehicle Census.

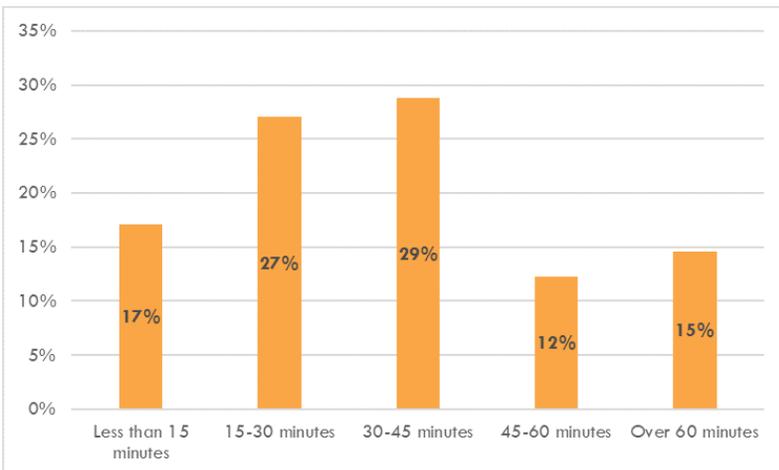


Figure 14: Commute Time to Work; Source: American Community Survey, 2012-2016

investing in high-quality public transit. Investing in public transit projects designed to reduce delay, improve quality of service, and expand access not only will help address issues of transportation equity but also help alleviate some traffic congestion as transit becomes a more viable option over driving. For public transit to be a more appealing option to a wider range of commuters, service improvements should focus on reliability and affordability. (See Figure 14).

One reason so many Revere residents drive to work, despite the public transit options available, may be determined by where they work. Figures 15 and 16 shed further light on how commuting patterns may influence traffic congestion in the city. Figure 15 demonstrates where Revere residents work. 39% of Revere residents work in Boston, and while many of them likely commute via public transit, it is reasonable to assume that a sizeable portion of those commuters, as well as commuting to neighboring Cambridge, Chelsea, and Everett, are driving to work. When considering where Revere employees live (Figure 15), though 34% live in Revere, many of those commuting to the city from Chelsea, Everett, and Saugus are likely driving in. These trends demonstrate the critical connection between economic development and transportation. As the City continues to work toward redeveloping opportunity sites like Suffolk Downs, Wonderland, and NECCO, the potential to employ more residents grows. As residents comprise a larger share of employees, and simultaneous

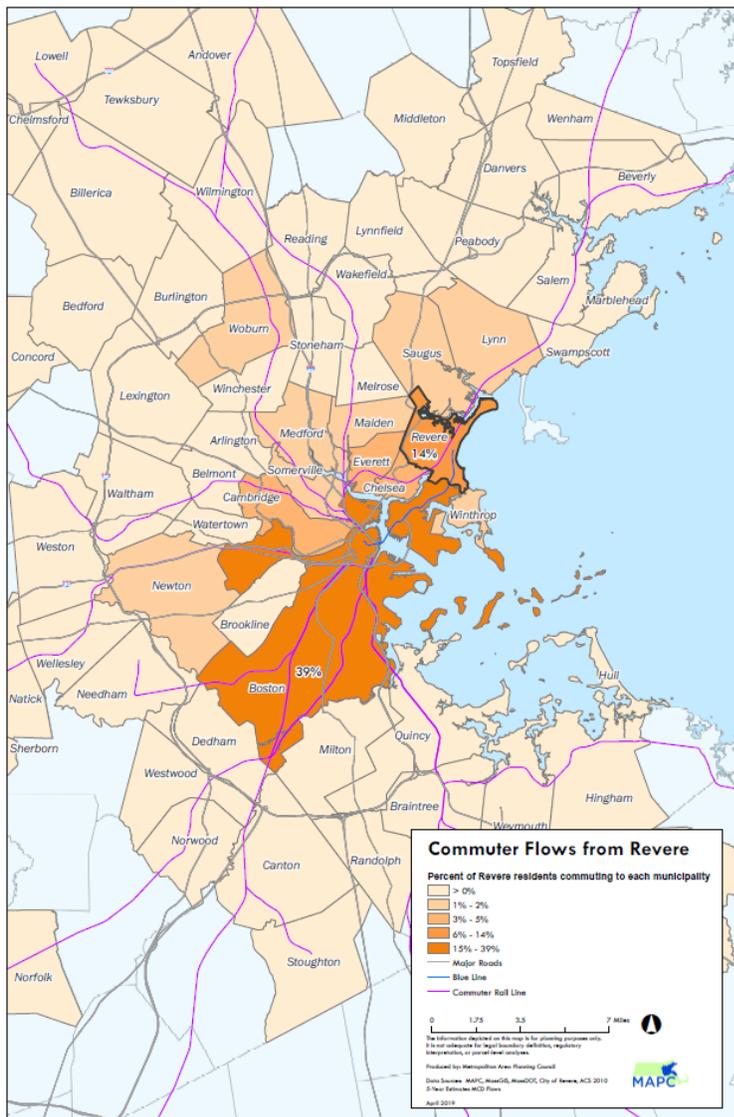


Figure 15: Commuter Flows from Revere (where Revere residents work).
 Source: MAPC, MassGIS, MassDOT, City of Revere

investments in local transportation options are made, the driving commute mode share can decrease over time.

TRANSPORTATION PLANNING IN REVERE

Local planning

Several departments within the City work on local transportation efforts. Many active transportation projects are housed in the Healthy Community Initiatives Department and managed by the Director of Healthy Community Initiatives and Active Transportation Manager. In addition to neighborhood organizing and food justice, the department also spearheads active transportation projects, such as bicycle sharing, developing bike lanes and urban bike trails, and Complete Streets programming. This work often happens in close coordination with the Office of Strategic Planning and Economic Development, given the crucial link between transportation improvements and fostering local economic development. This office also oversees the maintenance, improvement, and construction of key public facility projects, which includes sidewalks and local roadway improvements.

The Office of Strategic Planning and Economic Development also oversees all zoning and permitting approval processes for new or modified projects, and the Site Plan Review Committee plays a critical role in ensuring that projects that trigger their review will benefit Revere’s residents. Transportation issues, parking, in particular, are often a heavily discussed component of site plan review.

On the infrastructure side, the Department of Public Works manages street sweeping, streetlight repairs, and additional roadway maintenance and repair work. Revere 311 in the Office of Innovation and Data Management works closely with DPW to share documented issues from residents (e.g., potholes, cracks in the sidewalk), that are in the Department’s purview to address. For traffic and parking, Revere Police and the Parking Department work in coordination with one another on enforcement and ticketing. While the Parking Clerk manages the resident and visitor parking permit program and oversees parking payment processing, the Traffic Division within the Police Department is tasked with enforcing all local and state motor vehicle laws and ensuring all users are safe on the city’s roadways. The City’s Traffic Commission works closely with

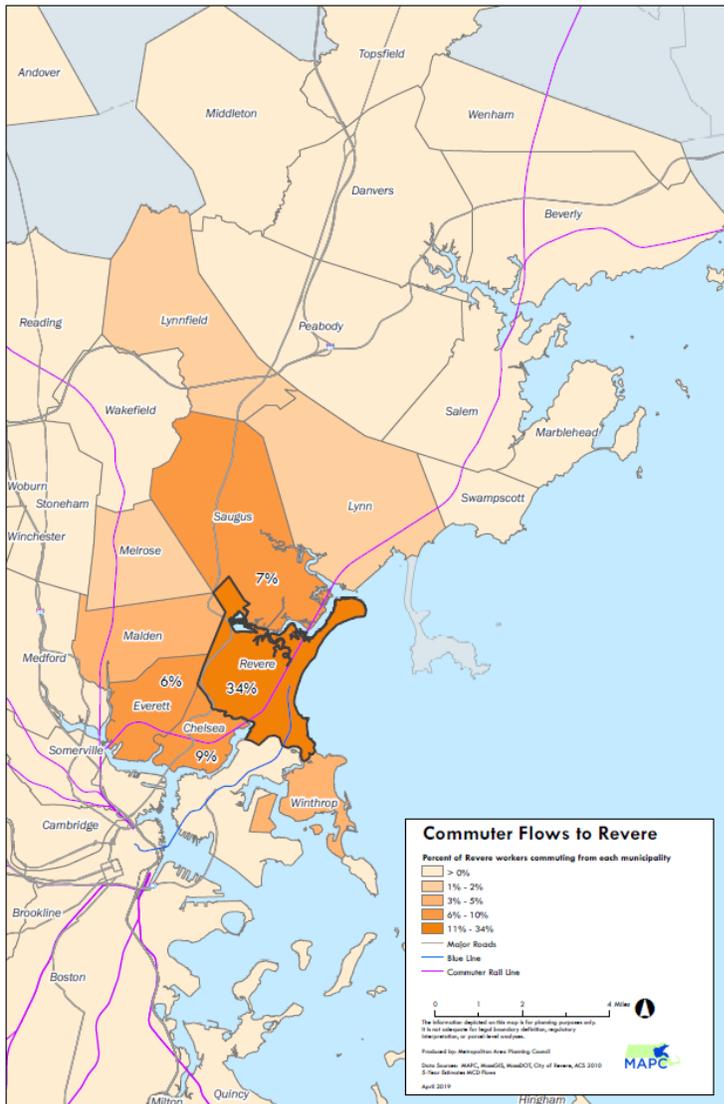


Figure 16:Commuter Flows to Revere (where Revere employees live).
Source: MAPC, MassGIS, MassDOT, City of Revere

these departments and is involved in discussions about proposed amendments to the local parking and traffic regulations.

There are many individuals in several departments within the City that touch issues of traffic, parking, and transportation more broadly. With many of these issues deeply interconnected, a significant amount of internal coordination needs to take place for all relevant staff and volunteers to discuss transportation projects and issues as they arise. A potential means for facilitating this coordination is to hire a designated transportation planner. Unlike several neighboring communities, including Everett and Chelsea, Revere does not have a designated transportation planning staff person. This staff member could also manage relationships with external transportation planning partners like the MBTA, MassDOT, and DCR.

In terms of how some of these local transportation improvements are funded, the Chapter 90 program, which is administered by MassDOT, entitles cities and towns to reimbursements on approved highway construction, preservation, and improvement projects. The City receives around \$780,000 annually in Chapter 90

funding. This amount is aligned with previous years of funding, although Revere did receive significantly more (nearly \$1.2 million) in 2015 due to a supplemental budget. Additionally, the City has allocated \$1 million in funds to street and sidewalk repairs throughout the community, and the state recently committed \$1.7 million to re-signalizing Broadway with state-of-the-art equipment as a fully interactive multi-modal roadway.

Regional planning

Revere has a history of participating in regional planning efforts, such as Overlook Ridge, Weylu’s, the Forbes site, and Suffolk Downs. Regional transportation is key to regional planning efforts, and Revere can continue to play a key role in advocating for such regional collaboration.

Revere is part of the Boston Region Metropolitan Planning Organization (MPO), which is the agency responsible for conducting the federally required metropolitan transportation planning process for the Boston metropolitan area. MPO staff, the Central Transportation Planning Staff (CTPS), provide further technical transportation assistance to the City.

Outside of participation in the MPO, Revere engages in several collaborative transportation and development planning initiatives with various surrounding municipalities, including Boston on Suffolk Downs, Malden on Overlook Ridge, Saugus on Weylu's/Caddy Farms, Chelsea on Forbes site.

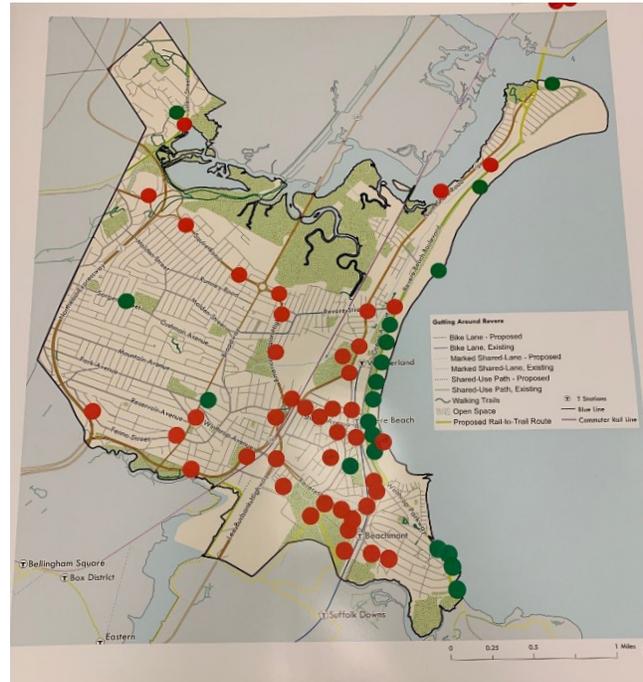
In addition, Revere has received \$1M from Mass Gaming Commission for a collaborative Revere/Saugus traffic study involving the section of Route 1 between Copeland Circle and Route 99. In the last two years, Revere received over \$5M of MassWorks funding for the improvement of Revere Beach Parkway and Shirley Avenue District, with a \$4.5M application pending for Ocean Avenue improvements.



Community Input

FEEDBACK FROM FORUMS

This section provides a summary of feedback received from members of the public. At the kick-off meeting and follow up community forum, residents raised a plethora of comments, questions, and insights about transportation in Revere. The image below was captured at the *Next Stop Revere* kick-off event in January 2019. Participants were asked to indicate where they felt unsafe walking or biking with red dots and where they enjoyed walking or biking with green dots. One of the most popular areas to walk or bike included Revere Beach Boulevard, which is not surprising given its scenic views and accommodating bicycle and pedestrian facilities. Areas where residents felt unsafe, however, were more dispersed throughout the city. Areas of particular concerns were the rotaries throughout the city, as well as high use corridors that connect residents to transit stations.



In addition to pedestrian safety, traffic congestion was a major concern shared at the kick-off meeting and community forum. To address these issues, residents expressed interest in improved and expanded MBTA services (both bus and light rail), better and more well-connected walking and biking infrastructure, and roadway safety improvements to make walking and biking a more comfortable option. Additionally, there was significant discussion about the need for coordination with MassDOT and DCR, given their ownership of the major roadways through Revere, and the desire to work regionally to address local traffic congestion concerns.

FEEDBACK FROM THE SURVEY

80% indicated that addressing traffic congestion was very or extremely important to include in the master plan, and 59% said improving public transit was very or extremely important. This was reflected in what other topics survey respondents thought was important to include in a master plan. In the open-ended responses, respondents indicated not only a desire to see traffic congestion mitigated in the city but also a desire for physical improvements to roadways and sidewalks, as well as streetscape improvements. Another common theme was a call for safety improvements for pedestrians and bicyclists, including a specific desire for more bicycle amenities (such as bike lanes and bike racks), as well as better connected sidewalks. Several of these comments were made in the context of wanted to promote more multi-modal access to open space. When asked about how Revere residents get around, the most commonly selected responses were a personal vehicle (30%), walking (22%), and the MBTA Blue Line (20%). With so many Revere residents getting around on foot, pedestrian safety improvements are highly desired in the city. When asked what would best improve travel needs in Revere, the most commonly selected responses were sidewalks (27%) and safer street crossings (26%).



KEY THEMES

As expressed in the community forums and survey, traffic congestion, particularly during peak commuting hours, remains a top concern among residents.

Many residents indicated their only option to travel to work was to drive, and even if commuting by public transit was feasible, the frequency and reliability of MBTA service, especially buses, limited transit's utility to residents. Pedestrian safety was the other chief issue raised. For some residents traveling on foot may be the only option, but it is not the safest, given the major roadways and high-throughput rotaries across the city. Several residents suggested pedestrian bridges, which effectively remove pedestrians from traffic entirely, demonstrating how many folks feel unsafe walking next to high-speed roadways.

In addition to safety improvements, such as wider sidewalks and modifying signal timing, residents expressed a desire to see a stronger network of pedestrian and bicycle facilities in the city. Such facilities can contribute to safety improvements but also encourage more residents to walk and bike and, therefore, can help alleviate traffic congestion as well. Finally, better coordination with state agencies, particularly MassDOT/the MBTA and DCR, was another key priority. Better connecting residents to transit, as well as managing congestion on major roadways owned by these state agencies, can help expand transportation options available to residents, employees, and visitors alike.



Challenges

▶ TRAFFIC

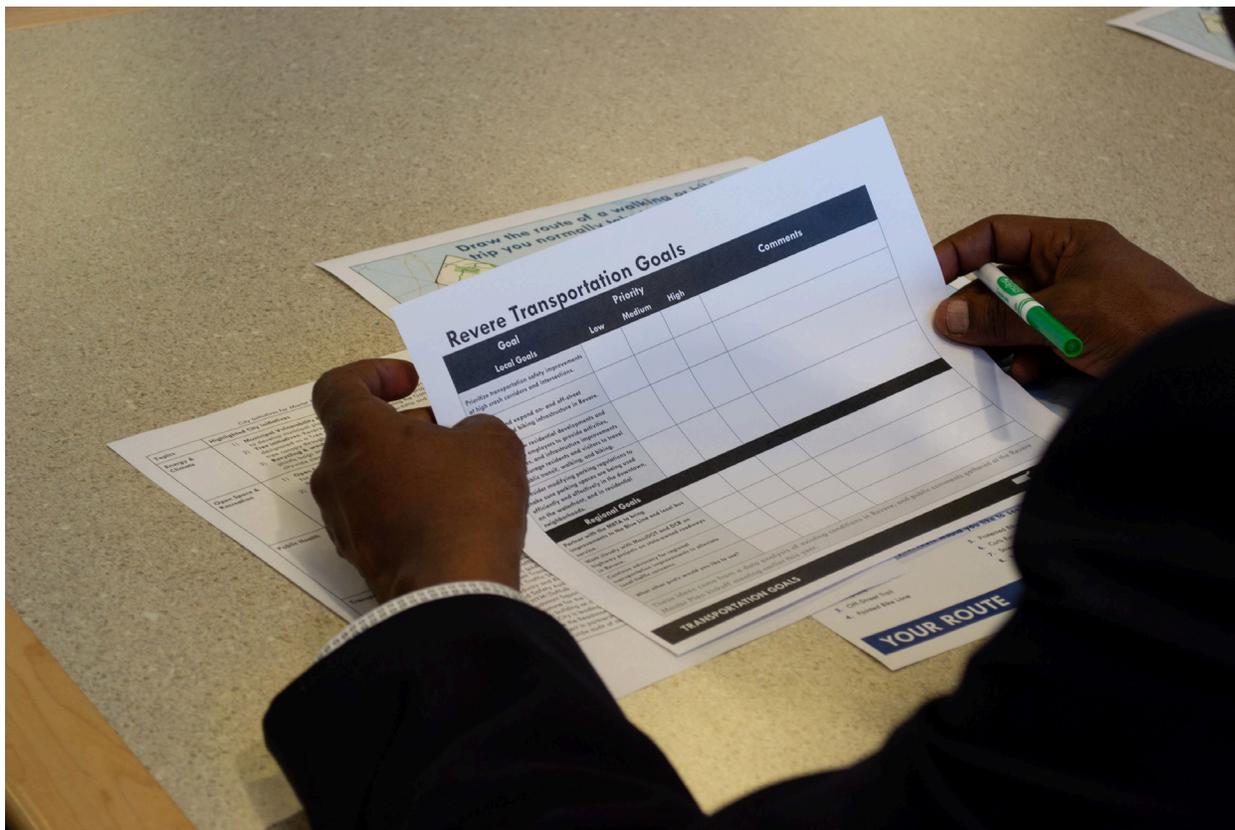
One of the top mobility concerns in Revere is traffic, both traffic generated by Revere residents as well as regional commuters traveling to and from Boston. Traffic can be caused by several factors—inefficient roadway design, lack of reliable and accessible alternatives to driving, and limited access to transit at employment centers. Fortunately, there are many policy and planning tools at the City's disposal to help mitigate congestion. This will not only help improve quality of life, but also help reduce greenhouse gas emissions, improve air quality, and serve active transportation goals.

▶ PEDESTRIAN AND BICYCLIST SAFETY AND COMFORT

To make walking and biking appealing alternatives to driving, people must feel safe traveling on foot or by bicycle. Revere has some sections of pedestrian and cycling infrastructure scattered throughout the city, but building on these investments and creating a protected, cohesive network would go far in improving safety. Furthermore, safety should be a major factor in any future infrastructure improvements, including any roadway work. Safety includes both verified data regarding crashes and injuries, as well as a perception of safety due to adequate lighting, well-maintained infrastructure, etc. To improve interconnectivity of bike infrastructure, thoughtful discussion is needed regarding parking, including potential parking redesign or reduction, to allow for implementation of designated bike lanes either permanently or at low traffic times (early morning and late-night).

▶ JURISDICTIONAL COORDINATION

Given that MassDOT and DCR own the vast majority of the major roadways in the city, the City faces the unique challenge of needing to coordinate with two major state entities, as well as neighboring communities, on some major roadway projects. Working in coalition with neighboring communities on these major roadway projects (as is being done with Saugus for Route 1, for example), can help create a unified regional message and offer additional support to move these projects forward.



Opportunities

▶ WATERFRONT ACCESS

Revere's waterfront is not only easily accessible by public transit, but also serves as a great recreational walking or bicycling amenity. Revere residents have highlighted the waterfront as a top place to walk or bike, and access to the beach can highlight the importance of ensuring local destinations are accessible by multiple modes of transportation.

▶ TRANSIT-ORIENTED DEVELOPMENT

With three rapid transit stations and additional growth projected in the region in the future, the City has the opportunity to leverage transit-oriented development opportunities. This is currently most evident at Wonderland Station, where several new residential projects are underway as part of the master-planned Waterfront Square, and may also be true for any future investments in commuter rail. There are also large state-owned properties that could facilitate transit-oriented development. Building under a TOD framework can help balance the City's housing and economic needs while creating vibrant transit-oriented destinations.



Recommendations

LOCAL GOALS

Goal 1

Continue to prioritize transportation safety improvements at high crash corridors and intersections

Programming, Partnerships and Internal City Operations

Strategy 1.1: Implement the Complete Streets prioritization plan and pursue project funding that addresses safety concerns on high-use, high-crash corridors and intersections. Consider Suffolk Downs Complete Streets implementation as an example for future major development projects.

Strategy 1.2: Continue to work with neighboring communities and state agencies on major roadway safety projects, such as planned efforts on Route 1 with Saugus.

Planning

Strategy 1.3: Re-evaluate signal timing at City-owned intersections (as is being done on Broadway) and determine whether any changes can be made to ensure pedestrians can comfortably and safely move through intersections.

Land Use and Regulatory

Strategy 1.4: In coordination with the Police and Public Health Department, adopt a Vision Zero ordinance that outlines a strategy to reduce traffic fatalities.

Goal 2

Continue to improve and expand on- and off-street walking and biking infrastructure in Revere

Programming, Partnerships and Internal City Operations

Strategy 2.1: Pilot potential project ideas to build support for additional walking and biking infrastructure and to test ideas with the public.

Strategy 2.2: Continue to work with neighboring communities, including Saugus and Lynn, to expand upon regional off-street cycling connections, such as the Northern Strand Trail.

Strategy 2.3: Install pedestrian-scale street lighting, using dark sky friendly fixtures, at key locations to improve the sense of security along public ways and to enhance safety at pedestrian crossings.

Planning

Strategy 2.4: Develop a bicycle and pedestrian master plan to document existing local infrastructure, determine gaps in the pedestrian and cycling network, and prioritize future infrastructure investment decisions.

Strategy 2.5: For future development projects, consider Suffolk Downs multimodal plan as an example of integrating the City's transportation goals into new developments.

Land Use and Regulatory

Strategy 2.6: In alignment with local bicycle planning efforts, adopt an ordinance that requires bicycle lane striping when roadway reconstruction projects occur.

Goal 3

Require new residential developments and new large employers to provide activities, incentives, and infrastructure improvements to encourage residents and visitors to travel by public transit, walking, and biking

Land Use and Regulatory

Strategy 3.1: Adopt a transportation demand management ordinance to require commercial and residential developments of a certain scale to invest in measures to alleviate traffic congestion, such as offering transit pass subsidies, requiring bike parking on-site, and joining a transportation management association.

Strategy 3.2: Expand the existing Community Trust Fund program by allowing developers to pay a fee-in-lieu of parking if they construct less than the amount of parking required on-site. Specifically, this revenue should be allocated to a fund designated to support transportation-related improvements in the city.

Goal 4

Consider modifying parking regulations to make sure parking spaces are being used efficiently and effectively in the downtown, on the waterfront, and in residential neighborhoods

Programming, Partnerships and Internal City Operations

Strategy 4.1: Consider piloting removal of parking lane at certain times of day to accommodate a shared bus/bike lane on high-use, high-delay corridors.

Planning

Strategy 4.2: Conduct a parking management study on Broadway to determine existing on-street and off-street parking utilization and determine whether any changes to parking regulations are necessary. As part of this study, consider whether any nearby residential corridors would benefit from striping to better delineate the number of spaces available and ensure the most efficient use of space.

Land Use and Regulatory

Strategy 4.3: Adopt a shared parking ordinance that would allow for less parking to be constructed on-site at mixed-used sites where the principal uses have demonstrated different peak demand times.



Strategy 4.4: Modify parking requirements at a district-level based on neighborhood type and transit accessibility to limit the over-construction of parking at multifamily developments. Work in coordination with the Zoning Board of Appeals so that changes in parking requirements reflect common issues addressed in recent local parking variance decisions.

Strategy 4.5: Allow developers to count off-site parking spaces toward a parking minimum provided residents/commercial tenants are legally able (through lease, easement, or other means) to utilize those off-site spaces, and they are located a reasonable distance (500-1,000 feet) from the site.



REGIONAL GOALS

Goal 5

Continue to partner with the MBTA to bring improvements to the Blue Line, Commuter Rail, and local bus service

Planning

Strategy 5.1: Assess whether there are any high-use, high-delay bus corridors that would benefit from dedicated bus lanes, improvements to signal timing, or other related bus improvements.

Strategy 5.2: As was the case with Suffolk Downs, for any large scale transit-oriented developments that are anticipated to add significant demand to the Blue Line, continue to work with the MBTA to determine whether the developer can offset this impact by contributing to improved operations or additional train service.

Strategy 5.3: Advocate for local and regional improvements at MBTA Fiscal and Management Control Board meetings, MassDOT board meetings, and other venues.

Strategy 5.4: Advocate for a new commuter rail station in Revere.

Strategy 5.5: Advocate for increased frequency and fare adjustments along the purple line running between Lynn and Revere.

Strategy 5.6: Advocate for the Blue Line/Red Line connector.

Strategy 5.7: Advocate for signalization improvements on the Blue Line to improve efficiency and capacity.



Goal 6

Continue to work closely with MassDOT, DCR, and neighboring communities on highway projects on state-owned roadways in Revere

Programming, Partnerships and Internal City Operations

Strategy 6.1: Coordinate with DCR to have parking meters installed on Revere Beach Boulevard and Ocean Avenue.

Planning

Strategy 6.2: Continue work with neighboring communities on regional traffic studies, such as the Route 1 study being completed in partnership with Saugus.

Strategy 6.3: Advocate for improvements in commuter rail services by participating in the Commuter Rail Communities Coalition to promote greater accessibility to Revere by region's workforce.

Goal 7

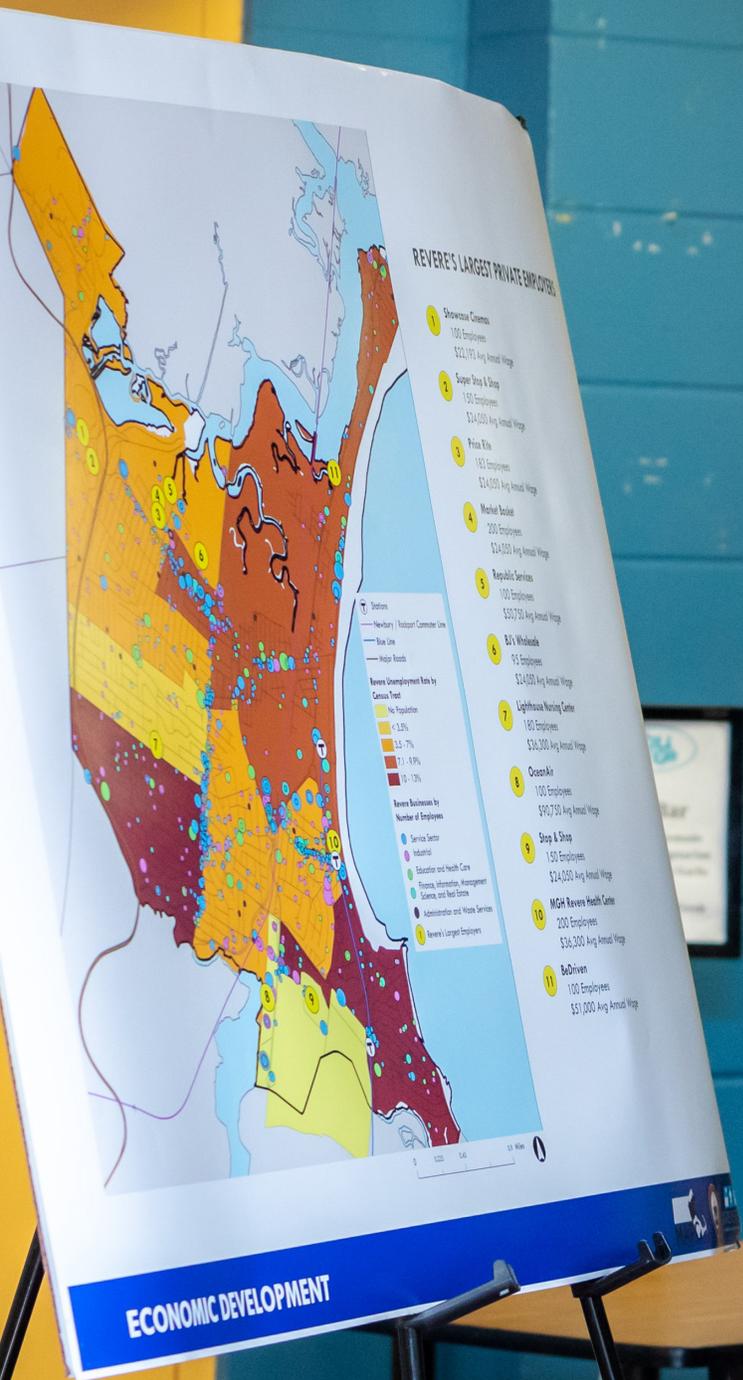
Continue advocacy for regional transportation improvements to alleviate regional traffic congestion and minimize its local impacts

Programming, Partnerships and Internal City Operations

Strategy 7.1: Hire a transportation planner to have a dedicated staff person to work in close coordination with the MBTA, MassDOT, DCR, Massport, transportation planning staff from neighboring communities, and other stakeholders to advance local and regional transportation goals.

Planning

Strategy 7.2: Attend and participate in Boston MPO meetings to advocate for local and regional projects during the development of the Transportation Improvement Program (TIP) and Long-Range Transportation Plan (LRTP).



Revere Development
What is your vision?

Site	Description
1	Caddy Farms
2	Former NECCO Facility
3	G/J Towing
4	Beachmont Mall
5	...



Economic Development

“Cities can be the engine of social equity and economic opportunity.”
— Ban Ki-moon¹

Introduction

Planning for Revere’s economic future requires an integrated assessment of the city’s land-use policies, business composition, transportation infrastructure, social capital, and housing stock to leverage existing assets and find new opportunities.

While Revere is planning for its economic future as an independent agent within the Boston metro region, the city also plays a role in the development of the region as a whole and has engaged in collaborative planning efforts with neighboring municipalities.

This chapter describes the current economic conditions in Revere and provides a range of recommendations to create a strong economic base for the future. These recommendations were developed in conjunction with the recommendations in the other chapters of the plan, given that economic development is intricately connected to each of the elements, with particular connections to housing and transportation.

Historically, Revere has been characterized by its role as a recreational destination within the Boston Metro area. Revere Beach, America’s oldest public beach, has been a mainstay attraction for residents from Revere and around the region seeking a quick escape, which created a strong environment for auxiliary amusement and recreation uses, ultimately leading to the development of the Suffolk Downs Racetrack and later the Wonderland Park and Wonderland Dog Track.

While the center of gravity for the entertainment and gambling industry has shifted to the Encore Casino in Everett, the amenities of Revere continue to attract auxiliary leisure and entertainment uses, including eight new hotels currently in development. Proximity to Logan Airport, three Blue Line stops providing quick access to downtown Boston, and the Revere Beach waterfront make Revere a prime location for hotels, especially during a boom cycle within the industry.

¹ Ki-moon, Ban. Remarks at “Sustainable Cities Days.” <https://www.un.org/sg/en/content/sg/speeches/2013-12-12/remarks-sustainable-cities-days>



Looking beyond entertainment and hotels, Revere is now planning for its economic future within the Boston metro area, given its key location and role as a gateway city between Boston and the North Shore. Revere is home to two of the biggest transit-oriented development sites in the region, Wonderland and Suffolk Downs, which could bring a large influx of new commercial space to the city, in addition to a host of new residential units.

Revere has a host of noteworthy business activity occurring within the city borders. Although the closure of NECCO candy factory in 2018 was a significant loss, the 840,000 square foot site, which is one of the largest industrial structures located this close to Downtown Boston, will now be home to an Amazon Distribution Center. In addition, Suffolk Downs represents a significant residential and commercial development opportunity for the City. Shirley Avenue has become an under the radar destination for ethnic cuisine, the MGH Health Center is an employment anchor near the Shirley Ave neighborhood, and Broadway continues to serve as the city's small business spine serving residents from the east and west of the city.



Business District Geographies

Traditionally a commuter city, Revere lacks a large job dense employment district. However, it is home to five small business corridors, as well as several commercial shopping plazas and a small but strong industrial corridor. Each of these districts provides different economic opportunities for residents and benefits for the city.

BROADWAY CORRIDOR

Broadway is the focal point of a vibrant downtown and serves as the main commercial spine of Revere. The north-south orientation of the corridor brings traffic and customers from Lynn, Malden, and Chelsea, and as a result, the corridor is the focus of infrastructure investments funded through MassWorks and other sources. It is home to a host of small businesses ranging from laundromats to restaurants, to legal services, as well as key public institutions and services. Located in the center of Revere, Broadway is easily accessible from all sides of the city and is served by several bus lines, including the 116, 117, and 119. The Broadway commercial corridor begins in Chelsea and continues through Revere, terminating at Squire Road. In addition to the many small businesses, Revere City Hall is also located on Broadway along with the historic Central Fire Station – two public facilities that serve as civic anchor points.

In recent years the City has worked to assist businesses along Broadway to improve their operations and consumer appeal via a storefront improvement program. While still relatively new, this effort has been received as a success, and the program has been extended to the Shirley Avenue neighborhood, with the possibility of expansion throughout the city.

BEACHMONT SQUARE (DONNELLY)

Just north of Suffolk Downs and on the east side of the Beachmont T station, there is a small but vibrant neighborhood business district, which will see significant public and private investment in the future. The commercial district has traditionally been known as Donnelly Square, but it is being rebranded as Beachmont Square in the context of the planning for Suffolk Downs redevelopment. The Beachmont Improvement Committee, in particular, has led efforts to build and care for the district, establishing its identity and role in the city. The Suffolk Downs Development Advisory Group (DAG) advocated for the strategy of incorporating the Donnelly Square retail district into a larger Beachmont Square that would encompass a major portion of the northeast sector of Suffolk Downs complex. This approach reflects a neighborhood desire to both integrate the Suffolk Downs development into the community and integrate the community into Suffolk Downs, and this interface describes the future of the Beachmont commercial district.

RAILROAD STREET (KNOWN AS RAILROAD AVE.)

The city's only industrial "district," the industrial area around Railroad Street, is a small triangle of land wedged between Route 1A and the Commuter Rail tracks and was once home to a commuter rail station. While small in size, the district offers unique building stock locations currently used by several industrial businesses. The district includes a major National Grid substation and is the headquarters of Capital Waste. The City has also designated this area for marijuana cultivation and distribution within its zoning code, and a marijuana facility is currently under construction. The Mill Store building, a large multi-story factory building, is the marquee feature of the Railroad District. While Air Freight Specialties is currently located in the building, it is unclear if all the building floors are in use and what condition they are in. Anecdotal reports indicate that the cell towers on the building's roof are its most valuable asset.



The district should be considered in the context of the industrial/commercial nature of Route 1A that leads south to Logan Airport and as a regionally significant industrial area. Despite being close to these major thoroughfares, the district's most notable characteristic is its relative inaccessibility since the closure of the bridge over the railroad tracks, which connects this district, and by extension Route 1A, to Route 16. The future economic potential of this district, and perhaps the nearby Forbes site in Chelsea, is linked to whether and when that railroad bridge is redesigned and rebuilt to reflect and reinforce that development potential improving accessibility to, and around, this district will be key to unlocking its potential.

▶ REVERE BEACH BOULEVARD

Revere Beach Boulevard is the major thoroughfare that runs along Revere Beach from the Eliot Circle rotary to the Carey Circle rotary. The boulevard features several unique features, including a DCR controlled parkway median that runs between Revere Street and Shirley Avenue. North of Revere St. along Revere Beach Boulevard is a mixture of high-density housing, iconic waterfront restaurants like Kelly's Roast Beef, and single-family homes. The new development occurring around the Wonderland Station Blue Line has begun to incentivize new commercial establishments that would further amenitize the northern section of Revere Beach, creating a more active, cohesive commercial district along the waterfront.

South of Shirley Avenue to Eliot Circle is the location of an envisioned Revere Beach Creative District. The Creative District articulates a long-term development vision for the parcels of land between Revere Beach Boulevard and Ocean Avenue. The principles articulated in the District vision seek to inform ongoing development along the waterfront. The vision for the Revere Beach Creative District anticipates a revitalized corridor of housing, restaurants, art galleries, and cultural programming that activates the beach and creates a new destination accessible from the Revere Beach MBTA Blue Line stop. Efforts to establish the district are working to enhance the utilization of available public properties for public art.

▶ REVERE STREET

The Revere Street commercial corridor is home to the Paul Revere Elementary School, links Broadway to the waterfront, and serves as an arterial roadway as well as a regional commuting route, all of which have shaped its development into a diverse commercial district. In addition, Revere Street is home to one of the city's few bike lanes. The district takes on the changing neighborhoods through which it passes, and can be conceived of as a series of districts, with a variety of commercial issues and opportunities. Much of the district has a lower density than other commercial corridors, with a high percentage of neighborhood-serving establishments, with a few restaurants, barbershops, and convenience/grocery stores. One property which highlights the nature of this diverse commercial corridor is the former home of Fleetwood Recordings – a record company that specialized in the recording and sale of drum and bugle corps competitions. The property, located at 321 Revere, has been vacant for several years, but the real estate listing indicates that the original recording equipment is still located in the building and could be rehabilitated. This property, like many in the district, may be of interest from both an economic and community development perspective.

▶ SHIRLEY AVENUE

Shirley Avenue has a long and rich history within the city of Revere. As a longtime landing point for immigrants, Shirley Avenue has been the first home for new Americans from the Jewish diaspora, Eastern and Southern Europe, Latin and South America, North Africa, and Cambodia. Shirley Avenue plays a key role linking Bell Circle to Revere Beach and Suffolk Downs to Wonderland and sits close to the Amazon site. The neighborhood's older and denser building stock, tucked into the city's southeastern corner and largely outside the interest of the greater Boston region, has provided fertile ground for an interesting mix of



residential and commercial uses such as ethnic grocery stores, restaurants, and community services. The retail sector is relatively under-developed, considering the current zoning allowances, which allow for much greater height and density but also require a level of on-site parking that cannot be physically achieved. As a result, there is significant Transit-Oriented Development potential, particularly to develop mixed-use properties.

The City, State, and other partners have invested significant resources in infrastructure and planning in the district. In 2014, the City, in collaboration with The Neighborhood Developers (TND) and MAPC, engaged neighborhood stakeholders in a planning process that resulted in the 2014 Shirley Avenue Neighborhood Action Plan [See Appendix, etc. for more details]. Subsequently, the Shirley Avenue corridor was designated as a Transformational Development Initiative district through MassDevelopment in 2015, which enabled district partners, including the City, the Neighborhood Developers, and others to conduct several studies on urban design, zoning, and development capacity. The district was also the focus of a market analysis by FinePoint Associates, a Housing and Economic Development study by the Metropolitan Area Planning Council, a Technical Assistance Panel through the Urban Land Institute, and several other initiatives. In 2019, MassDevelopment funded a study led by Utile to analyze development options for several key parcels. The City also received funding from the State MassWorks program to make infrastructure improvements in the district.

► SQUIRE ROAD / AMERICAN LEGION HIGHWAY

In contrast to the small business dense areas of Broadway, Shirley Ave and Revere Street, Squire Road, and American Legion Highway offer more auto-oriented shopping plazas. These areas have larger floor plate uses such as grocery stores, movie theatres, and self-storage facilities.

The corridor is currently experiencing hotel and residential development, with several in-fill development/redevelopment opportunities on the highway itself, such as the former Sozio site. The shopping plazas, while well-performing, may also be opportunities to explore mixed-use housing and enhanced retail and commercial development, similar to redevelopments of auto-oriented malls and shopping centers in similar municipalities such as Watertown and Woburn.

Many of the opportunities for such development occur off the highway itself. East of Squire Road, these include Ward and Charger Streets, for example, which have already been developed commercially – e.g., BJ’s – and residentially – e.g., Rumney Flats. Remaining major redevelopment opportunities include the industrial properties behind Northgate Shopping Center, which may prove to have higher and better development uses over time, either separate from or in conjunction with the redevelopment of the Shopping Center itself.

Citywide Commercial Real Estate Snapshot

Revere’s supply of commercial real estate is weighted heavily towards retail spaces (includes restaurants and hotels in addition to traditional retail). The city has approximately two hundred of these spaces that account for over two million square feet of rentable area – the majority of which is concentrated along Broadway and Squire Road. Revere has far less office and industrial real estate with approximately fifty office buildings and thirty-eight industrial buildings, totaling at 455,000 and 1.3 million square feet, respectively. (See Figure 1) The outsized portion of industrial real estate is accounted for by the recently-leased Amazon distribution center, which is approximately 860,000 square feet alone.

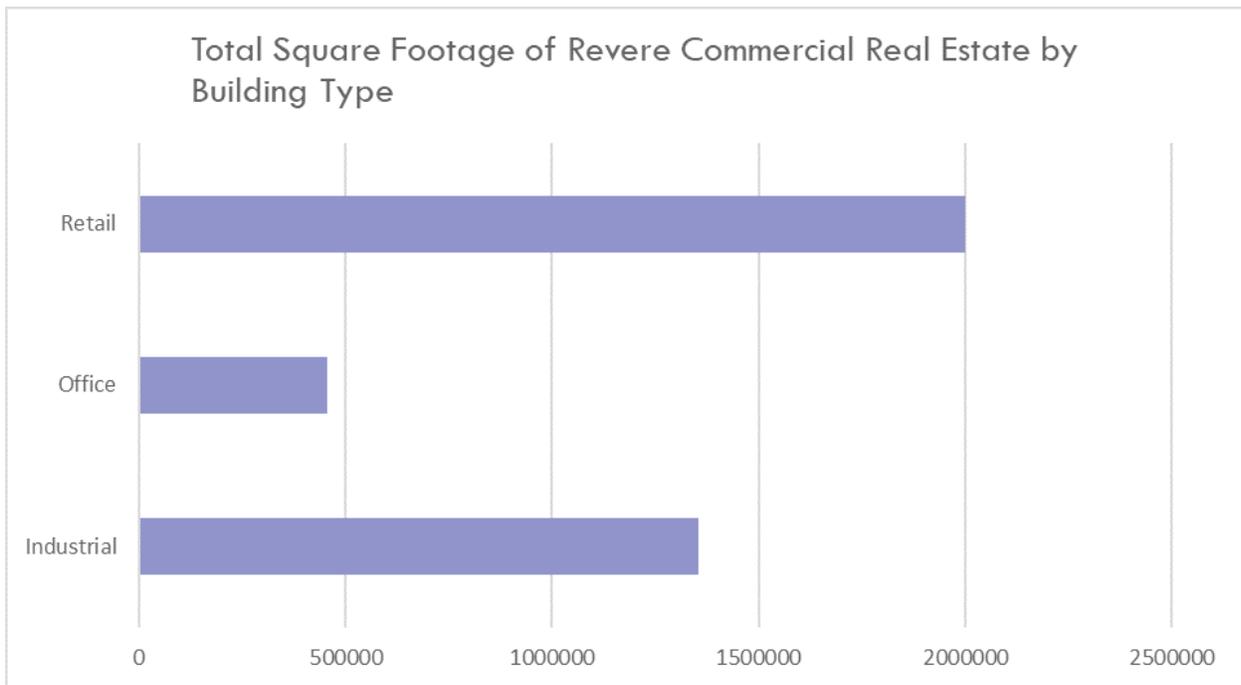


Figure 1: Total Square Footage of Revere Commercial Real Estate by Building Type, Source: CoStar, Accessed 9/2/2019. Retail N = 198, Office N = 51, Industrial N = 32

Revere’s commercial market is relatively strong, with very low retail vacancies (around 1%) and average office availability (around 6%).² Retail rental rates have increased steadily in the city since 2011, with a current average cost per square foot of approximately \$20. It should be noted that while this price point reflects the averages on Broadway, Revere Street, and in the Beachmont area, retail rents on Shirley Avenue cost approximately \$3 less per square foot. (See Figure 2)

There has been very little new commercial development in Revere over the past ten years, with most new commercial spaces coming online as amenity retail locations embedded within mixed-use developments like those emerging along Revere Beach Boulevard.

It is important to note, however, that this will change drastically with the Suffolk Downs redevelopment, which will introduce 264,000 square feet of office space and 250,000 square feet of retail spaces, as well as

² Average comparisons are made against Medford, Malden, Chelsea, East Boston, Charlestown, Lynn and Saugus.

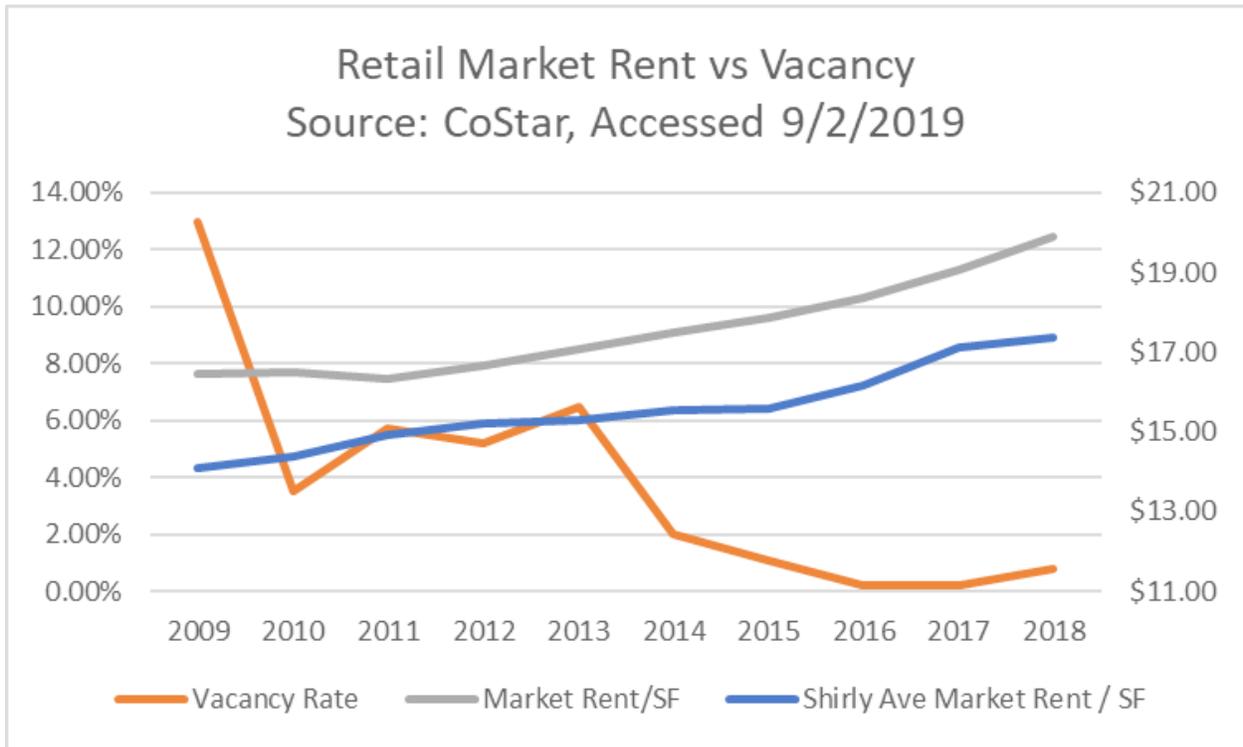


Figure 2: Retail Market Rent vs. Vacancy Source: CoStar, Accessed 9/2/2019

the October 2019 announcement that Amazon will be developing a distribution center in the former 830,000 square foot NECCO factory.

Revere has also established two Opportunity Zones, which principally include Ward 2/the Shirley Ave. neighborhood. Established as part of the U.S. Tax Cut and Jobs Act of 2017, the Opportunity Zone program aims to provide financial incentives for investment in low-income communities. Opportunity Zones align with Census Tract geography and function to provide individuals with favorable tax treatment on their capital gains by investing those funds (through a privately-created Opportunity Fund) into economic activities in these Census Tract areas. When combined with other funding sources, Opportunity Zones can catalyze private development.



Trends

In addition to the consistent activity in Revere's existing commercial districts, the city has several high-profile development projects and opportunities as well as a resurgence of hospitality-oriented businesses. A coming challenge for the City will be ensuring that the growing industries of Revere will be able to provide a living wage or career ladder for Revere residents and that Revere residents will have the skills required to access new jobs coming to the city. The City has recognized the importance of promoting workforce development activities alongside these economic development activities, a priority which is reinforced by community feedback.

HOTELS AND HOSPITALITY

Hospitality represents a key growth industry for the city, given the previously mentioned assets in Revere as well as the Encore Casino in Everett. The city has latent economic, historic and cultural development opportunities associated with restaurants, entertainment venues, festivals, and the natural resources of the city. The City recently received a \$50,000 grant from the Mass Gaming Commission to produce and market a focused and targeted tourism video promoting transportation access to Boston, historic North Shore, symbiotic relationship of our hospitality industry to Encore casino, as well as natural resources, such as the beach.

Revere has an opportunity to build on such efforts to establish itself as a leisure travel destination and affordable alternative to downtown Boston with easy access to the region's attractions. The City has an opportunity to leverage partnerships with key state entities, such as the Massachusetts Office of Travel & Tourism, Greater Boston Convention and Visitors Bureau, and the North of Boston Convention and Visitors Bureau. Such work has implications for the cultural development of Revere, as discussed in the Historic and Cultural Resources chapter.

As discussed above, Revere is strategically located within the Boston Metro area in relation to public transit, the core Boston business district, Revere Beach, and Logan Airport. Leveraging the strong economy, Revere's current assets, and future commercial developments at Suffolk Downs and Wonderland, the hotel industry has taken notice of Revere's assets, and it is expected that by 2020, Revere will have approximately 1600 hotel bedrooms, effectively doubling the number of bedrooms in 2018.³

The majority of the newer hotel development has occurred along the waterfront, near the MBTA stations. Interestingly, the hotel development in Revere is being planned on properties that were formerly smaller commercial enterprises. A former car wash, Papa Gino's, and Shaw's are among the sites that will be the future home of hotels.⁴

While hotels deliver consistent tax revenue with little impact on municipal services, the wages offered by non-union operations are meager. However, a statewide labor shortage and the addition of thousands of new and competitively compensated hospitality jobs at the Encore Casino could push other hotel operators to revise their hiring and pay policies. With municipal leadership and support from the workforce development and private sectors, Revere could position itself as a leader in developing an equitable development strategy to support the growing hospitality industry, with the possibility of benefitting from alignment with large anchor institutions such as hotels.

3 <https://www.itemlive.com/2018/06/13/8-hotels-track-revere-construction-permitting-stages/>

4 [Ibid.](#)



In addition to the hotel industry growth, Airbnb rentals have become more prevalent in the city due to strong market demand and relatively little regulation. Data is limited, given the recent development of this industry and the recent City efforts to track units. The City began tracking short-term rentals in April 2019. On that date, there were 145 short-term rental listings in Revere, and as of mid-November 2019, that number had grown to 210. While the rentals are distributed citywide, there is a higher concentration in the Beachmont neighborhood. The listings are evenly split between single-family and multi-family homes and are similarly evenly split between entire homes and a room for rent within a home. 95% of the stays are less than one week in duration.⁵

COMMUTING PATTERNS

Revere is a city of commuters, both given that the vast majority of residents working outside the municipality itself, and given the high percentage of traffic from those who commute through Revere en route to other destinations. Historically, Revere's major industries have been in the recreation and entertainment sectors, but Revere has lacked a major magnet employer. The closing of NECCO, Wonderland, and Suffolk Downs further solidified Revere as a commuting city, with major employers concentrated in the service and health care industries. As such, the majority of Revere residents commute outside of the city for work, with the majority of commuters traveling to Boston (35%). Other cities that offer employment opportunities to Revere residents are Revere itself, Cambridge, Chelsea, and Lynn.⁶

However, the future development of Suffolk Downs and the Amazon Distribution Center offer opportunities to create significant employment opportunities for Revere residents and could lower the percentage of Revere residents who commute outside of the city for work.

While Revere residents have quick and accessible transportation to job centers in Boston and the region via the three Blue Line stops in the city, multiple bus lines, nearby commuter rail connections in Lynn and commuter rail and Silver Line connections in Chelsea, transportation has been cited as one of the most important issues for the city to address from a workforce perspective. A new commuter rail station, with a link to the Blue Line, is proposed for the area between Wonderland and NECCO. Converting the section of Commuter Rail that runs between Lynn and Revere could have a transformative impact on economic development, including North Shore tourism as well as commuting patterns and could potentially mitigate the need to extend the Blue Line into Lynn. (See further references in Transportation Chapter). In addition,

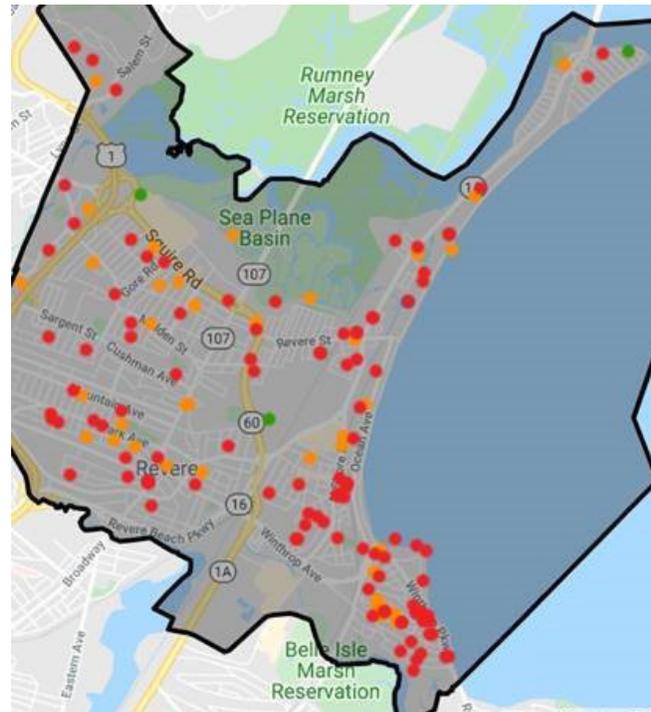


Figure 3: Location of short-term rentals. Source: City of Revere, Nov 2019

5 City of Revere Innovation and Data Management. Data provided on November 15, 2019.

6 US Census on the Map, LEHD 2016

as part of the planning for the Suffolk Downs site, there is renewed likelihood of further improvements to the Blue Line, a Red/Line Blue Line Connector, and Silver Line service to Revere, not to mention the continuing prospect of a North/South Rail Link – all of which would have major transportation benefits for current and new Revere residents and businesses.

REVERE RESIDENTS' COMMUTING PATTERNS

Source: US Census On the Map, LEHD 2016

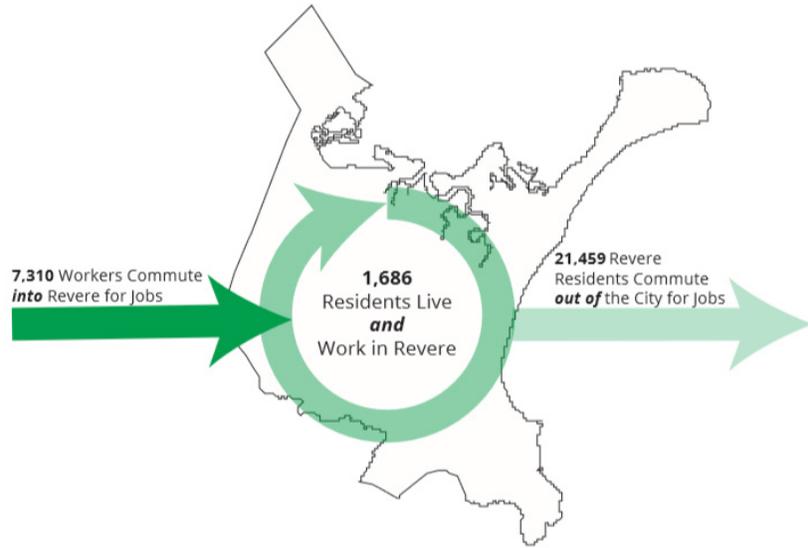


Figure 4: Revere Residents' Commuting Patterns, US Census on the Map, LEHD 2016

BUSINESS COMPOSITION

Revere has been a traditionally blue-collar city with an annual median household income in 2016 of \$51,482, significantly less than the Boston Metro

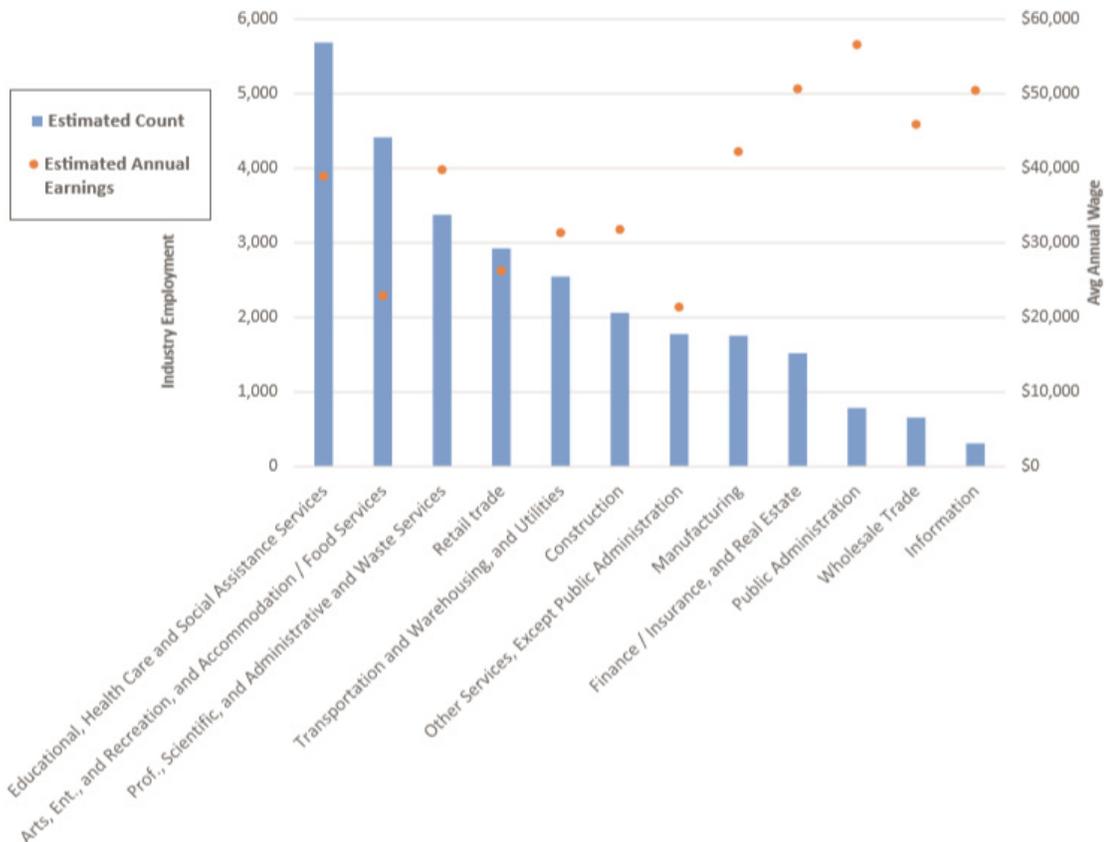


Figure 5: Revere Residents by Industry, Employment, and Annual Wage. Source: US Census ACS 5 Year 2016

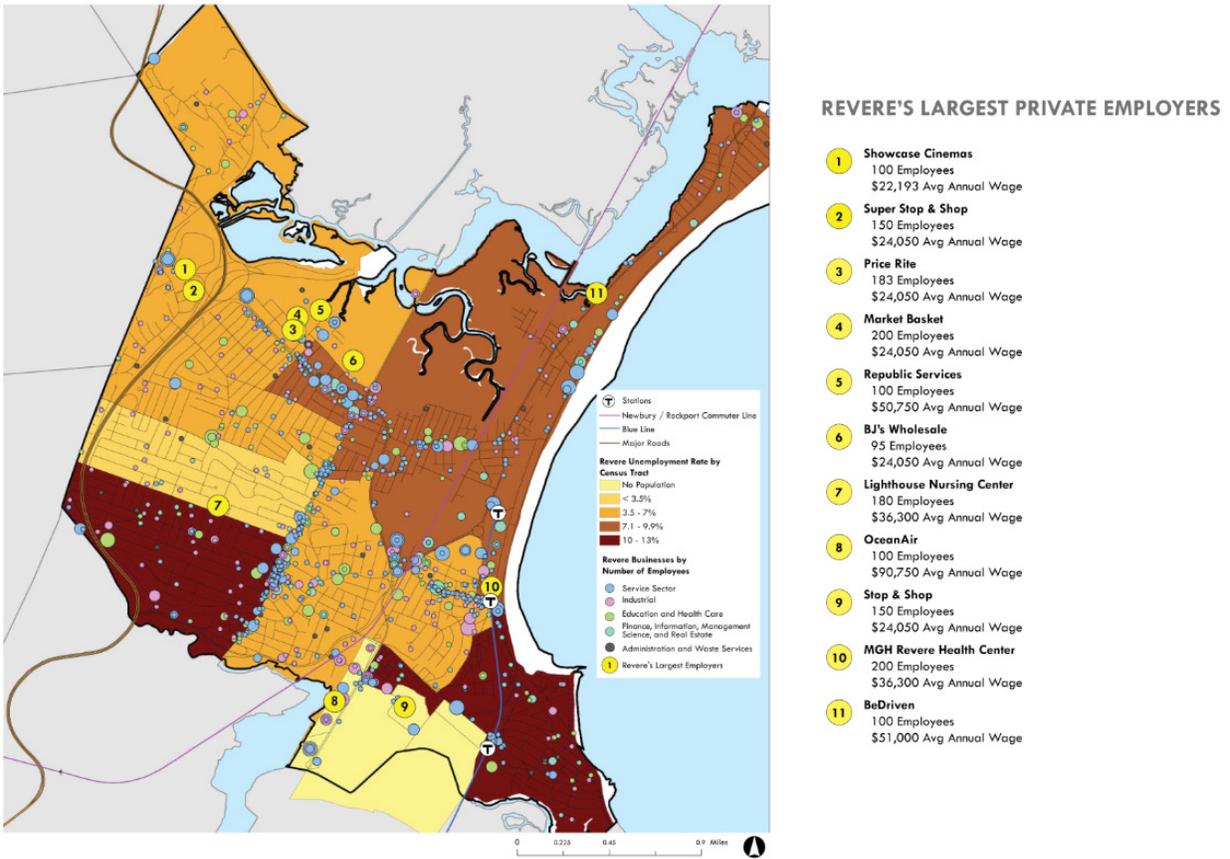


Figure 6: Revere's Largest Private Employers. Source: InfoGroup USA, 2016.

Area average of \$77,809. Revere residents are employed in a range of sectors with a clear concentration in the Educational and Health Services industry – a sector that provides an average annual wage of nearly \$40,000. The industry with the second-highest Revere resident concentration is in Arts, Entertainment, Accommodation, and Food Services, which provides an average annual wage of just above \$20,000. (See Figure 8) It is important to note that the median income calculation from 2016 is expected to increase given the market-rate developments in the city since that year.

In addition, it should be noted that this information, from 2016, includes NECCO employment data, but does not include the expected employment figures from the future Suffolk Downs and Amazon Distribution Center. It is possible that the number of residents who live and work in Revere could increase by half with the opening of the Amazon Distribution Center.

Revere's largest employers are concentrated in the retail sector, with five of the city's top ten employers being grocery stores. Most of these large employers are not in sectors that offer well-paying job opportunities, and while career paths vary from business to business, the retail sector is not known for providing long term career advancement. In addition to the large retailers, Revere has three industrial firms of notable size – BeDriven, a livery transportation company; Ocean Air, an air freight logistics provider; and Republic Services, a waste management company. These industrial businesses typically offer higher wages than the retail

sector.⁷ MGH Revere Health Center, Lighthouse Nursing Center, and Showcase Cinemas round out Rvere's largest employers. (See Figure 9).

The Amazon Distribution Center will become Revere's largest employer, given its current hiring projections of up to 600 at peak seasonal times (part-time and full-time).

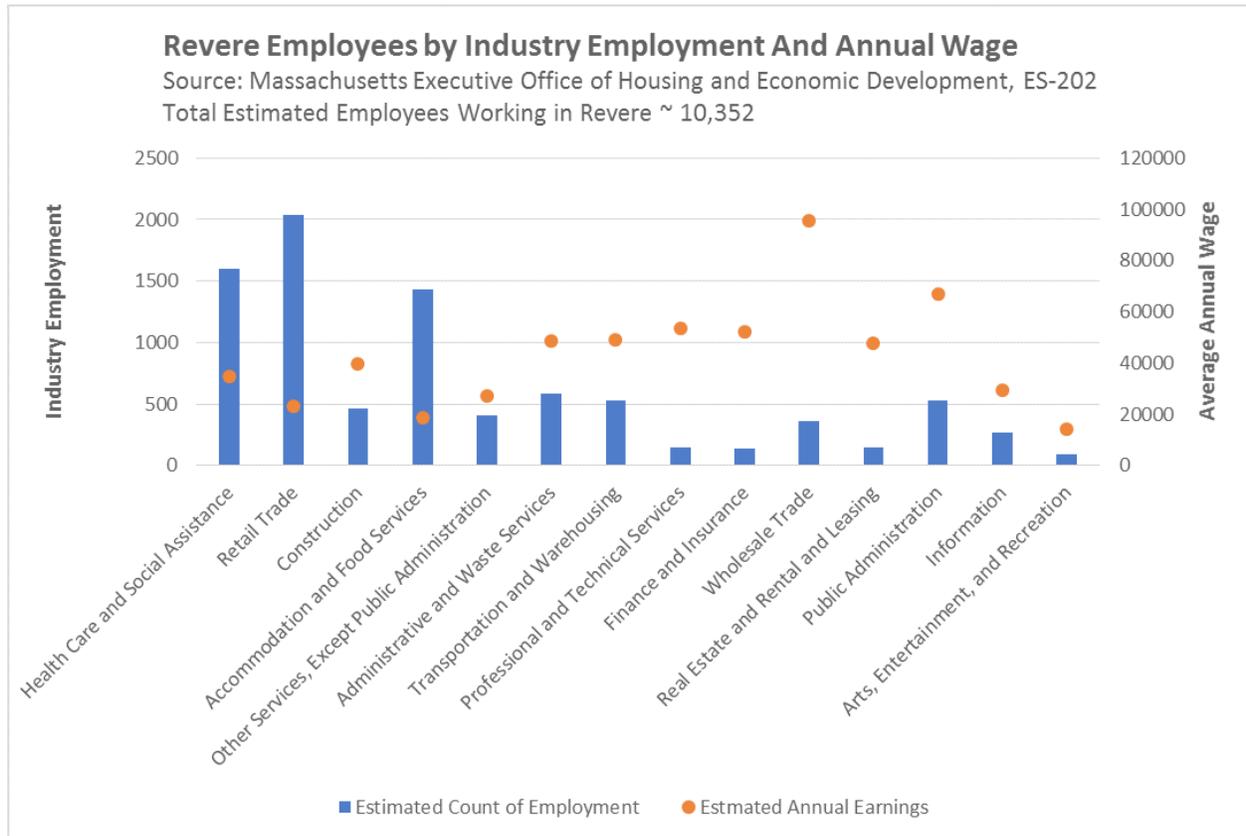


Figure 1: Revere Employees by Industry, Employment, and Annual Wage. Source: MA EOHED, ES-202.

Overall the three sectors employing the majority of workers in Revere are Health Care and Social Assistance, Retail Trade, and Accommodation and Food Services. Together these three sectors account for 50% of all employment in Revere. These sectors are also some of the lowest paying sectors in the city, and as cited in the housing section, do not offer wages competitive enough to support rental rates within the city without severe cost burden. With continued thoughtful planning, future commercial developments at Suffolk Downs, Wonderland, and Caddy Farms, in combination with workforce development programs, could facilitate new job opportunities.

WORKFORCE DEVELOPMENT

Workforce programs are provided through several avenues in the city of Revere, although it is important to note that the Revere-based programs are relatively new, with a small number of students served. As these programs expand, there will be increasing opportunities to connect Revere residents to quality employment



opportunities through building on their skills in a range of areas, including language capacity, given the high percentage of bilingual or multilingual residents.

The MassHire MetroNorth is a 501(c)(3) non-profit organization that “provides employers with the workforce they need to effectively compete in the changing world economy and enables area residents to gain the skills to maximize their economic self-sufficiency.”⁸ The Workforce Development Board is designed by the City of Cambridge and the MassHire Department of Career Services and provides services to the region, including Revere. The Board coordinates local workforce activities, oversees career centers, shares regional labor market data, and administers federal Workforce Innovation and Opportunity Act (WIOA) funds for the region, among other activities.

CONNECT is a partnership between MassHire, Bunker Hill Community College, Metro Credit Union, MetroHousing, and The Neighborhood Developers. According to their website, CONNECT “offers the services of five agencies working to improve the financial mobility of low-income families. This innovative collaboration capitalizes on greater utilization of existing services that are collocated, integrated, and managed collectively to achieve greater impact for clients and greater efficiencies for service providers.”⁹ CONNECT launched a small satellite in Revere in 2018, but continues to be based out of Chelsea.

Revere CARES was founded in 1997 following a community health assessment led by MGH’s Center for Community Health Improvement. Revere CARES has recently begun exploring ways to support and advocate for workforce development, in addition to its other initiatives, such as Revere on the Move,

The Revere Community School operates under the Revere Recreation Department and is housed at the Revere High School. The Community School provides a range of programs, such as an English for Speakers of Other Languages course.

Revere Public Schools and the Revere High School, in particular, play a key role in workforce development for young people in Revere. Revere High School has several programs and partnerships designed to build the career options of young people during and after high school. The One Goal Partnership is a two-year program that provides financial literacy training to High School students and then provides follow-up during the students’ first year in college. Partnership with North Shore Community College through the Gateway to College program has provided opportunities for students to receive college credit and has served as a bridge to support students during their transition to college. Internship programs, in partnership with several companies and organizations in Revere and surrounding communities, have also been key to providing work experience and exposure to potential future career options. The future opening of the Amazon Distribution Center, located in close proximity to the High School, could provide additional STEM internship opportunities. In addition, the High School has begun a partnership with YearUp, a non-profit workforce development organization that provides young people with workforce training and job placement. Revere Public Schools leadership has been evaluating industry trends and how to incorporate experiential learning, project-based learning, internships, and industry partnerships, and how such uses could inform the design of the new school.

The construction of a new high school is generating discussion about ways to integrate workforce development into the location and design of the facility to provide additional opportunities for workforce training and vocational support.

8 MetroNorth website

9 <https://www.connectnow.org/connect>



Major Development Sites

As Revere plans for its future, there are several key opportunity sites that, when developed, will have the potential to advance many of the goals articulated by the community and outlined in this document.

Similar to the Suffolk Downs redevelopment process, any future program at the identified opportunity sites will require further community input and discussion to ensure that the development meets the vision and needs of those likely to be most impacted. The new Revere High School should also be a primary consideration when determining potential uses for these sites.

Revere City Staff identified the following opportunity sites based on their deep and in-depth understanding of the development context of Revere. The sites were presented to the community for feedback and vision ideas during the April

2019 community forum. Those considerations have been incorporated in the following section to provide key considerations for future planning efforts at these sites. Given that the Suffolk Downs planning process is complete, it is not included in this section.

▶ WONDERLAND PARK

The decommissioned and now demolished Wonderland Park and Wonderland Dog Park was a popular greyhound racing venue that operated until 2010 when the sport was banned in Massachusetts. After racing was banned, the property was purchased by a real estate conglomerate CBW Lending LLC, an entity composed of real estate firms Coastal Belmont LLC, a local group, and Vornado Realty, based in New York City.¹⁰

The thirty-eight-acre property sits within one of Revere's two Opportunity Zones – federally designated districts where individuals or entities with large capital gains can defer tax payment by investment in projects or businesses. Whatever future use takes form at the Wonderland site, it will have a transformative impact on the landscape of Revere.

Wonderland presents one of the city's best opportunities to advance the city's goals of increasing job access for residents. The site is large enough that it can accommodate a range of uses, and should be considered as a development site that could support not just one activity. The buildings on the site can and should be built to accommodate flood control. The property should be evaluated for a possible educational use. The commercial development potential of Wonderland could also include entertainment and athletic options, which are consistent with its history, as well as industrial, laboratory, and office uses. Any of those possibilities are enhanced by proximity to the Blue Line, as well as by its adjacency to the NECCO property, and by the prospect of a new commuter rail station between the Wonderland and NECCO properties, with links to the Blue Line. The City has been working with CBW on plans for re-zoning and redevelopment of Wonderland based on the procedural model provided by the Suffolk Downs planning/permitting process.

- Current Zoning: Planned Development District 2 – Planned unit development by special permit
- Recommended Uses: Educational use, resiliency infrastructure, mixed-use commercial and housing development



- Site Considerations: The Wonderland development site is entirely in a flood zone that is likely to be more severely impacted by storm surges and severe weather flooding as climate change continues to create more intense weather events. Wonderland is separated from the central Broadway corridor of Revere by the commuter rail tracks, NECCO factory site, and Route 60.
- Recommended Next Steps: Develop site development guidelines around climate resiliency, work with local community groups and developers to create a pedestrian/bike path that connects Wonderland directly to the Broadway corridor.

▶ BEACHMONT MBTA PARKING LOT / WONDERLAND MBTA PARKING LOT

Just north of the Beachmont Blue Line station is a 3.5-acre surface parking lot with 416 parking spaces with a daily rate of \$5.¹¹ Directly adjacent to the Wonderland Blue Line station is an approximate 4.5-acre surface parking lot located directly behind the Wonderland Ball Room music venue. This surface lot complements the large-scale structured facility that was recently completed.

In partnership with MassDOT, the MBTA has a coordinated policy around advancing Transit-Oriented Development (TOD) that leverages properties owned by the agency. The MBTA has set three roles for itself in possible TOD developments:

- As TOD sponsors through joint development. Joint development is the subset of TOD that is undertaken by developers on MBTA or MassDOT property or is connected to a station. As a project sponsor, the MBTA or MassDOT can determine (consistent with local zoning) the density, composition, and amenities of development on their own land and influence by example other station area development.
- As TOD stakeholders for development on land owned by others. While land-use regulation is a municipal responsibility, the MBTA and MassDOT can take an active interest in station area planning and zoning, project reviews, or applications for development incentives.
- As TOD advocates for supportive public policies. In partnership with elected officials, regional planning agencies, public interest organizations, and the development community, MassDOT and the MBTA can advocate for Smart Growth, affordable and workforce housing, infrastructure finance, and other policies that support TOD.¹²

One factor affecting the development of these sites is the MBTA requirement that the existing parking spaces be incorporated into any proposed redevelopment, in addition to the on-site parking that would otherwise be required, or that they are replaced in some transit-convenient location off-site. The economics of such a requirement poses feasibility challenges to a developer but could be addressed by allowing additional FAR on the sites to cross-subsidize the cost of structured parking that could be shared by commuters and residents or to move the parking to Suffolk Downs. The latter option would require a modification of the current Suffolk Downs zoning, which forbids commuter parking on-site, but that could be a viable strategy as part of a larger plan. The same approach might be taken to the Wonderland parking lot in conjunction with the redevelopment of Wonderland across the street. This collaborative strategy could/would unlock the development potential for either or both parking lots. Understanding the impact of moving parking off of these existing sites on commuters should be well established before pursuing that strategy.

11 <https://mbta.com/stops/place-bmmnl>

12 https://www.mass.gov/files/documents/2017/10/17/TOD_Policy.pdf



This approach, combined with the fact that these are public properties for which the disposition process is to some extent controlled by the City of Revere as well as the MBTA, make these sites exceptionally good candidates for workforce and affordable housing development. By definition, these would also be Transit-Oriented Development sites. In the case of the Beachmont Lot, which the MBTA is planning to use as a regional bus terminal, the City has begun discussions with HYM and The Neighborhood Developers about the possibility of a joint development approach, led by TND and with the support of the MBTA, which would incorporate required transportation facilities at-grade, with the option of retail opportunities on the Winthrop Avenue perimeter, and with affordable and mixed-income housing above. This could be done in concert with the redevelopment of Suffolk Downs across Winthrop Avenue, and it could represent one type of assistance for the development of off-site affordable housing in Revere that HYM made as an important part of their Suffolk Downs development commitments. A variation on this approach could also work for the Wonderland parking lot, in that case, with cooperation from the Wonderland developers.

Beachmont and Wonderland Site Considerations

- Current Zoning, Wonderland: R2 – High Rise Mixed-Use
- Current Zoning, Beachmont: RB 1+2 – Single- and Two-Family Dwellings
- Recommended Uses: Affordable housing, mixed-use development
- Site Considerations: The Wonderland parking parcel is in a flood zone, need to preserve commuter parking.
- Recommended Next Steps: Coordinate conversations with the MBTA's capital assets management team to discuss the possible disposal of the surface parking lots. Discuss the development feasibility of structured parking with housing partners. Establish a shared parking strategy to accommodate residents and commuters.

▶ AMAZON DISTRIBUTION CENTER (FORMER NECCO FACTORY)

Positioned near the Wonderland Blue Line stop and the former Wonderland site, this fifty-acre site was rezoned to support biotech, advanced manufacturing, robotics, and similar industrial uses and offers easy access to public transit, Logan Airport, and to travel corridors connecting Boston and the North Shore. Before its abrupt closure in July 2018, the NECCO factory was a critical commercial site and employment base for Revere. Before the NECCO bankruptcy, this property was purchased in May of 2017 by Atlantic Management and VMD Companies, both Massachusetts firms, with a view to refurbishing and re-tenanting the property if and when NECCO vacated the premises at the end of their lease in 2018, as expected.

To that end, the City re-zoned the property in consultation with its new owners to explicitly allow for advanced manufacturing, biotechnology, and e-commerce uses. The property was leased in October 2019 for the development of an Amazon Distribution Center, with the expectation of significant job creation of up to 600 jobs (Part-Time and FTE) at peak times.

▶ CADDY FARMS

Comprising thirty acres in Revere and another seventeen acres in Saugus on the former Weylu's restaurant site, the Caddy Farms site holds significant potential as a signature protected open space for public enjoyment or as a large-scale redevelopment that could bring considerable economic benefits for the city's residents and businesses. In a recently updated preliminary master plan for the site, the Revere portion of the site was primarily designated for so-called flex-commercial uses targeted at smaller businesses and trades-



people, rather than residential or open space uses. One of the major development challenges with this site is the inadequate access/egress to/from Route 1, poor local access/egress to/from Saugus, and no local access from Revere. All of these transportation and related development issues/opportunities are under discussion in a collaborative planning process between Revere and Saugus. This process is close to preparing a memorandum of understanding to address and resolve these matters and lead to a site master planning process for consideration by both communities – not unlike what was done between Revere and Malden for the nearby Overlook Ridge.

- Current Zoning: RA1 – Single Family Residential
- Recommended Uses: Construction trades and staging. Smaller commercial suites.
- Site Considerations: Caddy Farms is only accessible via Route 1, a major thoroughfare with notorious traffic.
- Recommended Next Steps: Continue master planning efforts with Saugus.

▶ G/J TOWING / RIVERSIDE BOATWORKS

Located at the tip of the Point of Pines neighborhood and the mouth of the Rumney Marsh, these two parcels bookend Revere's, Gibson Park. The nine-acre G/J Towing Parcel is currently used as a tow lot by G/J Towing. The Riverside Boatworks property is a waterfront access point and boat storage facility with unclear operation status. The property has been identified as being in poor condition and a possible hazard during



severe weather conditions.¹³ Approximately ten years ago, the City commissioned a Pier Feasibility Study with funding from the Seaport Advisory Council, the recommendations of which are still relevant.

Both parcels sit just south of Lynn and in proximity to the possible future Lynnworks Commuter Rail station. Both of these privately-owned waterfront sites are subject to Chapter 91 and riverfront development regulations that dictate setback, height, and public access requirements, all of which would need to inform any redevelopment plans. The related properties on the Lynn side of the Pines River include not just the development and commuter rail sites west of the Lynnway, but also the major development sites east of the Lynnway as well as the Point of Pines Yacht Club in Revere. All of these sites surround the mouth of the Pines River and together can well evolve into an integrated riverfront community that could extend even farther north and south into both communities. Development options are contingent on related transportation improvements along in the heavily congested Route 1A corridor in both Revere and Lynn, which need to be addressed and resolved in coordination with any development planning.

To that end, the Cities of Revere and Lynn, as well as impacted private property owners, have begun discussions to develop a coordinated Revere/Lynn approach to both transportation and development. One potential option of discussion could be the possibility of adding a water ferry from Point of Pines to the future commuter rail station. As in the case of Wonderland, potential residential development should include, but should not be limited to, affordable housing, which depends on a range of variables in a private development context.

- Current Zoning: LI – Limited Industrial
- Recommended Uses: Adaptive reuse for maritime ecology or industrial use – including education or workforce development, affordable housing, open space preservation.
- Site Considerations: The sites are on the water and will be subject to flooding and storm surge. They are also directly across the water from the future Lynnworks Commuter Rail site.
- Recommended Next Steps: Coordinate conversations with Lynn regarding Lynnworks Commuter Rail site. Host visioning session with Revere High School and environmental stakeholders to explore a maritime or environmental ecology focused educational program.

▶ WATERFRONT PARCELS

As the Revere Beach corridor has been developing quickly given the concentration of investment at Waterfront Square, there are still two opportunity parcels. One is located just south of Shirley Avenue, and the other is located just north of the Beach House. Both are privately-owned, and will likely be developed for residential or hotel uses, consistent with current zoning. Given the land value of these vacant properties, there are feasibility questions regarding other development options, such as affordable housing or open space. The Waterfront is also home to several DCR-owned parcels, which the City hopes could be developed into Revere's "greenway" (a Revere-contextualized version of the Rose Kennedy Greenway in Boston).

Consideration should be given to the high flood vulnerability of these sites, which would require climate resiliency measures for new developments (commercial and residential). While there is both a need and market for residential development and mixed-use development along the waterfront, flood vulnerability and the suitability of the sites in the face of sea-level rise and storm surge should be considered, and any development should be compliant with state regulations.

13 <http://reverejournal.com/2018/09/08/powers-seeks-cleanup-of-boatyard-property-in-point-of-pines-area>



Given the climate resiliency benefits of open space along the water, the Sullivan Park renovation is a critically valuable open space improvement, which could be achieved through a sustained partnership between DRC and the City.

- Current Zoning: RC1
- Recommended Uses: Mixed-use commercial / residential development, pocket parks, senior housing
- Site Considerations: Waterfront and flood vulnerable
- Recommended Next Steps: Convene discussion with the property owner to evaluate development options that reflect community goals.

Challenges

The possibility for further economic development in Revere is very real, as illustrated by the many prime opportunity development sites discussed in the previous section. However, to ensure that future economic activity benefits all city residents and is executed in a coordinated fashion, the City will need to address the two critical challenges of transportation congestion and housing affordability. It is important to note that both of these issues are regional in nature, and Revere's efforts should be taken in the context of larger coordinated efforts at the state and regional level.

▶ TRANSPORTATION CONGESTION

While Revere is well served by the Blue Line T system, the city lacks clear and quick access points to regional labor markets. Arterial roadways to the north and south are chronically congested due to commuter traffic from the surrounding region, and it is difficult to find clear east/west routes through the city. The Atlantic Ocean provides a hard eastbound barrier, further limiting labor market access. As mentioned earlier, converting the section of Commuter Rail that runs between Lynn and Revere could have a transformative impact on economic development and commuting patterns.

The City of Revere has been advocating for increased coordination across the various state and regional entities operating within the City and the region. The City will need to continue to find ways to work with regional partners to mitigate transportation congestion and create new access points to regional labor markets and job centers to ensure the easy and consistent flow of workers and commuters to and from the city as businesses face an increasing labor shortage.

▶ HOUSING AFFORDABILITY

As discussed throughout this plan, Revere's residents face housing challenges. As illustrated in the housing chapter of this plan, Revere has a clear need for more housing options at a wider range of affordability levels. As housing prices continue to rise in the Boston Metro Area, Revere residents are at risk of displacement, especially renters, without greater housing security. The potential loss of Revere's diverse population will have an economic impact on the city, as diversity has been cited as one of the city's strongest assets. At the same time, potential workers moving to the region may be discouraged by the region's high and inhospitable housing costs.

▶ WORKFORCE DEVELOPMENT

Directly related to both issues of transportation and housing affordability is the ability of Revere residents to access well-paying jobs. Without targeted interventions to successfully connect Revere residents to the skills needed to access higher-paying jobs in the region, they will be at risk for displacement due to the rising cost of living in the region. While served by the MassHire MetroNorth Workforce Investment Board, Revere lacks a Career Center facility or a community-based organization that can fill the role of a workforce entity. Building a diverse and highly skilled local workforce will advance Revere's goals of continued economic development in the city.



Opportunities

In addition to the key development sites that could transform the future of Revere, there are several key opportunities in other areas.

SMALL BUSINESS SUPPORT

Like many gateway cities, Revere is home to many small and locally owned establishments, but few large anchor employers. Leveraging the endemic entrepreneurial spirit of the city that is driven by the many immigrants and young people moving to Revere is a significant opportunity for continued economic growth. As the city attracts larger private investment, ensuring that these businesses can continue to thrive in Revere through building a strong base of individual and institutional customers, even will provide a layer of economic resilience to possible increases in real estate.

FOOD ECONOMY

A specific segment of small business that is ripe for opportunity is Revere's food economy. The food economy in Revere plays a critical role in advancing outcomes in economic development, as well as public health and cultural expression. Revere's Farmers Market has not only increased access to locally produced food, but it serves as a small business incubator and brings community members together with food. It has been so successful that the program has identified the need for an indoor space for a year-round market.

Revere's business corridors boast a range of restaurants with foods representing cultures from Asia, Europe, Latin America, and North Africa. Revere has begun to grow a network of food entrepreneurs through the Revere Farmers Market. The market has been so successful that the program has identified the need for an indoor space for a year-round market. Revere's Office of Healthy Community Initiatives has identified a need among these operators to expand into commercial kitchen spaces and to improve their business acumen. Some of the vendors have already graduated to brick and mortar locations, and if this pathway could be built upon, it can be part of setting the foundation for a food economy in the city.

The City of Revere is also in the process of creating a food truck ordinance to regulate registration and operations within the city. The Food Truck ordinance is still in draft form and should be revisited. Establishment of the ordinance will provide a clear path for food truck owners to operate and grow throughout the city. The City should coordinate an effort with DCR to allow for food truck vending along Revere Beach and near MBTA stations to augment current entertainment and recreational activity.

ENTERTAINMENT AND RECREATION

Directly related to small business development and the food economy, Revere has a great opportunity to reinvigorate its amusement and entertainment economy via the designated "Revere Beach Creative District." The Revere Beach Creative District is a segment of Revere Beach Blvd that extends from the Revere Beach Blue Line Station to the Eliot Circle Rotary. Expanded programming by the city's recreation and cultural entities could assist in attracting visitors to the city, which could support the many small businesses found on nearby Shirley Ave and other commercial corridors in the city. In addition, legalized gaming could be a potential avenue for new development, given recent support for legalized gaming at the state level, and given the previous history of Revere's gaming industry.



HYM INNOVATION CENTER

As part of the Suffolk Downs redevelopment, HYM Investments has committed to developing a 35,000 square foot "Innovation Center" to be used as a center for community economic development. While the program for the innovation center has yet to be fully articulated, the opportunity to establish a community-serving incubator is a great benefit for the city of Revere.

WORKFORCE DEVELOPMENT

The development of the New High School, the development of new commercial, office, and industrial sites and the HYM Innovation Center provide significant opportunities to advance workforce development training and internship opportunities.



Community Feedback

This section provides a summary of feedback received from members of the public. MAPC solicited feedback from the community to guide the development of goals that should guide Revere's future actions towards expanded economic development during a community forum held in March of 2019, subsequent focus groups held over the summer of 2019 and via an online survey.

FEEDBACK FROM FORUMS

At the April 2019 community forum, MAPC staff asked participants to discuss and rank a series of economic development-related goals as high, medium, or low priority.

The goals were informed by local stakeholder conversations and the Master Plan Steering Committee. Unsurprisingly, all the proposed goals garnered significant community support. However, through discussion, it was clear that the priorities for those present at the forum centered on job access and supporting the existing small businesses that call Revere home. There was also a spirited discussion regarding the types of businesses that Revere should focus on attracting, with community members citing support for fostering tech and life science startups as well as construction and manufacturing jobs.



The goals ranked in order (from the highest amount of support) are:

- Support small business growth and expansion in Revere's commercial corridors (Broadway, Revere Street, Shirley Avenue, Beachmont, Squire Road)
- Mandate that new hotel development hire locally and provide living wages
- Increase access to regional job markets through transportation improvements
- Improve Revere residents' employment opportunities through workforce development programming
- Build local entrepreneurship models for home-based workers, consultants, and local microenterprises
- Support and expand job dense businesses in the industrial sectors (manufacturing, transportation, warehousing, construction, wholesale trade)
- Attract established businesses to Revere in technology, scientific, and innovation industries



▶ FEEDBACK FROM FOCUS GROUPS

MAPC convened a group of economic development experts to discuss the potential future of small business, large employment attraction, workforce development, and potential action items for the City to explore. The discussions revolved around the experiences of several business owners, developers working in the community, and community-based organizations. The major takeaways from these conversations are as follows:

- The development community is excited about Revere and sees further potential for continued investment.
- Attracting a large-scale employer, similar to key employers at other mixed-use developments such as Assembly Square, might be more challenging given the geographic constraints which create transportation limitations, as mentioned earlier. As a result, focusing on developing parcels with a mix of large employers, smaller commercial enterprises, residential units, and other facilities (educational, medical, or similar) will be key.
- Expanding workforce development programming within the High School and community context should be a critical component of the City's economic development strategy.
- Revere is a good place to operate a small business due to its diverse population and simple permitting processes.
- Revere is transit constrained with no commuters able to access from points east, and commuting to the city is hard. This is seen as a barrier to attracting large scale employers.
- Focusing on small business attraction and retention should be a priority for the City.

▶ FEEDBACK FROM THE SURVEY

Via an online survey, MAPC solicited feedback from the community regarding their thoughts on economic development in the city of Revere. The feedback received ranged broadly across topics and intersected with many of the other elements discussed in this plan. The following are some of the major themes gleaned from the survey.

- Educating youth and focusing on workforce training will be critical to ensure prosperity for future generations.
- Small businesses remain a key priority for the city's residents, given the value that they add to the community in terms of employment, key goods and services, and the sense of community.
- Many respondents reported that taxes are rising in the city while wages have remained stagnant.
- The focus on hotels and luxury housing development may be coming at the expense of some of the city's most vulnerable residents.
- Leadership at the City level from the mayor down to the zoning board needs to reflect the community's priorities and needs.



Recommendations

These recommendations have been developed based on similar strategies in other communities and should be considered as complementary to the recommendations in the other chapters, particularly regarding the goals to address housing and transportation pressures.

Goal 1

Improve Revere residents' employment opportunities through workforce development programming and policies

Programming, Partnerships and Internal City Operations

Strategy 1.1: Explore the potential for leveraging the HYM Innovation Center or other potential infill sites towards a workforce training facility.

Strategy 1.2: Encourage continued partnership between Revere High School and regional employers to facilitate internship opportunities, and support the promotion of initiatives such as the partnership with YearUp, One Goal, the Inversant program and the partnership with North Shore Community College.

Strategy 1.3: Explore the potential to create workforce training programs for climate-related careers, such as climate-resilient construction and other emerging industries.

Planning

Strategy 1.4: In collaboration with CONNECT, Revere CARES, the Revere Chamber of Commerce, the Revere Community School, MassHire MetroNorth, Revere High School, Women Encouraging Empowerment and other partners create a workforce development skills pathway strategy that can guide the City's actions and investment in workforce infrastructure.

Strategy 1.5: Coordinate the development of a high school biotechnology program with the construction of the new high school leveraging funding for equipment and build out from Mass Life Sciences and Mass BioEd.

Strategy 1.6: Align the City's workforce, and education priorities with the goals set forth by the North Suffolk Integrated Community Health Needs Assessment and Action Plan.

Land Use and Regulatory

Strategy 1.7: Convene a working group composed of private sector, workforce development, and community development stakeholders to create a good jobs policy for hospitality workers, given the recent expansion of the industry in Revere.

Strategy 1.8: Mandate that new developments over a certain square footage threshold hire locally and provide living wages.



Goal 2

Support small business retention, growth, and expansion in Revere's commercial corridors (Broadway, Beachmont/Donnelly, Revere Beach, Revere Street, Shirley Avenue, Squire Road)

Programming, Partnerships and Internal City Operations

Strategy 2.1: Continue to expand the City's storefront improvement program to include areas outside of the Broadway, Shirley Ave, and Beachmont areas to all businesses citywide.

Strategy 2.2: Host City-organized open streets days in the commercial corridors and the Revere Beach Creative District in collaboration with local community groups and artists.

Strategy 2.3: Make City licensing, permitting, and informational materials available in Spanish, Khmer, Arabic, Portuguese, and Haitian-Creole. (See Goal 4).

Strategy 2.4: Partner with Bunker Hill Community College and other small business service providers to create small business training programs for local businesses with a focus on businesses that could take space in the forthcoming Suffolk Downs development 10% set aside of commercial space for locally owned businesses. (See Goal 4)

Strategy 2.5: Support and expand Revere on the Move, a joint program of the City and Mass General Hospital, to promote healthy food access at local businesses, through a subsidized grocery caddy program and training for MBTA drivers to accommodate people with groceries.

Planning

Strategy 2.6: Work with local community partners and business owners to undertake a detailed commercial district needs assessment of all five commercial corridors to better understand the specific conditions and challenges unique to the different areas.

Strategy 2.7: Conduct a citywide business survey to solicit input from businesses on what they need from the City.

Strategy 2.8: Based on the results of the small business survey, develop a plan to provide technical assistance to businesses to promote retention of at-risk businesses as commercial rental rates increase. Such assistance should be provided in coordination with local and regional partners, such as the Revere Chamber of Commerce.

Strategy 2.9: Based on the results of the small business survey, develop a plan to provide specific assistance to immigrant and minority-owned businesses.

Strategy 2.10: Work with DCR to enable more food vending opportunities along Revere Beach

Strategy 2.11: Conduct an East / West connection visioning exercise to identify pathways to connect the Broadway Corridor with both sides of the city.



Land Use and Regulatory

Strategy 2.12: Review zoning in the commercial corridors for the feasibility of incorporating mixed-use developments.

Strategy 2.13 Develop and adopt an ordinance to allow food trucks.

Goal 3

Attract established businesses to Revere in the technology, scientific and innovation industries

Land Use and Regulatory

Strategy 3.1: Incentivize the construction of new high-quality office spaces as part of TOD developments such as Suffolk Downs and Wonderland Park.

Strategy 3.2: Partner with property owners and developers to address barriers to attraction of such businesses, such as transportation and housing options for employees.

Goal 4

Support and expand job dense businesses in the industrial sectors (manufacturing, transportation, warehousing, construction, wholesale trade)

Planning

Strategy 4.1: Convene a working group of local construction companies to identify needs and goals for the sector.

Strategy 4.2: Coordinate workforce strategies in the industrial sector with MassHire Metro North and other community partners to offer Commercial Driver's License (CDL) training, OSHA training, and lean manufacturing practices.

Land Use and Regulatory

Strategy 4.3: Create an industrial business support overlay district in the Railroad Street area that would support and protect industrial business development and limit commercial or retail development in the industrial business sectors.

Goal 5

Build local entrepreneurship models for home-based workers, consultants, food entrepreneurs, and local microenterprises

Programming, Partnerships and Internal City Operations

Strategy 5.1: Create a City-sponsored entrepreneurship training program in collaboration with community partners such as the Chamber of Commerce and others. Identify successful business owners to participate as business mentors.



Strategy 5.2: Make City licensing, permitting, and informational materials available in Spanish, Khmer, Arabic, Portuguese, and Haitian-Creole (See Goal 1).

Strategy 5.3: Work with local and national philanthropic organizations to start a community entrepreneurship grant program.

Strategy 5.4: Partner with Bunker Hill Community College and other small business service providers to create small business training programs for local businesses.

Strategy 5.5 Provide space in municipal and school buildings with full kitchens (e.g., incubator) to support the start-up of small food-based businesses.

Strategy 5.6: Utilize the Revere Farmers Market as a launch point for food entrepreneurs.

Land Use and Regulatory

Strategy 5.7 Develop and adopt an ordinance to allow food trucks





Open Space and Recreation

“In great cities, spaces as well as places are designed and built: walking, witnessing, being in public, are as much part of the design and purpose as is being inside to eat, sleep, make shoes or love or music. The word citizen has to do with cities, and the ideal city is organized around citizenship— around participation in public life.”

— Rebecca Solnit¹

Introduction

Abutting the Atlantic Ocean, Revere boasts an array of parks and natural features and is home to Revere Beach, the first public beach in the United States and a National Historic Landmark.

Revere Beach and other regional resources are managed by and are under the jurisdiction of the Department of Conservation and Recreation (DCR). Revere is located about five miles northeast of downtown Boston and covers ten square miles. Water and wetlands make up just over four miles of that total area and are not suitable for development. Altogether, the City of Revere maintains a variety of parks, playgrounds, fields, and open spaces totaling more than 200 acres.

Open space and parks are critical to the quality of life in a community and provide a wide range of benefits. The environmental benefits provided by open space include water absorption and filtering, flood control, removal of carbon dioxide and other pollutants from the urban environment, habitat, and food for wildlife, and shade that mitigates the urban heat index. By providing opportunities for outdoor activity for all age groups in Revere, open space promotes healthy lifestyles. Outdoor opportunities include both active recreation, such as structured sports, running, biking, and hiking, as well as passive activities, such as bird watching, picnicking, and strolling. Public recreation areas and open space provide a setting for community life and promote a unique and identifiable community character. In addition, public open space can promote Revere’s economy through enhancing the attractiveness of development sites as well as serving as hubs of entrepreneurial activity, through food trucks and other forms of outdoor vending.

As a result, the recommendations in this chapter were developed in conjunction with the recommendations in the other chapters of the plan to improve the overall quality of life of Revere residents and visitors.

¹ Solnit, Rebecca. *Wanderlust: A History of Walking*. p. 176

Open Space and Recreation Plan

In 2018, the City of Revere updated its Open Space and Recreation Plan (OSRP) to set forth a seven-year framework (Section 9) for the preservation, maintenance, and improvement of open space and recreation areas in the city. The 2018 OSRP is an update to the 2010 Open Space Plan and provides a comprehensive overview of the city's cultural and natural history (Sections 3 & 4), a detailed inventory of all open space and recreational resources in Revere (Section 5), and recommendations for protecting and improving these resources (Section 8). This chapter of *Next Stop Revere* provides a summary of the recently completed OSRP and highlights its key recommendations. Master Plan readers should refer to the 2018 OSRP for more detailed information regarding open space and recreation in Revere.



COMMUNITY VISION

The City of Revere is committed to ensuring that current and future residents of the city have ample access to open space and opportunities for recreation despite financial constraints, dense development, and changing demographics. The City will continue to take steps to improve and enhance its existing parks and to add facilities to meet specific needs in a fiscally responsible manner. Improving recreational opportunities to ensure the health of its citizens will be a guiding principle. As an ethnically diverse community, Revere will continue to embrace this diversity and consider the needs of all of its citizens, including improving accessibility for all user types, particularly less well-served by existing facilities.

The City of Revere developed five goals upon which the 2018 Open Space and Recreation Plan update was based:

- Goal 1: Provide recreational opportunities for residents of all ages and abilities.
- Goal 2: Protect and preserve Revere's natural resources.
- Goal 3: Develop facilities and programs that promote fitness and health.
- Goal 4: Improve stewardship of the parks.
- Goal 5: Develop partnerships and engage in regional collaboration to maximize limited resources and develop regional open spaces.



Figure 7: Revere OSRP Community Forum

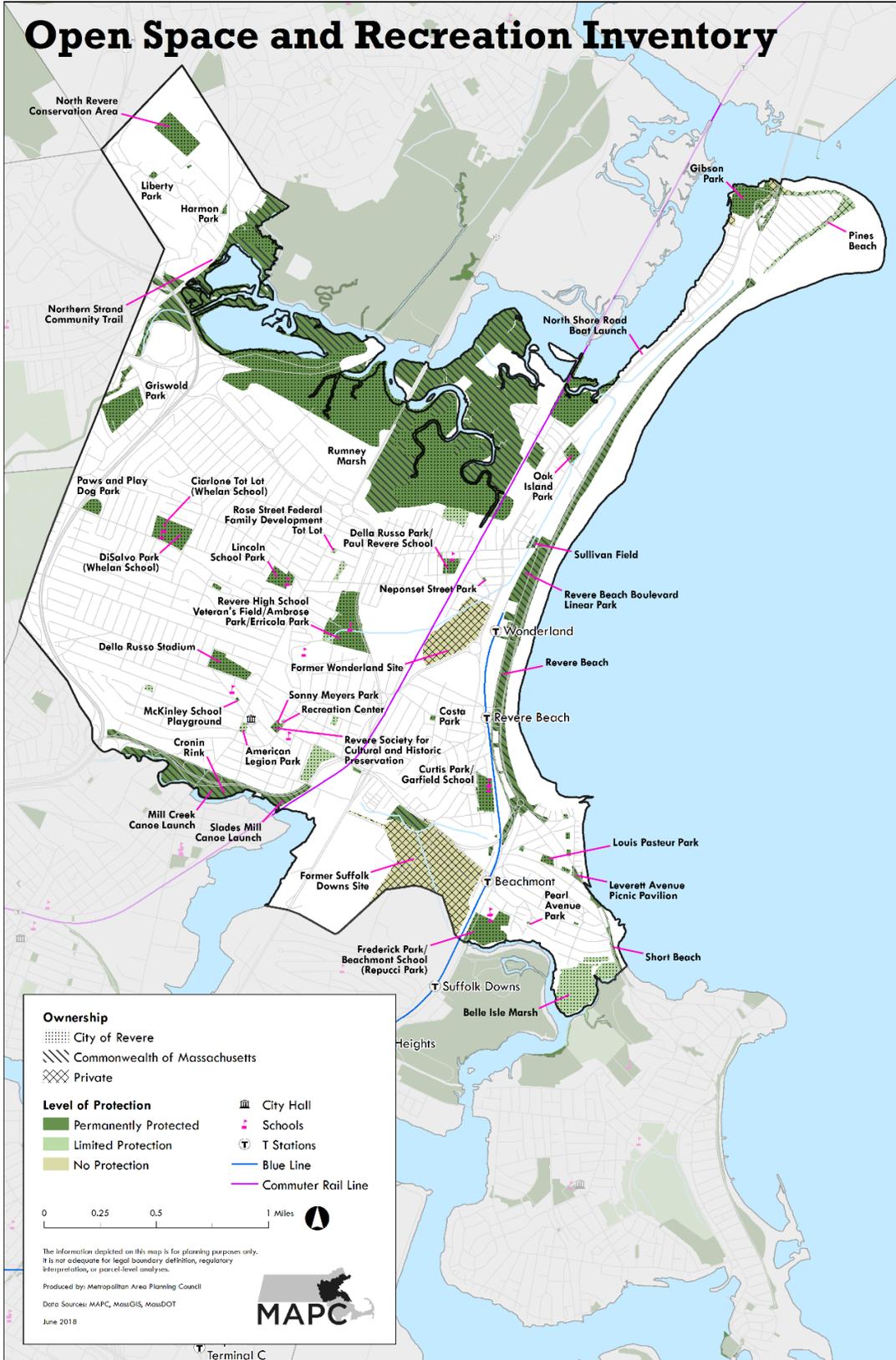


Figure 8: Open Space and Recreation Inventory Map

Open Space Protection

It is important to be aware of the degree of protection of open space. Open space can be protected so that the use of the land cannot be altered, protected in a limited manner, or unprotected. Knowing the level of protection (or lack thereof) can provide guidance on how easily some properties assumed to be open space “in perpetuity” can be developed. The parks and recreational land protected in perpetuity in Revere include Della Russo Park, Curtis Park, Di Savo Park, Erricola Park, Gibson Park, Griswald Park, Harmon Park, Della Russo Stadium, Revere High School Athletic Fields, Hill Park, Pasteur Park, Oak Island Park, Repucci Park, Jacobs Park and Sonny Meyers Park.

The majority of open space in Revere is permanently protected. A site is considered to be permanently protected if it is recorded in a deed or other official document. Such land is to be considered protected in perpetuity if it is deeded to and managed by the local Conservation Commission or Parks & Recreation Department and thereby subject to Article 97 of the Massachusetts Constitution, if it is subject to a conservation restriction or easement in perpetuity, if one of the state’s conservation agencies owns it and it is thereby subject to Article 97, if a nonprofit land trust owns it, or if the municipality received federal or state assistance for the purchase or improvement of the property. Private land is considered protected if it has a deed restriction in perpetuity or a conservation restriction has been placed on it.

Unprotected land is land that is totally unprotected by any legal or functional means. This land is usually privately owned and could be sold without restriction at any time for another use. Only a small percentage of open space in Revere has no protection. Knowing the degree of protection of open space can help in identifying those open space and recreation areas that require additional efforts to ensure their long-term preservation and protection.



Open Space and Recreation Land

REGIONAL OPEN SPACE RESOURCES

There are several significant regional open space resources in and around Revere. Revere Beach Reservation is owned by the Commonwealth's Department of Conservation and Recreation (DCR) and is the oldest public beach in America; 2016 marked its 120th anniversary. Today, this beach boasts miles of shoreline that attract throngs of visitors every summer. Along the boulevard is a bandstand for summer concerts, bathhouses, and many shade pavilions.

The City and DCR are cooperatively developing a new DCR operations center, which will feature public bathrooms; this facility will be in service by early 2020. The City spearheaded efforts to obtain funding for a public plaza to connect to new Wonderland multi-modal transit facility, the surrounding new development, and the Revere Beach Reservation. The centerpiece of this new infrastructure is the iconic Markey pedestrian bridge, which has become a vital pedestrian connection for visitors to the Reservation and a striking visual symbol of the rebirth of Revere Beach.

Revere Beach is free to visit and is very accessible by public transportation, making it a popular destination for residents from all over Greater Boston. The Revere Beach International Sand Sculpting Competition, an event that draws hundreds of thousands of visitors each year, celebrated its 16th anniversary in July 2019. The Belle Isle Marsh Reservation, under the jurisdiction of DCR, preserves 152 acres of the 241-acre Belle Isle Marsh, Boston's last remaining salt marsh. A unique place to explore, the reservation exemplifies the type of wetlands that once lined the Massachusetts Bay shore. Centuries of flourishing plant life have made the marsh more fertile than the richest farmland. Its protected waters are nurseries to fish and shellfish and are critical habitat for many saltmarsh plants and wildlife that are rare to the Boston area. In addition to the preservation of the natural areas of the marsh, DCR also manages 28 acres of landscaped park with pathways, benches, and an observation tower. A cross-municipal environmental group, the Friends of Belle Isle Marsh, provides advocacy for this asset.

Rumney Marsh is a 600+ acre reservation located in Revere and Saugus and within the Saugus and Pines River estuary. This expansive saltmarsh provides habitat for an array of wildlife, including migratory birds and marine life. The reservation also provides recreational opportunities such as boating, fishing, walking, and bird watching. It is designated as an "Area of Critical Environmental Concern" (ACEC) and includes Belle Isle Marsh.

STATE-OWNED OPEN SPACE

The Commonwealth of Massachusetts is a major landowner in Revere, owning and managing more than half of the open space in Revere. DCR owns and manages Revere Beach Reservation, the Cronin Rink, a canoe launch, and other lands along Revere Beach Parkway, a large portion of Rumney Marsh and Belle Isle Marsh, and more. All State-owned land is considered protected in perpetuity.

CITY-OWNED OPEN SPACE

The City of Revere maintains a variety of parks and open spaces totaling more than 200 acres, about half of which are protected in perpetuity. There are several active recreation facilities distributed throughout the city, including small tot lots and playgrounds serving the various neighborhoods, as well as larger, citywide facilities such as the newly updated Della Russo Stadium. The City also owns several school-based recreation facilities as each school has some recreation appropriate to the age group that it serves. With limited

exceptions, the Parks and Recreation Department manages all active recreation facilities (school-based or not) in the city.

While the active recreation facilities are many, most acres of open space owned by the City are conservation lands, some of which are used for passive recreation. These include the extensive Rumney Marsh, as well as smaller areas like Oak Island Marsh, an inaccessible wetland, and Jacobs Park, an undeveloped area that residents use for passive recreation. The City also owns and manages other land used for cultural and recreational purposes, including historic properties and the Recreation Center.

The Conservation Commission manages three properties in the city, the Dunn Road Conservation Land, the North Revere Conservation Area, and the North Shore Road Conservation Land, all of which are permanently protected. The largest of these is the North Revere Conservation Area, a property that local residents primarily use for walking dogs.

PRIVATELY-OWNED OPEN SPACE

Private organizations own approximately twenty-five acres of recreational land in the city. Privately owned land includes two small boat launches on private property where the public has been granted access under Chapter 91 licenses. It also includes areas that are for residents and inaccessible to the public, such as the Pines Beach and Overlook Ridge Playground.

The Massachusetts Department of Environmental Protection (MassDEP) administers the regulatory provisions of the Massachusetts Public Waterfront Act, commonly referred to as "Chapter 91." Massachusetts General Law Chapter 91 issues licenses for projects in waterways and ensures that projects meet public-access requirements. The purpose of these regulations is to:

- Ensure tidelands are utilized for water-dependent uses or otherwise serve a proper public purpose
- Protect public health, safety & general welfare
- Revitalize urban waterfront properties
- Promote public use and enjoyment of the water

Given the significant private development taking place along Revere Beach and the city's waterfront, Chapter 91 licenses are a good tool to ensure and enforce public access to tidal areas and to obtain public open space amenities.

HYM Investment Group, the developers of the new Suffolk Downs redevelopment, will be investing in almost forty acres of parkland and open spaces, thirteen acres of which will be in Revere, designed to complement existing Revere parkland and open-space systems, all of which will be publicly accessible to Revere residents.



Photo by Bill Illott, Creative Commons, Flickr

Management and Resource Priorities

The Parks and Recreation Department, the Department of Public Works (DPW), various other City and state agencies, and citizen groups actively work to protect the open space in Revere to ensure that the environmental benefits and active and passive recreational opportunities available to the city are protected and when possible, enhanced.

The City of Revere has made many updates to its open space and recreation facilities since the last OSRP was completed in 2010. Revere added a dog park, Paws & Play, to its roster, and in 2015, the City completed a \$7.5 million renovation of Harry Della Russo Stadium. The facility replaced a decaying stadium at Hill Park, and a new tot lot was constructed for the Hill School.

The City has also upgraded several neighborhood parks and school-based facilities and is in the process of improving more. Championed by the Revere on the Move Program, a collaboration between the Healthy Community Initiatives Department and the MGH Revere CARES Coalition, the City has adopted a community-led model of park planning and construction. When funding becomes available, and a park has been prioritized for updates, City staff work with the neighborhood resident groups (of which there are nine in the city) to determine what facilities and equipment they want to see at their area parks and schools. Residents also take part in the actual construction of facilities through community-builds, which bring together resident volunteers and City staff to transform play spaces over a weekend. Through this process, Revere on the Move has renovated seven playgrounds.

Through a partnership with Kaboom!, Jet Blue and The Neighborhood Developers, a 2013 community-build constructed a new playground at Costa Park in the Shirley Avenue neighborhood. In 2014, through a grant from the Common Backyard Program, a community-build completely renovated the playground at Louis Pasteur Park in the Beachmont neighborhood. The tot lot at Liberty Park in North Revere was updated in 2015. Oak Island Park was completely renovated in 2016 with a Parkland Acquisition and Renovations for Communities (PARC) grant from the Executive Office of Energy and Environmental Affairs (EOEEA). A

community-build constructed a new playground, and the City added a shade trellis and replaced the street hockey rink with a soccer turf field.

In 2016, a City Bond funded the renovation of Griswald Park, which included the reconstruction of two softball fields, one baseball field, and a tot lot. Harmon Park in North Revere, home to a brand-new full basketball court, was completely reconstructed and expanded in 2018 with support from PARC, Community Development Block Grant (CDBG) funds, Revere on the Move, and Community Improvement Trust (CIT) funds. From 2018-2019, a similar combination of PARC, CDBG, and CIT funds supported the renovation of Gibson Park facilities to include new playground equipment and surfacing as well as improved multimodal connectivity to the beach.

In terms of the school-based facilities, the City held a community-build to construct a new tot lot at Frederick's Park at the Beachmont School in 2015 with Child Safety funds. The following year, a community-build in partnership with Kaboom! and Target constructed another tot lot at Curtis Park at the Garfield School. The Lincoln School Park was updated in 2017. A new basketball court was added, and a community-build constructed a new playground. In summer 2019, Kaboom! partnered again with the City and Keurig Dr. Pepper on a community-build to reconstruct the Consiglia Della Russo Park behind the Paul Revere Innovation School.

Revere's first community garden, located at the corner of East Mountain Avenue and School Street, opened in the summer of 2012. There are currently thirty plots assigned to residents, special needs classes at Revere High School, and local nonprofits. The Gibson Park Community Garden, located in the Riverside and Point of Pines neighborhood of Revere, opened in June 2017. It has 17 plots, three of which are handicap accessible. The Revere Beautification Committee (RBC) is a volunteer committee whose mission is to improve the image of the city of Revere through an aggressive cleanup and beautification program and address civic and environmental concerns. The RBC contributes significantly to improvements in Revere's parks and landscaped medians. To maximize and better coordinate their contributions, the City should formalize a citywide maintenance plan for landscape medians, increase volunteer help, and expand partnerships.



Parks and Recreation Department

The Parks and Recreation Department manages nearly all City-owned open-space in Revere. The department has a staff of seven and is led by the Recreation Director who oversees full-time, part-time and seasonal temporary staff. The Parks and Recreation Department maintains a full program of summer camps, sports teams, and clinics for youth and adults. The Parks and Recreation Department runs some programs from their offices at 150 Beach Street and also uses all of the City parks.

The Recreation Director is always seeking to expand and diversify the uses and client base of the programming at the Recreation Center. Classes currently include programming for toddlers and preschoolers with their families and after school programs for school-age children. There has been an expressed need for increased sports and health-related programming; however, without a gymnasium, such planning and implementation is very difficult.

During the 2018 Open Space and Recreation Plan update process, survey respondents identified an indoor recreation facility as the #1 priority of the community. Approximately 70% of survey respondents rated establishing an indoor recreation facility as "very important," while another 20% rated it as "important." A new indoor recreation facility would provide much-needed space for the Park and Recreation Department to expand and coordinate the programming it offers. A new recreation facility is also a priority of the City as it seeks funding to enhance its open space and recreation inventory.

Another major community priority identified in the 2018 Open Space and Recreation Plan was the improvement of existing parks and recreational facilities. Two thirds (66%) of survey respondents rated improving existing neighborhood parks/playgrounds as very important, while almost a third (31%) rated it as important. Ongoing maintenance of City-owned open spaces is conducted by the Parks Division of the Department of Public Works. The Parks Division provides operations, programs, and ground maintenance and repair relative to parks and playgrounds, athletic fields, recreation, forestry, and all public building grounds, including street islands and memorials. It is also tasked with the maintenance and management of Revere's urban forest. While the Parks Division works hard to service the open spaces in the city, it is faced with funding and staffing constraints.

Progress Since the 2018 Open Space and Recreation Plan

In addition to park improvement projects that were already underway during the 2018 Open Space and Recreation Plan process, the City of Revere has taken significant steps in addressing concerns and recommendations identified in the OSRP Seven-Year Action Plan.

The tot lot at Neponset Street Park was recently updated, and re-mulched and the tot lot at Liberty Park received new fencing through Child Safety Funds.

The Revere Cultural Council (RCC) consists of Revere residents who are invested in the city and are primarily focused on making Revere a better place in which to live. The mayor appoints each of the members of the RCC, and the city council then approves the appointment. The goal of the RCC members is to expose residents to varying art forms that they would otherwise never have the opportunity to see. Grant

funding from the Mass Cultural Council was awarded to the RCC in 2018 to set up 15 little libraries in parks and open spaces across the city. The little libraries will enable readers of all ages and backgrounds to access books in their neighborhood parks.

In 2018, the City conducted an extensive planning and permitting process for the redevelopment of the 53-acre portion of Suffolk Downs in Revere; and a months-long Development Advisory Group process conducted between Revere stakeholders and the developer included extensive discussion of open space, active and passive recreation, and stewardship of natural resources. The developer of this site has committed to ensuring that 25% of the entire 161-acre site, which spans the Revere-East Boston border, will be dedicated to publicly accessible open space for both passive and active recreational uses. The geography of the site also has advanced planning for creating improved connections between Revere Beach and the East Boston Greenway, as well as to and through Belle Isle Marsh.

In 2019, cross-municipal efforts secured funding for the completion of the Northern Strand Rail Trail; and through a community build, the City completed renovations to Gibson Park in the Point of Pines neighborhood. The project was funded through a PARC grant from EOEEA. The funding allowed the City to construct a new accessible playground with safety surfacing, improve cracking walkways, and refurbish the ballfield.

In June of 2019, Costa Park in the Shirley Avenue neighborhood underwent a revitalization project that added murals, repaired and replaced playground equipment, and planted new greenery in the heavily used community space. The project was funded through a partnership with the City of Revere, Republic Services, and The Neighborhood Developers. Additionally, work at Curtis Park to renovate and upgrade facilities, including ball fields, basketball court, lighting, and scoreboard construction is expected to begin in August of 2019.

The Recreation Department is preparing to launch a pilot program in the Fall of 2019 utilizing the James A. Garfield school as a citywide community center to explore resident recreational programming needs and demand in planning for a more permanent community and recreational facility in the future. The Recreation Department is actively working on expanding access, affordability, and variety across its programs to serve more Revere residents of all ages and abilities, including adaptive sailing in partnership with East Boston, therapeutic music programming, and supporting the Special Olympics Young Athlete Program. The Garfield School will serve as a creative and cost-effective interim solution until demand needs from the pilot program can be fully assessed, and a permanent recreational facility solution can be found.



Revere's projected growth will increase demands for schools, public services, open space, and recreational opportunities and activities. Partnerships between the City and Revere Public Schools to create joint or shared use facilities (e.g., New Revere High School and youth community center) should be explored. Additionally, the City should collaborate with the developers of Suffolk Downs to investigate opportunities for additional facilities as well as programs to operate in leased spaces of the Suffolk Downs development. Doing so would not only help address future facility demands but also provide invaluable benefits to the community.

During the *Next Stop Revere* Master Plan process, the Metropolitan Area Planning Council (MAPC) also concurrently produced a Pocket Park Study for the City of Revere. The City of Revere Office of Strategic Planning and Economic Development and the Healthy Community Initiatives Department partnered with MAPC, to identify and map sites suitable for pocket park development in Revere. The Pocket Park Suitability Analysis supports strategic pocket park development that promotes health equity and climate resilience, and on sites that have physical characteristics that make them suitable. It was of particular importance to Revere partners that equitable park access and associated health benefits be emphasized in the analysis.

Results of the analysis identified 259 potential sites for pocket park development relative to the health equity and climate resilience benefits they may deliver, as well as the physical suitability of parcels to be converted into pocket parks. The highest-ranking parcels are predominantly clustered in the southeastern portion of Revere. This area includes most of the Shirley Avenue neighborhood, the Central Park Avenue, and the Hills neighborhoods, as well as sections of the Riverside and Beachmont neighborhoods.

On June 25, 2019, the Revere Cares Coalition held its regular meeting, focusing on the Revere Pocket Parks Project. Participants were given an overview of the project and explored five sites that ranked highest in overall suitability in the pocket park analysis. During the meeting, participants enthusiastically exchanged ideas on pocket park opportunities and identified what they valued about each site. The sites discussed are listed below.

- 69 Shirley Avenue
- Avalon Street (at the intersections of Avalon and Blake Streets)
- 931 Winthrop Avenue
- Fitzhenry Square
- 39 Arcadia Street

The sites ranked highest in this analysis should be examined further by the City of Revere and its partners, and expanded ground-level assessments that look at additional features (i.e., proximity to potential users, availability of site, size of site, potential uses or other features) should be conducted to confirm suitability for pocket park development. The results of the study are intended to inform strategic implementation that aligns goals for climate resilience, health equity, and open space expansion with stakeholder coordination, funding, and other resources necessary for pocket park conversion. Master Plan readers should refer to the Revere Pocket Park Site Suitability Analysis report for detailed information regarding findings, recommendations, action items, and potential funding sources.

Community Input

This section provides a summary of feedback received from members of the public. During the public process of the 2018 Open Space and Recreation Plan, residents identified several ways to improve and enhance Revere’s existing open space and recreational facilities. Ideas ranged from building a new indoor recreation facility to expanding recreational programming in parks and open spaces. Others suggested that there is a need to support better stewardship, accessibility, and upgrading of Revere’s parks.

Many of these same priorities were expressed during the May 8, 2019, *Next Stop Revere* forum on Transportation, Energy & Climate, and Public Health & Open Space. Forum participants provided input on programming and park features using stickers with symbols to represent their favorite park features (like outdoor exercise equipment) and recreational activities (like skateboarding). Participants were shown images of various park features and activities and then asked to place the ones that appeal to them the most on a map of Revere’s existing parks and recreational facilities.

The following image shows feedback from the forum, where participants were asked, “What type of amenities, programming, and activities would you like to see in Revere parks and open spaces?”

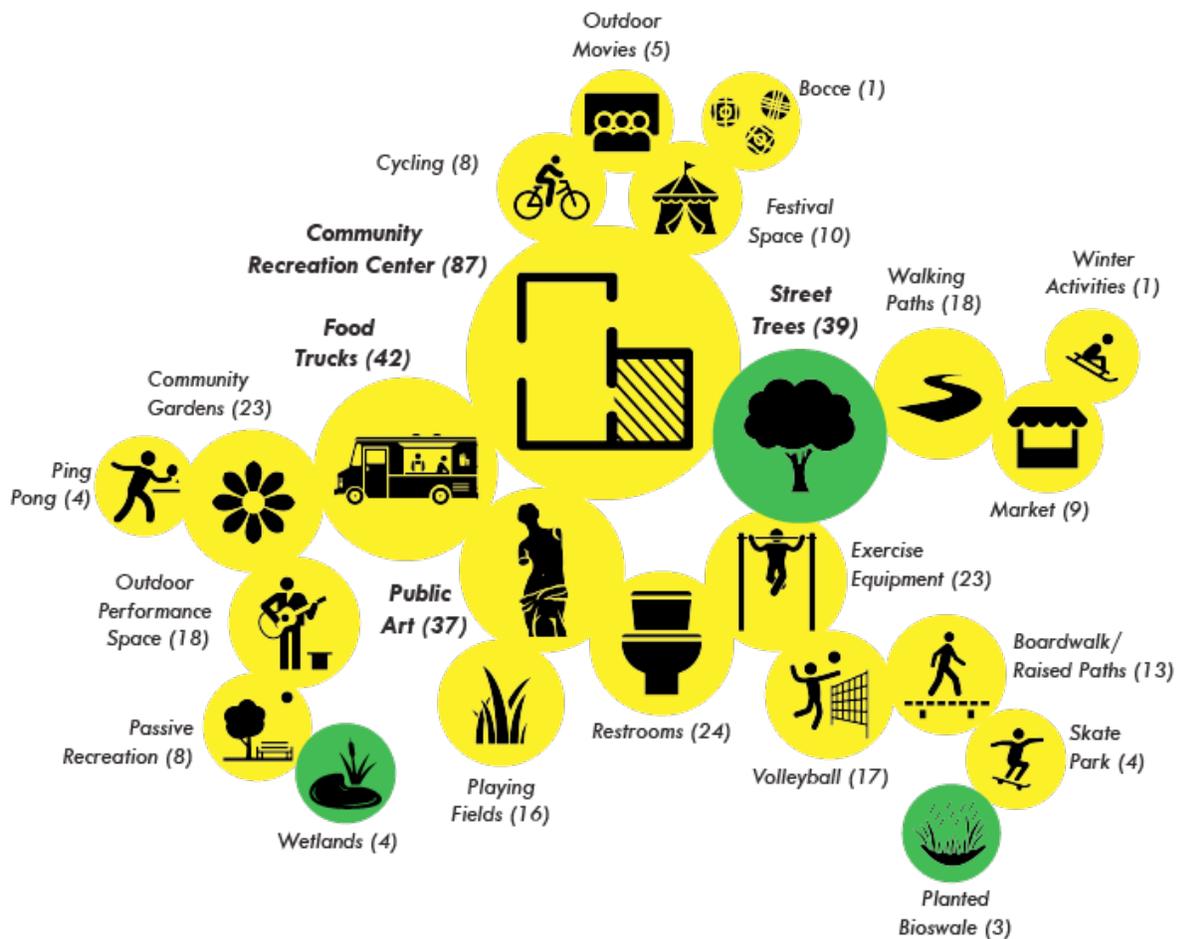


Figure 9: OSRP Forum Feedback
 (#) Indicates the number of times each sticker was selected among participants.



Key Themes

Community feedback through public forums and the online survey show that Revere's natural environment, open spaces, and recreational resources add tremendous value to the quality of life in the city. Furthermore, public health research has found that there is strong evidence to link physical activity and physical health to the presence and proximity of parks to an individual's residence. Parks and recreational spaces present opportunities for physical activity and community connections. In studies, good access to large, attractive recreation spaces has been associated with greater levels of exercise.² Access to parks, open space, and greenery are associated with protection against poor mental health outcomes and greater socializing and social support.³ Providing recreational opportunities for all residents, developing facilities and programs that promote fitness and health, and protection of natural resources were identified by residents as top goals for open space and recreation.

Feedback also shows that an indoor recreation facility and expanding recreational programming are major priorities of the community. There is a strong desire to increase open, green space that would provide multiple public benefits, including recreational and community gathering space, improve air quality, reduce urban heat islands, and manage and improve stormwater.

In 2018, the City released an update to its Open Space and Recreation Plan, which delves deeper into topics around open space and recreation in Revere. Given its recent publication, this Master Plan carries over many of the recommendations of the 2018 plan to be implemented by the departments, commissions, and advocacy groups mentioned in this section. It also includes a few new recommended strategies based upon community input during the *Next Stop Revere* planning process and incorporates goals and recommendations from the 2019 Revere Pocket Park Site Suitability Analysis.

2 Lee, A. C. K., & Maheswaran, R. (2011). The health benefits of urban green spaces: a review of the evidence. *Journal of Public Health*, 33(2), 212-222.

3 Cities, Green Space, and Mental Well-Being: <http://oxfordre.com/environmentalscience/view/10.1093/acrefore/9780199389414.001.0001/acrefore-9780199389414-e-93>

Recommendations

Goal 1

Implement the Master Plan consistent with the current Open Space and Recreation Plan

Programming, Partnerships and Internal City Operations

Strategy 1.1: The City recently completed its Open Space and Recreation Plan for 2018-2025. Many of the needs, goals, and objectives in that plan overlap with this Master Plan, and they should be reinforced and expanded, particularly in reference to this Open Space and Recreation section and in the Public Facilities and Services, Historic and Cultural Resources, Energy and Climate, Public Health and Transportation sections of this Master Plan.

Goal 2

Provide recreational opportunities for residents of all ages and abilities

Programming, Partnerships and Internal City Operations

Strategy 2.1: Continue efforts to upgrade park and recreation facilities for all users and to meet applicable ADA standards as improvements are made.

Planning

Strategy 2.2: To provide better access in underserved and densely populated neighborhoods, use findings from the 2019 Pocket Park Suitability Analysis to identify opportunities to create new parks, open spaces, and recreational facilities where they can best provide climate resilience, social and health benefits.

Strategy 2.3: Support the development of a fully ADA-accessible open/recreational space, in addition to the accessible space planned for the Suffolk Downs development.

Strategy 2.4: Explore ways to add shared space for walkers, motorists, and cyclists at locations such as the Central Avenue Parking Lot.

Goal 3

Develop facilities and programs that promote fitness and health

Programming, Partnerships and Internal City Operations

Strategy 3.1: Create a multi-lingual website or a feature within the City website, which was recently revamped to emphasize user-friendliness and accessibility that will aggregate local and cultural events like sports, concerts, and festivals from disparate sites into a central repository. This invaluable resource would allow members of the community to access and disperse information from a central location and reach broader segments of Revere's diverse community.

Strategy 3.2: Support local arts and cultural resources by increasing awareness of cultural events in Revere and support funding streams for arts and cultural resources such as the Revere Cultural Council.



Planning

Strategy 3.3: Use data gathered from the Recreation Department's Garfield pilot program to help define the needs of a future indoor recreational facility.

Strategy 3.4: Consider the development of a sustainable multi-use, multi-generational community center, including a swimming pool, to provide a variety of cultural and recreational activities throughout the year.

Goal 4

Maintain, enhance, and maximize the quality of existing parks, playgrounds, trails, and recreation areas

Programming, Partnerships and Internal City Operations

Strategy 4.1: Support ongoing efforts to improve parks, open spaces, and recreational facilities identified in the 2018 OSRP Seven Year Action Plan to provide Revere residents with the active recreation facilities, urban gathering spaces, and natural open spaces and trails they seek.

Strategy 4.2: Continue to develop safe walking paths that connect existing open spaces and parks and incorporate such paths into newly planned open spaces. New paths should be handicapped-accessible and multi-use, serving walkers, runners, bicyclists, and wheelchairs, following examples of such improvements at Gibson Park, Harmon Park, and Harry Della Russo Stadium

Strategy 4.3: Investigate the possibility of staggered Parks and Recreation employee work shifts to ensure weekend and seasonal coverage of recreational events, rather than all full-time employees working Monday through Friday. Community feedback suggested that special events are a popular role of Revere's parks and open spaces. Yet, special events are also a strain on Parks and Recreation staff and require weekend diligence and significant clean-up.

Strategy 4.4: Consider hiring a volunteer coordinator to recruit volunteers, maximize volunteer potential, formalize park Friends Groups, and develop corporate sponsorships.

Strategy 4.5: Explore partnerships with local businesses to help improve park maintenance and create revenue-generating opportunities in parks. For example, contracting or offering incentives to businesses to establish sponsorships and sustainable revenue streams to help defray maintenance costs.

Planning

Strategy 4.6: Consider additional staffing and funding to properly protect and maintain all open spaces and natural resources throughout the City.

Strategy 4.7: Continue to pursue funding for park projects through Capital Improvement Plan, Parkland Acquisitions and Renovations for Communities (PARC), Local Acquisitions for Natural Diversity (LAND), and other grant opportunities.

Strategy 4.8: Explore the feasibility of acquiring additional open space at opportunity sites or proximate to existing open space.

Land Use and Regulatory

Strategy 4.9: Reconsider adopting the Community Preservation Act (CPA) to augment financial resources for not only open space and recreation but also affordable housing and historic preservation.

Goal 5

Coordinate with DCR and other state and regional entities that operate and maintain open spaces. Maintaining these critical partnerships provide a relational vehicle for open space and recreational opportunities to be realized

Programming, Partnerships and Internal City Operations

Strategy 5.1: Proactively work with DCR to ensure that the condition of Revere's state-owned public facilities continues to improve, addressing issues related to park and recreation facilities, including necessary maintenance and upgrades. (For example, sections of the seawall along Winthrop Avenue are failing and in need of repair.)

Planning

Strategy 5.2: Improve the working relationship between the City, private, and community-based organizations and DCR to streamline the recreation permitting process. Doing so will reduce scheduling barriers and provide residents with more opportunities to enjoy programmed events on DCR owned land.

Strategy 5.3: Explore possibilities for new funding for the DCR reservation to support maintenance and programming in the shared interest of Revere and state entities.

Goal 6

Promote pocket park development on city-owned land in neighborhoods with limited park access, and where they can best provide climate resilience, social, and health benefits

Programming, Partnerships and Internal City Operations

Strategy 6.1: Publish the Revere Pocket Parks Report on the City of Revere website and other platforms.

Planning

Strategy 6.2: Identify the City of Revere department(s) that will coordinate Pocket Park implementation activities in coordination with civic, neighborhood, and business groups. Secure funding for the City staff time toward this.

Strategy 6.3: Identify five-ten priority sites found suitable for pocket park development in the Revere Pocket Parks Report.



Goal 7

Encourage ongoing public education and direct sponsorship of pocket park development among civic, neighborhood, and business groups

Planning

Strategy 7.1: Via the designated City of Revere department(s), develop a program that supports civic, neighborhood, and business groups in developing pocket parks. The City of Boston "Grassroots and Open Space Development" program may serve as a model from which to build the City of Revere program. This program should be coupled with or include 1) clear pathways to articulating community need and interest for priority sites to the City of Revere; 2) educational and capacity-building workshops on the benefits of pocket parks and the City of Revere program; and 3) technical assistance and funding resources to realize pocket parts on priority sites where community interest has been articulated.





Public Health

“[A] healthy city can embrace and make productive use of the differences of class, ethnicity, and lifestyles it contains, while a sick city cannot; the sick city isolates and segregates difference, drawing no collective strength from its mixture of different people.”

—Richard Sennett¹

Introduction

Population health is shaped by our collective exposures to healthy and unhealthy environments – it begins in our homes, in our children’s schools, in the natural and built environment, and at our places of employment. Healthy communities are “places where all individuals have access to healthy built, social, economic, and natural environments that allow them to live to their fullest potential, regardless of their race, ethnicity, gender, income, age, abilities, or other socially defined circumstances.” Given the connection of our neighborhoods to our health, the Public Health Chapter provides a framework for understanding how community conditions affect the health of Revere residents and identifies strategies to sustain healthy outcomes among residents, from childhood to later in life.

The purpose of the Public Health Chapter is to understand current health conditions and behaviors, assess risks and opportunities presented by built, natural, and social environments, and propose how to achieve healthier outcomes through community design strategies and services.

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Public Health is deeply linked to other elements of *Next Stop Revere*. It presents new data or different perspectives on how improvements in other elements, such as Economic Development, Housing, Open Space, and Transportation, can contribute to healthier outcomes for residents. The Chapter integrates the perspective of local public health stakeholders by including the Revere Public Health Department, Board of Health, Healthy Community Initiatives, and Substance Use Disorder Initiatives (SUDI) in the planning process and future decisions around community change.

¹ “Why Complexity Improves Quality of City Life” in “Hong Kong: Cities, Health and Well-Being,” a publication of the Urban Age Conference, 2011

Health Equity and Environmental Justice

This Chapter uses a health equity lens to explore how certain populations in the city may experience disproportionate impact due to factors such as geography, ethnicity, income, age, or other characteristics. Disparities in disease prevalence and the burden of poor health among demographic groups are well-documented. In Revere, there are significant differences in health outcomes by race and ethnicity (Figure 1). In general, Revere’s white residents are hospitalized at a lower rate for chronic health issues than other race and ethnicity groups. Meanwhile, for every chronic disease examined except cancer, black residents have hospitalization rates significantly higher than white residents.

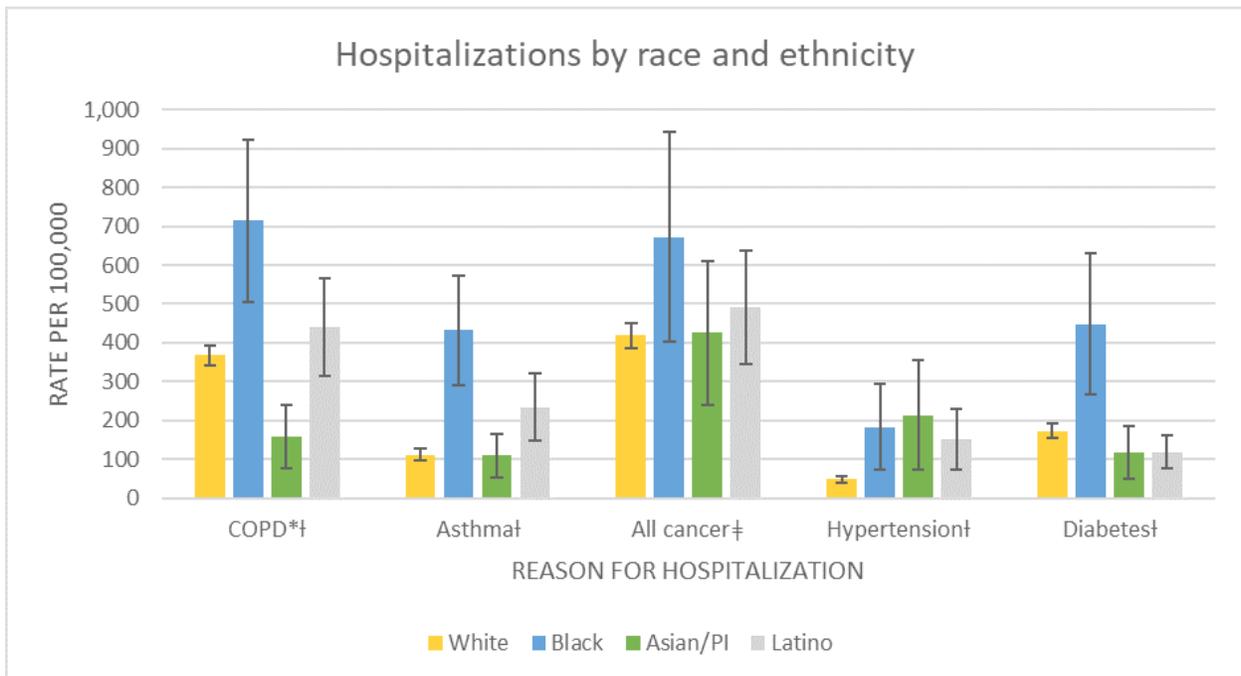


Figure 1: Hospitalizations by Race and Ethnicity. Source: Massachusetts Department of Health MassCHIP, 3 year aggregate rates, 2012-2014; 3 year aggregate rates, 2009-2011.

* COPD = Chronic obstructive pulmonary disease

Disparities in illnesses by race and ethnicity stem directly or indirectly from a community’s surrounding environment. For example, both people of color and low-income households are disproportionately likely to live near a major road,² where air pollution is drastically elevated,³ and are therefore more likely to suffer the associated cardiovascular, respiratory and neurological health effects of high exposure to air pollution.⁴ Health conditions are further exacerbated by community conditions such as poverty, a lack of affordable housing, and limited food options.

2 Rowangould, Gregory M. “A census of the US near-roadway population: Public health and environmental justice considerations.” i 25 (2013): 59-67.
 3 Padró-Martínez, Luz T., et al. (2012)
 4 Lane K.J, Levy J.I, Scammell M.K, Peters J.L., Patton A.P, Reisner E., Lowe L, Zamore W, Durant J., Brugge D. Association of modeled long-term personal exposure to ultrafine particles with inflammatory and coagulation biomarkers. Environment International. 2016; 92-93:173-182.



▶ ENVIRONMENTAL JUSTICE

The Environmental Justice determination is based on the principle that all people have a right to be protected from environmental pollution and to live in and enjoy a clean and healthful environment.⁵ It also recognizes that certain racial and economic groups have disproportionately had to live in areas where there have been significant environmental hazards. From this perspective, some of Revere's greatest assets – e.g., proximity to Logan Airport and Boston, a regional job center, the availability of public transit and local access to regional roadways – can also be viewed as liabilities.

While the proximity of Logan Airport and the roads and rails running to Boston do benefit Revere residents, they do so at a disproportionate public health and quality of life cost to the community. As examples, Revere is a commuter rail corridor but has no commuter rail station; 90% of peak-period roadway users are commuters who live elsewhere and work elsewhere, and all of the air passengers from the North Shore must pass through Revere going to and from Logan Airport. Each of these infrastructure facilities brings with them high levels of noise and air pollution, to which nearby Revere residents are exposed. Research shows that low-income and non-white populations are more like to live near sources of pollution and are therefore exposed at a disproportionately higher level.⁶⁷ In that regard, these impacts should rightly be described as "environmental justice" issues in that Revere most vulnerable residents bear the burden of infrastructure facilities that benefit the region as a whole.

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- 5 These communities are defined as U.S. Census block groups that meet one or more of the following criteria: 1) the median annual household income is at or below 65% of the statewide median income for Massachusetts, 2) 25% of the residents are minority or 25% of residents are foreign born, or 3) 25% of residents are lacking English language proficiency.
 - 6 Nancy Tian, Jianping Xue, and Timothy M. Barzyk, "Evaluating Socioeconomic and Racial Differences in Traffic-Related Metrics in the United States Using a GIS Approach," *Journal of Exposure Science and Environmental Epidemiology* 23 (Mar. 2013): 215–22, doi:10.1038/jes.2012.83.
 - 7 Jennifer Parker et al., Linkage of the 1999–2008 National Health and Nutrition Examination Surveys to Traffic Indicators From the National Highway Planning Network, National Health Statistics Report (U.S. Department of Health and Human Services, Apr. 2, 2012).

Public Health Today: Existing Conditions

▶ THE ROLE OF HEALTH IN PLANNING AND THE BUILT ENVIRONMENT

Evidence shows that how we plan and build communities affects the health and wellness of residents. Cumulative research focused on the history of the causes of disease estimates that roughly 60% of our health is determined by social, environmental, and behavioral factors shaped by the context in which we live (Figure 2).⁸

The relationship between health and planning is reinforced by data on health issues and the leading causes of death in the United States. The country is experiencing increasing levels of chronic diseases like obesity and diabetes, and more and more people are dying from preventable diseases like heart disease, strokes, and lower respiratory diseases.⁹ Yet, these illnesses are highly preventable, as they are often the result of behaviors, choices, and influences stemming directly or indirectly from a community's surrounding environment.

Understanding the connection between resident health and well-being and the spaces in which they live, learn, work, gather, and age is important: it provides the impetus for developing communities that offer more opportunities for healthy living. Planning plays a key role in engaging community members in developing a vision for the future, setting the conditions for what and where changes will occur, and ultimately creating places that protect and promote health.

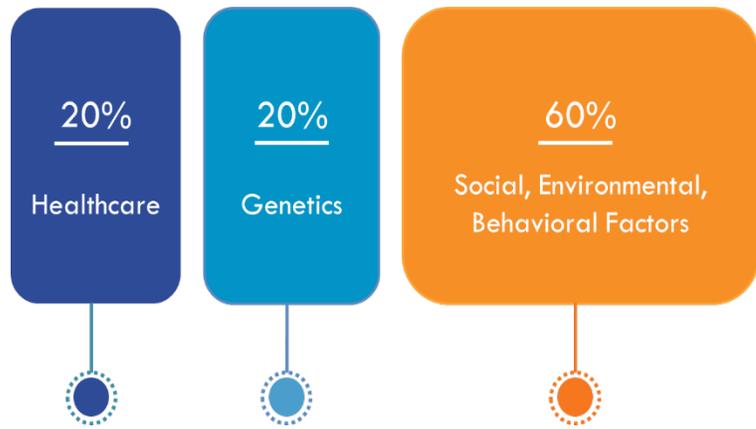


Figure 2: Factors Responsible for Population Health. Source: Adapted from US County Health Rankings.

▶ COMMUNITY HEALTH SYSTEM

Sets of individuals and organizations play an important role in planning for and meeting the service needs of residents, particularly those who are suffering from symptoms of environments that do not promote health. At the municipal level, the work is performed by health agents and inspectors and boards of health as well as other entities such as councils on aging and recreation departments. Outside of the municipal health agents, health systems and community organizations play a similar role as they respond to acute health issues (e.g., heart attacks), promote disease prevention and seek to intervene in behavioral health issues (e.g., opioid use).

8 McGinnis, J. M., Williams-Russo, P., & Knickman, J. R. (2002). The case for more active policy attention to health promotion. *Health Affairs*, 21(2), 78-93.

9 U.S. Centers for Disease Control and Prevention, Deaths: Final Data for 2013, Figure 10



Figure 3: A Framework for Healthy Community Design



LOCAL HEALTH DEPARTMENTS, BOARD OF HEALTH, AND HEALTH INITIATIVES

Revere is served by a Board of Health. Revere's Public Health Division, which includes the City's public health nurse and school nurses, is part of the City's Inspectional Services Department (ISD). The Public Health Division works closely with ISD's Health Inspections Division and collaborates with Healthy Community Initiatives, Substance Use Disorders Initiatives (SUDI), the North Suffolk Public Health Collaborative, the Disabilities Commission, Elder Affairs, and Veterans Services to provide essential services that address



needs across all ages and abilities, promote programs that support health and wellness among residents, effectively respond to emergencies, and reduce the spread of infectious diseases.

A framework for understanding local health work is the Foundational Public Health Services (FPHS), which represents a minimum package of public health services that should be present in any jurisdiction.¹⁰ The FPHS includes two areas: foundational capabilities (i.e., skills) and foundational areas (i.e., areas of expertise or specific activities).

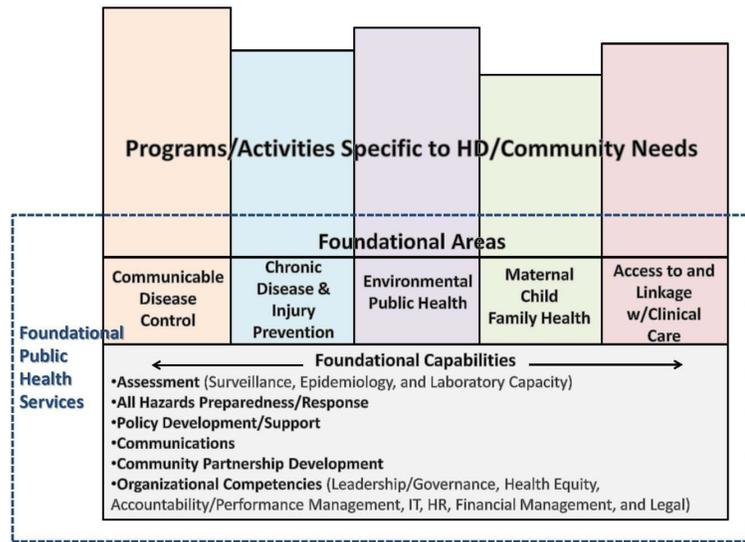


Figure 4: Foundational Public Health Services. Source: *Defining and Constituting Foundational Capabilities and Areas V1*

A scan was done to assess Revere’s FPHS capabilities across the foundational areas. The following Public Health Element sections refer to many of the essential and innovative services offered by the City’s agents of public health. While it is clear that the public health capabilities and services offered by the multiple divisions, departments, and coalitions in Revere are extensive, the current fragmented municipal structure for public health services poses a significant barrier.

The scan suggested that all areas of FPHS are being met in some fashion. The Public Health and Health Inspections divisions of the ISD provide services that address core areas, such as communicable disease control, linkages to care, and environmental health. Public health agents within the other City departments complement these with resources related to chronic disease and injury prevention, linkages to clinical care related to substance abuse and behavioral health, and family health.

Yet, there is note a unified strategy or a holistic understanding of how Revere’s municipal public health providers are protecting and promoting the health and wellness of residents across their many programs and services. The lack of a unifying strategy for Revere’s local public health services makes it difficult to assess whether the City’s current public health services are meeting residents’ needs.

The fragmented structure also creates logistical barriers. Municipal stakeholders report that communication and collaboration between departments can be difficult. Currently, Revere’s Office of Healthy Community Initiatives (HCI) is the primary driver of cross-sectoral collaboration. In association with Revere on the Move, HCI’s goal is to make Revere a healthier place to eat, live, work and play. This work is focused on policy, systems, and environmental changes and necessitate partnerships with the Mayor’s office, planning, and economic development staff, as well as the Parks and Recreation, Public Works, and Police departments. Examples of the office’s cross-departmental work include the Neighborways project, a community engagement focused, traffic-calming project done in collaboration with planning and DPW staff, community park builds, or the Recent Pocket Park analysis. While the success of this office highlights the important

10 Public Health Leadership Forum, <https://www.resolve.ngo/site-healthleadershipforum/defining-and-constituting-foundational-capabilities-and-areas.htm>



role agents of local public health can play within multiple local planning functions, the current structure of Revere's public health system makes this continuing this type of work a real challenge.

Revere is currently exploring moving towards a more operational Health Department framework, which could help address some of these barriers, increase capacity to provide FPHS capabilities and better position the City to compete for funding that will support the creation and maintenance of a healthy community.

▶ HEALTH CARE SYSTEMS

Several area hospitals and community health centers serve Revere: Cambridge Health Alliance Everett Hospital, East Boston Neighborhood Health Center, Massachusetts General Hospital-Revere Health Care Center, Beth Israel Deaconess HealthCare, Melrose Wakefield Health Care Center, Tufts Medical Center Community Care, and the North Suffolk Mental Health Association.

Most healthcare systems produce a community health needs assessment (CHNA) every three years for communities located within their service area. In connection with the CHNA, the systems must propose community health improvement strategies, which in Massachusetts are recommended to focus on the social determinants of health.¹¹

In 2019, area health care providers partnered with Revere, Chelsea, and Winthrop as well as multiple community organizations to develop an integrated community health needs assessment (iCHNA). The North Suffolk iCHNA will include improvement strategies focused on the following community health priorities:

- Housing
- Economic Stability and Mobility
- Behavioral Health

▶ HEALTH CARE ACCESS

The Revere Public Schools and public health system are important points of access to non-emergency medical care. Some of these referral points are informal (i.e., word of mouth), but some, such as the Public Health Nurse and the Public Schools, are part of a system set up to help residents overcome barriers to care. The Revere Public Health Nurse is an important resource for older adult residents and senior-oriented programs, and facilities. The Revere Health Nurse can facilitate referrals for those residents to PACE, VNAs, HHAs, or long-term care facilities. Parent Information Center Revere Public Schools is another point of access and referral point for health services. Of particular note is the Parent Information Center, which facilitates the enrollment of new students (and quite often, newer immigrant students), arranges student immunizations, and makes referrals to Primary Care Physicians at one of the federally qualified health centers (such as Massachusetts General Hospital, MGH, HealthCare Center or East Boston Neighborhood Health Center) for the whole family. MGH also has a school-based adolescent Health Center at Revere High School and model which should be replicated in the new High School.

11 The Attorney General has set four statewide priorities for strategies: Chronic Disease with a Focus on Cancer, Heart Disease and Diabetes Housing Stability/Homelessness Mental Illness and Mental Health Substance Use Disorders. In addition to these four focus issues, in 2017 DPH adopted six health priorities to guide the Community Health Initiative investments: Built Environment, Social Environment, Housing, Violence, Education, and Employment.



Survey respondents reported that these referral networks are helpful but could be improved. Some of the more informal referral points could stand to be more effectively communicated and structured. Where follow-through on the parent-to-provider step can be inconsistent and irregular, a suggestion was for school-based staff to be authorized to deliver immunizations. While the school-based nurses play an important role in providing medical care to Revere's youth, the existing fee and payment structure does not return in a clear nexus back to the point of service. Several referral networks could be more effectively communicated and structured to increase reach and impact.

Half of North Suffolk iCHNA survey respondents from Revere are satisfied with the health care system in their community (49%). Yet a large proportion (40%) of respondents felt that there were still barriers to getting non-emergency medical care in their community. The top five factors that made access difficult included wait times for appointments (27%), overall cost (25%), insurance (20%), inconvenient hours (14%), and location of health care (13%).

The North Suffolk iCHNA focus group participants observed that insurance is a barrier to medical and mental health care in Revere for many patients, especially immigrants. Navigating insurance coverage was difficult, both obtaining coverage and determining which providers take certain insurance plans. Insurance payments, especially for dental care, were a particular concern for low-income residents. A larger proportion of residents report having been to a primary care doctor in the past year than having had a dental checkup or an eye exam (Figure 5). Insurance could explain some of the differences in preventative care access.

	Chelsea	Revere	Winthrop
Saw their primary care doctor	89%	90%	87%
Had a dental checkup	70%	72%	79%
Had eye exam	61%	62%	56%

Figure 5: Percent of Residents in the Past 12 Months who...Source: 2019 North Suffolk Community Health Needs Assessment Community Survey

In addition, the iCHNA found that language barriers between providers and patients make it difficult to provide care. Many key informants and focus group participants touched on the idea that language barriers play a large role in preventing individuals from accessing services.

HEALTH STATUS SNAPSHOT

The 2019 North Suffolk Community Health Needs Assessment provides an in-depth look at the health of Revere residents, as well as the environments, behaviors, and systems that promote or hinder health (learn more here: <https://www.northsuffolkassessment.org>). Data from this report show that, in general, Revere residents are as healthy as the population of the Commonwealth overall. In some cases, these findings can attest to Revere's colocation of health centers and health and human service providers, which together offer a range of support for families and individuals of all ages, even those without insurance. Diabetes is a notable exception to this, with Revere residents being hospitalized for diabetes at a higher rate than the commonwealth.



While the hospitalization rates for some chronic diseases may not be higher than rates statewide, they remain a concern for residents. Focus group participants frequently mentioned the presence of chronic diseases when talking about the health of their community. This is particularly true for cardiovascular (health disease and stroke) and respiratory health (asthma and COPD).

Health behaviors are another item of concern. Estimates from the state's Behavioral

Risk Factor Surveillance System (BRFSS) on measures of obesity and eating habits indicate the city's residents perform similar to the state (Figure 6). Nonetheless, only about a fifth (17%) of Revere adults report consuming recommended levels of fruit and vegetables, and the proportion of adults who are estimated to be obese or overweight remains high (26% and 64%, respectively). Both the short-term and long-term effects of being overweight or obese are of concern as they are associated with increases in an individual's risk for other chronic diseases and are a major cause of death nationally.¹²

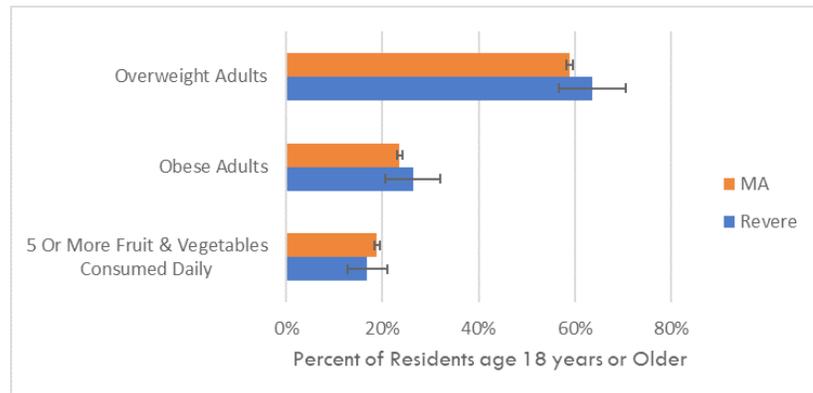


Figure 6: Proportion of Adults Reporting Health Conditions and Behaviors. Source: 2012-2014 Overweight and Obese Adults and 2011, 2013, 2015 Fruit & Vegetable Consumption BRFSS Small Area Estimates accessed via the Massachusetts Population Health Information Tool (PHIT)

TOP HEALTH CONCERNS

As part of the 2019 North Suffolk iCHNA, Revere residents identified the following as the top five health issues in their community:¹³

1. Substance Use Disorders
2. Mental Health
3. Environmental Health
4. Housing
5. Poverty

Poor mental health and substance use disorders have grown as top health concerns since the 2015 assessment (Figure 7). Focus group participants mentioned mental health, notably anxiety and depression, as a need that has gone unaddressed, especially among populations dealing with trauma. While mental health hospitalization rates for Revere are similar to the state overall (915 and 934 hospital admission per 100,000 people, respectively), they have not been decreasing, indicating that mental health issues are pervasive. North Suffolk iCHNA focus group participants stated that there remains significant stigma around accessing mental health services and that these stigmas may be greater for non-white residents and those who are foreign-born.

12 IOM (Institute of Medicine). (2012). Accelerating Progress in Obesity Prevention: Solving the Weight of the Nation. Washington, DC: The National Academies Press.



Substance use disorders were the top health concern for Revere survey respondents, with particular focus on opioid use disorders among focus group participants and assessment informants. In Revere, the opioid epidemic has had devastating consequences for the community; opioid overdoses accounted for more than 24 deaths in Revere in 2017, and hospitalizations rates remain significantly higher than those statewide and in neighboring communities. The 2018 Open Space and Recreation Plan (OSRP) found that, concerning land use, opioid use impacts the cleanliness of parks and playgrounds and the perceptions of safety in public spaces.

There remain significant obstacles to clinical and social/emotional services for community members who have substance use disorders (learn more here: <https://www.northsuffolkassessment.org>).

	Chelsea		Revere		Winthrop	
	2015	2019	2015	2019	2015	2019
Mental health	17%	41%	21%	45%	11%	49%
Alcohol/drug use/ addiction/overdose as a top health concern	57%	75%	71%	73%	46%	73%

Figure 7: Percent of Residents in the Past 12 Months who...Source: 2019 North Suffolk Community Health Needs Assessment Community Survey



HEALTH OVER THE LIFESPAN: AGE-SPECIFIC HEALTH

A critical aspect of community health is examining the health of the population throughout the life course. Data specific to youth and older adults are included here. The purpose is to provide a spotlight on populations that are more susceptible to changes that can either promote or provide lifelong health and wellness.

Youth

Childhood and youth are critical periods for physical, social, and emotional development and a time when external factors such as exposure to significant adverse events (e.g., housing instability, trauma) or exposure to pollutants can adversely affect development. Similarly, engagement in prosocial and healthy behaviors can serve as protective factors that improve health outcomes and prevent illness.

Many municipalities use youth surveys to gather information from youth about their health status and their experiences growing up in healthy environments. Recent survey data for Revere suggest that substance use, mental health, and obesity are all areas of concern for youth.

Focus group participants mentioned vaping and marijuana use as concerns. Data from the 2017 youth survey suggest that current cigarette use remains low (less than 4% of all students). Yet, nearly 9% of middle school students and 12% of high schoolers have used electronic vapor products, and 5% of middle schoolers and 18% of high schools have smoked marijuana. According to focus group participants, young people did not perceive vaping or marijuana as harmful.

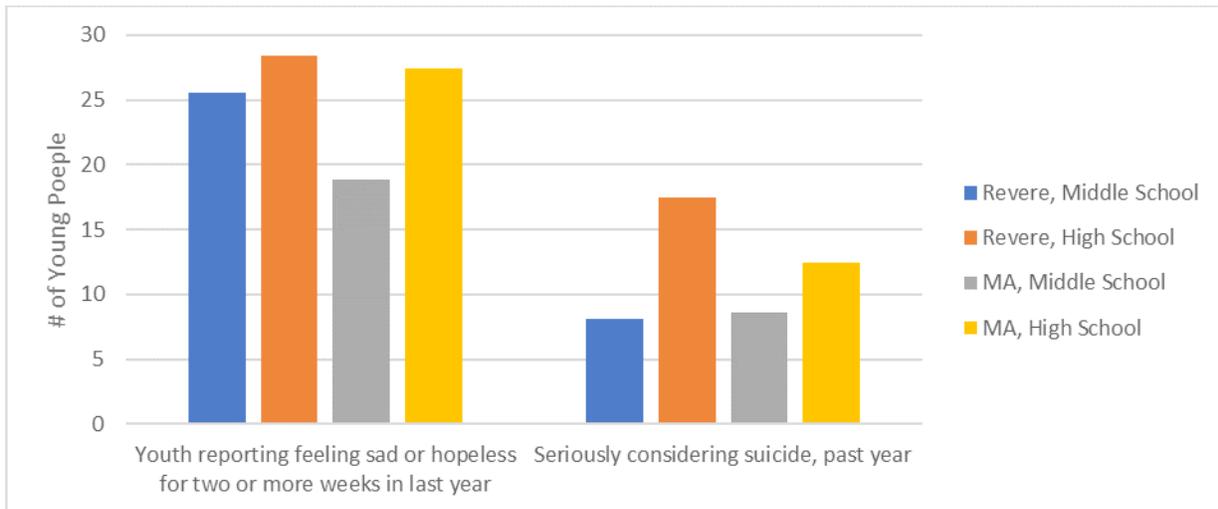


Figure 8: Mental Health and Suicidal Thoughts in High School and Middle School Students. Source: 2017 Youth Behavioral Risk Survey

While data from earlier surveys suggest that there has been a decrease in the percentage of high school and middle school students who report persistent sadness or having considered self-harm like suicide, the overall percentages remain high.¹⁴ Within the Revere student population, females and non-white students are more likely to report these concerns. In some cases, the percentages reporting depression symptoms or suicidal thoughts do exceed state percentages; in no cases are they higher than national percentages. An important resource for youth mental and behavioral health is the in-school programming offered by North Suffolk Mental Health.

Percent of Overweight or Obese Public School Students				
Grade	Revere (2018-2019 school year)	Chelsea (2017-2018 school year)	Winthrop (2014-2015 school year)*	Massachusetts (2014-2015 school year)*
1st Grade	42%	47%	35%	28%
4th Grade	51.50%	57%	37%	34%
7th Grade	44%	62%	37%	34%
10th Grade	41%	49%	36%	33%

Figure 9: Percent of Residents in the Past 12 Months who...Source: 2019 North Suffolk Community Health Needs Assessment Community Survey

* Massachusetts DPH reports only until 2014-2015 school year



Surveys suggest there are similar percentages of Revere and state youth who engage in healthy behaviors like physical activity and healthy eating.¹⁵ However, obesity is more prevalent among Revere public school students than those statewide (Figure 9) and almost as much of a concern as it is among school-age youth in neighboring Chelsea. Focus group participants highlighted the need for more youth activities and spaces for teenagers to promote physical activity and increase interactions with others in the community.

Older Adults

Massachusetts is set to experience growth in the number of residents who are 65 years and older. The growth in the number of older residents will challenge how residential and commercial infrastructure is built, what health, social, and economic services are offered; and how and where older residents interact with the rest of the community. Currently, 14.5% of Revere residents are 65 years and older; this population is projected to increase over the next ten years.

The Massachusetts Healthy Aging Collaborative has developed municipal profiles for cities and towns that show the health of older residents. Their data suggests that while older residents in Revere engage in healthy behaviors like meeting guidelines for physical activity, nutrition, and sleep, they are still suffering from poor health outcomes at higher rates than other older adults across the state (learn more here: <https://mahealthyagingcollaborative.org>)

Community conditions have a powerful effect on lifetime health. Among older adult residents and key stakeholders, housing, transportation, and social isolation were top health concerns.

Informants stated that affordable and age-friendly housing is a top concern among Revere's older adults. Housing affordability trends can have a huge impact on Revere's older adult population, given that a large proportion is on a fixed income. Most of Revere's older adults are homeowners¹⁶ and recent Census estimates show that about a third of older residents live in households with annual incomes less than \$20,000. Where these homes are not designed for aging in place, residents will require solutions that respond to changing physical and cognitive abilities that come with growing older. As residents age 65 and older look for housing that meets their needs within their community, demand for a wide range of age-friendly housing types will increase.

Transportation services are a critical element for older adults to be able to access programming and needed services as well as to connect with other residents. Although MBTA public transit is available to neighborhoods of Revere, the MBTA trains do not connect residents to locally significant amenities, and the bus routes serving West Revere are infrequent with reduced off-peak hours. The Rossetti-Cowan Senior Center runs two shuttles, offering transportation by appointment to the Senior Center, medical appointments, and community amenities like the grocery store and library. The shuttle currently serves 300 to 350 individuals per week.

Social isolation and loneliness are high among elderly populations. In Revere, a third of people aged 65 and older live alone.¹⁷ Key informants stated that while older adults may choose to live alone, this can lead to unaddressed health risks and affects how older residents access care and interact with others.

15 2015 and 2017 Revere Youth Risk Behavior Survey (YRBS)

16 American Community Survey (2012-2016)

17 American Community Survey (2012-2016)



Senior centers serve as a gateway to the nation's aging network—connecting older adults to vital community services that can help them stay healthy and independent. Compared with their peers, senior center participants have higher levels of health, social interaction, and life satisfaction and lower levels of income. Based on 2010 estimates, the Rossetti-Cowan Senior Center currently serves 28.5% of Revere's senior population (to learn more about the Rossetti-Cowan Senior Center, see the Public Facilities and Services Chapter). In interpreting this statistic, it is important to note that many older residents remain active socially and may not need organized senior activity. In addition, there is a significant amount of programming offered at the several Revere-based senior-oriented residential facilities and private community-based programs. The recent opening of a PACE facility in conjunction with East Boston Neighborhood Health Center has brought additional affordable and accessible health care in a supportive social setting that also responds to issues of isolation and loneliness.



Elements of a Healthy Community

STABLE, HEALTHY, AND QUALITY HOMES

Housing was the fourth overall health concern for Revere residents in the iCHNA survey. Housing has effects on health through multiple pathways: stability and affordability, quality and design, and location.

Stable housing is an essential component of good health because when individuals live in a safe, affordable home and community, they can prioritize their health, better manage disease, and invest in their well-being. High housing costs can force individuals to choose between housing payments and other essentials such as food, medical care, and utilities. It can also contribute to increased stress, which decreases resistance to disease.¹⁸ Children in unstable housing are at risk of malnutrition and developmental delays that can have lifelong health consequences.¹⁹

Focus group participants noted that Revere's housing market conditions are stressful. As described in the Housing Chapter, it is estimated that 53% of renters and 44% of homeowners in Revere are cost-burdened, meaning they spend more than 30% of their income on housing. Participants report that increases in housing costs have led to overcrowding as individuals and families are doubling up in apartments because they cannot afford to live alone. Rising costs were described as a threat to participants' health, responsible for pushing people out of their homes and community, and leading to a loss of community connectedness and multicultural diversity.²⁰

There are several measures of housing quality. Housing that is not adequately maintained, ventilated, or free from pests and contaminants, such as mold, lead, and radon, is an important contributor to rates of injury, asthma, cancer, neurotoxicity, cardiovascular disease, depression, and poor mental health. A common hazard in many Massachusetts' homes, as a result of older housing stock, is lead paint. Disturbed or aging paint can release lead dust, which is then inhaled or consumed. Lead can cause damage to the brain, kidneys, and nervous system, slow growth and development, and create behavioral problems and learning disabilities in children. The use of lead in household paint was banned in 1978, but lead paint applied before the ban is still present in many older homes across the Commonwealth. In Revere, 74% of houses were built before 1978 (as compared to the state average of 71%), and 83% of children have been screened for elevated blood lead levels.²¹

The location of housing is critical, as well. In general, households in neighborhoods that have higher population densities, access to destinations, more grid-like street patterns, and access to high-quality bicycle

18 RWJF How Does Housing Affect Health?: <https://www.rwjf.org/en/library/research/2011/05/housing-and-health.html>

19 Cutts, Diana Becker, et al. "US housing insecurity and the health of very young children." *American Journal of Public Health* 101.8 (2011): 1508-1514.

20 North Suffolk Integrated Community Health Needs Assessment Community Survey (2019).

21 Massachusetts Department of Public Health, Bureau of Environmental Health, Massachusetts Environmental Public Health Tracking (EPHT). (2017). EPHT Community Profile for Revere, 1-10. Retrieved from <https://matracking.ehs.state.ma.us/>



and pedestrian infrastructure are positively associated with physical activity.^{22,23} The Transportation Chapter describes Revere's walking amenities in more depth.

▶ ACTIVE TRANSPORTATION AND SAFETY

The health benefits of physical activity have been well documented, yet less than half (49%) of all adults in Revere meet the Surgeon General's recommended 30 minutes of moderate-intensity physical activity on most days of the week.²⁴ Research has linked physical inactivity to poor health outcomes such as coronary heart disease, Type II diabetes, certain cancers, and even premature mortality.²⁵

Evidence suggests that good infrastructure (sidewalks, bike lanes, etc.) and public transportation access leads to increased walking and biking for transportation purposes, and therefore plays an important role in increasing population-level physical activity.²⁶ A robust body of literature links physical activity to a wide range of health benefits^{27,28}.

Compared to the national walking average of six minutes per day, public transit users spend a median of 19 daily minutes walking.²⁹ Estimates show that an individual walks an additional 8.3 minutes per day when they switch from driving to transit.³⁰ While a sizeable portion (27%) commute by public transit, two-thirds of

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- 22 Ewing, Reid, and Robert Cervero. 2010. "Travel and the Built Environment." *Journal of the American Planning Association* 76 (3): 265–294. doi:10.1080/01944361003766766.; Freeman, Lance, Kathryn Neckerman, Ofira Schwartz-Soicher, James Quinn, Catherine Richards, Michael D M Bader, Gina Lovasi, et al. 2012. "Neighborhood Walkability and Active Travel (Walking and Cycling) in New York City." *Journal of Urban Health: Bulletin of the New York Academy of Medicine* (September 1). doi:10.1007/s11524-012-9758-7
 - 23 Giles-Corti, Billie, Fiona Bull, Matthew Knuiman, Gavin McCormack, Kimberly Van Niel, Anna Timperio, Hayley Christian, et al. 2013. "The Influence of Urban Design on Neighbourhood Walking Following Residential Relocation: Longitudinal Results from the RESIDE Study." *Social Science & Medicine* 77 (January): 20–30. doi:10.1016/j.socscimed.2012.10.016.
 - 24 National Center for Health Statistics, FastStats: Exercise or Physical Activity, 2014, <http://www.cdc.gov/nchs/fastats/exercise.htm>
 - 25 Lee, I-Min, Eric J Shiroma, Felipe Lobelo, Pekka Puska, Steven N Blair, and Peter T Katzmarzyk. 2012. "Effect of Physical Inactivity on Major Non-communicable Diseases Worldwide: An Analysis of Burden of Disease and Life Expectancy." *Lancet* 380 (9838) (July 21): 219–229. doi:10.1016/S0140-6736(12)61031-9
 - 26 Sallis, J. F., Floyd, M. F., Rodríguez, D. A., & Saelens, B. E. (2012). Role of built environments in physical activity, obesity, and cardiovascular disease. *Circulation*, 125(5), 729-737.
 - 27 Li, J., & Siegrist, J. (2012). Physical activity and risk of cardiovascular disease—a meta-analysis of prospective cohort studies. *International journal of environmental research and public health*, 9(2), 391-407; National Cancer Institute (NCI). Physical Activity and Cancer Fact Sheet. <http://www.cancer.gov/about-cancer/causes-prevention/risk/obesity/physical-activity-fact-sheet>
 - 28 Biddle, S. J., & Asare, M. (2011). Physical activity and mental health in children and adolescents: a review of reviews. *British journal of sports medicine*, bjsports90185
 - 29 Besser, L. M., & Dannenberg, A. L. (2005). Walking to public transit: steps to help meet physical activity recommendations. *American journal of preventive medicine*, 29(4), 273-280.
 - 30 Hill, J. O., Wyatt, H. R., Reed, G. W., & Peters, J. C. (2003). Obesity and the environment: where do we go from here?, *Science*, 299(5608), 853-855.



Revere residents drive to work).³¹ Shifting additional car commuters to public transit, walking, or biking could help improve resident health. Continued residential development along the Blue Line corridor will play an important role in ensuring high public transportation utilization among future residents.

As described in the Transportation Chapter, several roads and intersections Revere have been identified by the Highway Safety Improvement Program (HISP) as crash clusters for bicyclists and pedestrians (See Transportation Chapter). In addition to actual safety and injury risk, the perception of how safe the transportation system has effects on people's behaviors. Studies that consider traffic and perceptions of safety generally agree that pedestrians and bicyclists have negative perceptions of traffic and that real or perceived danger and discomfort in traffic discourages walking and bicycling.^{32 33 34} Safety concerns appear to be strongest in children, the elderly, and women.³⁵

EXPOSURE TO AIR POLLUTION AND GREEN SPACE

Environmental Health

Environmental health was a top overall health concern for Revere respondents to the North Suffolk iCHNA survey. Participants mentioned traffic-related air pollution and noise from the airport in addition to coastal flooding and environmental issues.

There is evidence linking exposure to very high noise and traffic-related air pollution to increased risk for heart disease, respiratory disease, and neurological health conditions. Noise annoyance, a condition mentioned by focus group participants, increases the risk for chronic stress. Night-time noise exposure can disturb sleep and can lead to the body's inability to regulate blood pressure. Concentrations of traffic-related air pollution can be particularly high in areas with heavy congestion or high volumes of vehicular traffic. Near these locations, individuals in schools and homes, and those who walk or bicycle can be directly affected by short- and long-term exposure to the pollutants. Research suggests that exposure concerns are relevant to those living or actively recreating within 500 feet of corridors that have traffic volumes exceeding 30,000 vehicles per day. Discussed in greater detail in the Revere 2018 Open Space and Recreation Plan, air pollution is of significant concern across Revere due to the high volume roadways in the city and the proximity of Logan International Airport.

The Wheelabrator garbage incinerator in Saugus is another area of resident concern, especially for the Point of Pines, Riverside, and Oak Island neighborhoods. A waste-to-energy plant, Wheelabrator burns 1,500 tons of garbage per day from ten Massachusetts communities and can generate as much as thirty-seven megawatts of energy. It also generates ash, which can contain hazardous heavy metals like arsenic, cadmium,

31 U.S. Census Bureau, American Community Survey, 2012-2016

32 Jacobsen, P L, F Racioppi, and H Rutter. 2009. "Who Owns the Roads? How Motorised Traffic Discourages Walking and Bicycling." *Injury Prevention: Journal of the International Society for Child and Adolescent Injury Prevention* 15 (6) (December): 369-373. doi:10.1136/ip.2009.022566;

33 Pucher, John, Jennifer Dill, and Susan Handy. 2010. "Infrastructure, Programs, and Policies to Increase Bicycling: An International Review." *Preventive Medicine* 50 Suppl. 1 (January): S106-125. doi:10.1016/j.jpmed.2009.07.028-168

34 Wahlgren, Lina, and Peter Schantz. 2012. "Exploring Bikeability in a Metropolitan Setting: Stimulating and Hindering Factors in Commuting Route Environments." *BMC Public Health* 12: 168. doi:10.1186/1471-2458-12-168

35 Bassett, David R, Jr, John Pucher, Ralph Buehler, Dixie L Thompson, and Scott E Crouter. 2008. "Walking, Cycling, and Obesity Rates in Europe, North America, and Australia." *Journal of Physical Activity & Health* 5 (6): 795-814



and lead that gets disposed of in the adjacent landfill.³⁶ Residents expressed concerns about the noise and air pollution produced by the incinerator and about contamination to the surrounding salt marsh from the ash landfill.

Access to Open and Green Space

Parks and recreational spaces present opportunities for physical activity and community connections. In studies, good access to large, attractive recreation spaces has been associated with greater levels of exercise.³⁷ Access to parks, open space, and greenery are associated with protection against poor mental health outcomes and greater socializing and social support.³⁸

A measure of access to open space is the number of acres of open space per person in a specific geography. Based on the 2010 population and recent land use data, the city has an average score of 0.15 acres per capita. Revere's score is much lower than the MAPC region as a whole (1.52 acres).³⁹

The North Suffolk iCHNA survey found that the top places where Revere residents engage in physical activity included parks and walking or hiking trails. Yet, a smaller proportion of respondents reported visiting outdoor recreation spaces or going to recreational spaces to engage in physical activity than residents in municipalities.⁴⁰ Expanding access to these types of facilities could promote physical activity in Revere.

However, access to open and green space is more than acres of open and green space available. It is equally determined by the range of space types and uses offered and the connectivity of these spaces to the population. The 2019 Pocket Park analysis of open space access illustrated that there remain areas of Revere, which are underserved by current open spaces (See the Pocket Parks Analysis in the Open Space and Recreation Chapter). These included most of the Shirley Avenue neighborhood, the central Park Ave, and the Hills neighborhoods, as well as sections of the Riverside and Beachmont neighborhoods. Connectivity of open spaces likewise varies across the city. Participants in the 2018 OSRP reported having limited access to nearby open spaces, parks, and recreation facilities. This highlights the importance of considering transportation networks and communication about available resources, as well as whether the current spaces serve users of all ages and abilities.

Exposure to green space can occur through publicly-accessible parks and lands, but residents are also exposed to green space through contact and experience with vegetation like trees and shrubs throughout a community. Analysis of tree canopy coverage in the Climate and Energy Chapter shows that overall, only 13.8% of Revere's total land has some coverage (See map in the Energy and Climate Chapter). As described

36 LeMoult, Craig (May 9, 2018). "Environmentalists And Town of Saugus Appeal State Approval Of Ash Landfill." WBUR. Accessed at: <https://www.wgbh.org/news/local-news/2018/05/09/environmentalists-and-town-of-saugus-appeal-state-approval-of-ash-landfill>; Jochem, Greta (Feb 1, 2018). "An Incinerator Divides a Town Near Boston." CityLab.

Accessed at: <https://www.citylab.com/environment/2018/02/an-incinerator-divides-a-town-near-boston/552053/>

37 Lee, A. C. K., & Maheswaran, R. (2011). The health benefits of urban green spaces: a review of the evidence. *Journal of Public Health*, 33(2), 212–222.

38 Cities, Green Space, and Mental Well-Being: <http://oxfordre.com/environmentalscience/view/10.1093/acrefore/9780199389414.001.0001/acrefore-9780199389414-e-93>

39 The score is calculated by averaging the open space per capita of all 250m grids within a specific geographic extent. The average only considers grids where the population was greater than 0 in 2010.

40 North Suffolk Integrated Community Health Needs Assessment Community Survey (2019).



in the same chapter, Revere is responding to this by participating in the Massachusetts Greening the Gateways Cities Program (GGCP), which is aimed at increasing urban tree canopy and planting more trees.

In addition to the physical, cognitive, and social health, co-benefits, vegetation, and open green space offer ecological benefits. Vegetation and green spaces can alleviate heat impacts, offer stormwater retention, and improve air quality locally as well as provide carbon sequestration opportunities and regulate temperature regionally.

▶ ACCESS TO HEALTHY AFFORDABLE FOOD

Research suggests that access to healthy and nutritious foods in neighborhoods may play a critical role in residents' diets.^{41 42} Dietary choices are associated with risks for chronic diseases, such as Type 2 diabetes, hypertension, and overweight and obesity.⁴³ The USDA defines food security as the condition of having access to enough food for an active, healthy life, while food insecurity describes the condition of having limited financial resources to buy food. Poverty is the largest contributing factor to food insecurity in the United States. Revere has higher poverty rates than Massachusetts, generally. An estimated 13% of residents live in poverty, compared with roughly 11% statewide.

While food costs play a role, geography is a large determinant in food access, with implications for the correlated conditions of food insecurity and diet-related health outcomes. People may sometimes have enough money for food but are not able to access healthy food because of transportation or functional limitations. The North Suffolk iCHNA found that price was the most mentioned factor affecting where residents shopped for food, but that distance to the store was also a top concern. The availability of culturally specific food was also an important factor in-store choice, especially for Latinx residents and those who were foreign-born.

While each Revere supermarket is accessible by an MBTA bus route, these lines have limited service and do not connect residents efficiently. Shirley Ave is an especially notable example of this, with the nearest grocery store located in Suffolk Downs and no direct line between the neighborhood and the store. In addition, shoppers report that the MBTA is inadequately equipped for traveling with groceries, and different bag limit policies are enacted depending on line and driver. For residents aged sixty years and older, the Revere Senior shuttles offer rides to the supermarket.

41 Morland, Kimberly, Steve Wing, Ana Diez Roux, and Charles Poole. 2002. "Neighborhood Characteristics Associated with the Location of Food Stores and Food Service Places." *American Journal of Preventive Medicine* 22 (1) (January): 23-29

42 Rose, Donald, and Rickelle Richards. 2004. "Food Store Access and Household Fruit and Vegetable Use Among Participants in the US Food Stamp Program." *Public Health Nutrition* 7 (8) (December): 1081-1088. doi:10.1079/PHN2004648.

43 Centers for Disease Control and Prevention, *Guide to Community Preventive Services - Promoting Good Nutrition*, <http://www.thecommunityguide.org/nutrition/index.html>



Supermarkets provide a greater variety of healthy foods that are generally of higher quality and more affordable when compared to smaller food stores. Although some discrepancy exists in the literature, poor supermarket access has been linked to increased rates of poor health outcomes such as diabetes, cardiovascular disease, and obesity when compared to neighborhoods that have supermarkets.⁴⁴

The majority of Revere residents (91%) report getting most of their groceries from the supermarket or grocery store. There are several large grocery stores in Revere, but since the closing of the Shirley Ave Stop and Shop, remaining supermarkets are located on the periphery of Revere (See Figure 10 below), and necessitate solutions to the existing transportation barriers. Accordingly, the Massachusetts Public Health Association's Food Trust Program lists Revere as having one of the top grocery gaps in the state.⁴⁵ While most convenience stores are concentrated in areas where people live (Figure 10 below), these businesses tend to serve lower cost, unhealthy foods.

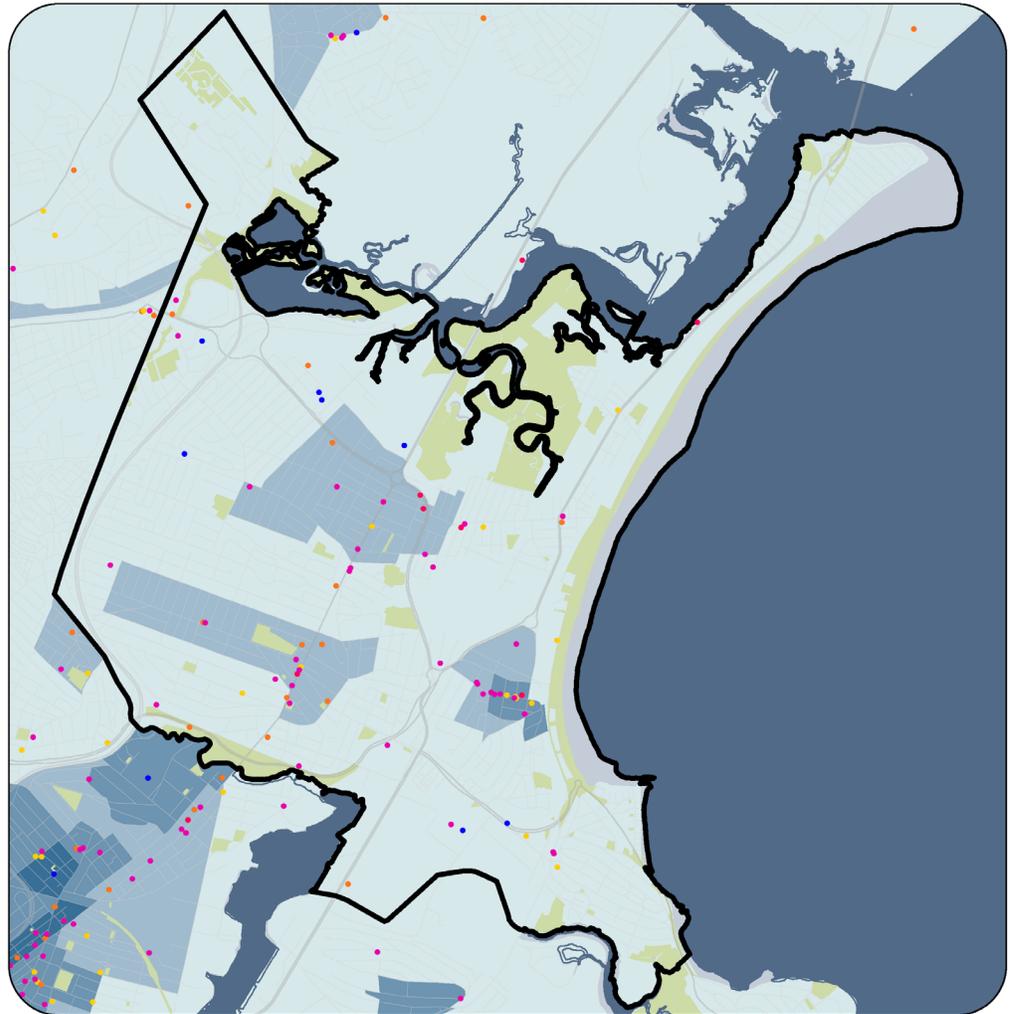
HCI's food justice initiatives have focused on food insecurity, food access, and healthy food retail. The initiative leverages resources to expand healthy food access, with the Revere Farmers Market as a notable example of that type of work. The market provides access to locally produced food from July to October. Revere's market, currently located at the American Legion Hall on Broadway, leverages the Healthy Incentive Program and provides a \$20 match for those with WIC and Senior nutrition vouchers, including Veterans. In 2019 the City opened the match program up to residents over sixty-two years of age and all low and moderate-income residents in the city. There are two additional monthly mobile markets offering access to fresh produce. In the past, HCI has offered technical assistance, education, and financial resources to smaller retailers and convenience stores to enable them to expand their healthy food offerings. These resources are explained in greater detail in the Economic Development Chapter. Sustaining the critical food justice work has been a challenge with current staffing capacity and resources.

School Food

During the 2018 Open Space and Recreation Plan school nurse focus group, concerns were raised regarding the quality and accessibility of school food and the free meal program. Students eat most of their meals in schools, and eating enough nutritious food is foundational to a student's ability to do well in school and life. When students have a healthy diet, this positively impacts their cognitive development, school achievement, and socioemotional well-being.⁴⁶ Because children from food-insecure households face increased risks of negative health outcomes, the nutritious meals they eat throughout the school week are especially important to reduce these risks.

While the Revere Public Schools offer universal free breakfast, many children have transportation issues and do not get to school early enough to eat the free breakfast. The focus group felt that overall food quality could be improved or made more culturally relevant and noted that a large portion of offerings, especially

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- 44 Cotterill, Ronald, and Andrew Franklin. 1995. "The Urban Grocery Store Gap. No. 8." University of Connecticut, Department of Agricultural and Resource Economics, Charles J. Zwick Center for Food and Resource Policy; Powell, Lisa M, M Christopher Auld, Frank J Chaloupka, Patrick M O'Malley, and Lloyd D Johnston, 2007, "Associations Between Access to Food Stores and Adolescent Body Mass Index." *American Journal of Preventive Medicine* 33 (4 Suppl.) (October): S301–307. doi:10.1016/j.amepre.2007.07.007.
- 45 MA Public Health Association Food Trust Program (2019). Accessed at: <https://mapublichealth.org/priorities/access-to-healthy-affordable-food/ma-food-trust-program>
- 46 Wight, V., Kaushal, N., Waldfogel, J., & Garfinkel, I. (2014). Understanding the Link between Poverty and Food Insecurity among Children: Does the Definition of Poverty Matter? *Journal of Children & Poverty*, 20(1), 1–20. <https://doi.org/10.1080/10796126.2014.891973>.



Food Retailers

- Small Convenience stores
- Convenience stores, Pharmacies and Drug Stores
- Specialty Food Stores, Meat Markets, and Fish and Seafood Markets
- Small Supermarkets and Other Grocery, Farmers Markets, Fruits and Vegetable Markets
- Supermarkets and Other Grocery, Warehouse and Supercenter

Access to a Grocery Store? (1/4 mile)

- No
- Unlikely
- Likely
- Yes

Produced by: Metropolitan Area Planning Council
 Data Sources: MAPC, MassGIS, InfoGroup 2016
 Date: October 2019

Document Path: \\Client\KS\DataServices\Projects\Current_Projects\PublicHealth\CHNA\North Suffolk\spatial\FoodAccess_Revere.mxd

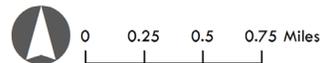


Figure 10: Healthy Food Access (1/4 mi)

for breakfast, are simple carbohydrates. This is problematic as pediatric Type I and Type II Diabetes are very prevalent in the school system.⁴⁷

In efforts to improve healthy food access, nutrition, and health, priority should be given to improving school food environments and other complementary programming, expanding the current summer meals programs, building on the recently implemented "Breakfast After the Bell" program, as well as school gardening and nutrition education initiatives.

47 2015 and 2017 Revere Youth Risk Behavior Survey (YRBS)

Community Connections

Social cohesion, which describes the extent of connectedness and solidarity of a community, and social support are associated with positive health outcomes. Communities with greater levels of social cohesion—often characterized by high levels of trust and respect, participation in community activities and public affairs, and increased participation in community groups—have better health outcomes than those with low level.⁴⁸

Survey data indicates that Revere residents are involved in their community and public affairs. A large proportion (70%) of Revere respondents to the North Suffolk iCHNA survey have attended a community event in the past year, and more than a third (42%) are part of a faith-based group or neighborhood association. Revere residents also report being engaged with public affairs; more than half (57%) agree or strongly agree that they should be involved in government decision making, and most (77%) vote at every or almost every election.⁴⁹

People within rich social environments—who have more friends and social interactions, hold a greater level of trust in their neighbors, and are part of a more tightly knit community—have access to a greater network of social resources, which in turn helps them stay healthier.⁵⁰ Access to social support is associated with protective health effects, including improved mental health outcomes, reduced stress, better cardiovascular health, better immune system functioning and more.⁵¹ Survey data suggests that most Revere residents are satisfied with their social environment. Almost half (45%) of Revere survey participants report having ‘very good or excellent’ social activities and relationships (Figure 11).⁵²

This high rate of social activity is laudable and important to maintain, especially given the increasing heterogeneity of Revere’s community. Where participation in social and civic activities can be geographically, linguistically, or ethnically and racially siloed, it is important the City proactively consider how they can effectively engage and communicate with all residents.

Participants across the North Suffolk iCHNA focus groups reported the desire to unite the different ethnic and racial groups of Revere. As identified in the Historical and Cultural Resources as well as Public Facilities chapters, a community or cultural facility that could accommodate these types of events was a frequently mentioned need throughout the *Next Stop Revere* engagement process.

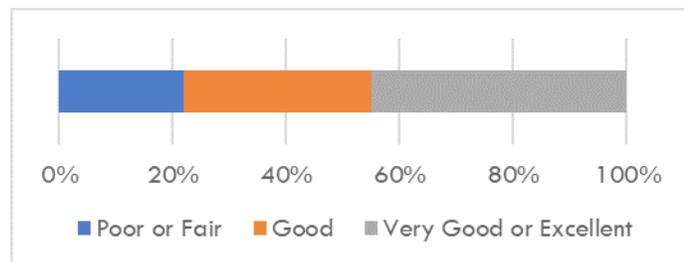


Figure 11: Answer to the question, “In general, how would you rate your satisfaction with your social activities and relationships?”

Source: 2019 North Suffolk iCHNA survey

Challenges

▶ RACISM AND HEALTH INEQUITIES

Immigrants, people of color, Muslims, and other minorities have experienced sustained and recently escalated racism, xenophobia, and hate crimes across the country. Where sentiments around racism can be regional or global, harms inflicted by racism are experienced individually and locally.

In Revere, as is true across Massachusetts and the country, experiences of racism can have direct impacts on health and access to care. As an example, the Institute of Medicine found that “health care providers’ diagnostic and treatment decisions, as well as their feelings about patients, are influenced by patients’ race or



ethnicity and stereotypes associated with them.”⁵³ A health equity approach to improving health outcomes in Revere must also tackle racism and structural racial inequities in the City.

Participants at the *Next Stop Revere* Kick-Off meeting reported racism as a concern, and Revere respondents to the North Suffolk iCHNA survey indicated that they had been treated badly due to identity. Furthermore, Latinx respondents were four times more likely to have been treated badly or unfairly in the past year because of race or ethnicity than their non-Latinx counterparts. Other racial and ethnic groups in Revere have likely had similar experiences of discrimination and racism, but existing data sources insufficiently capture their stories.

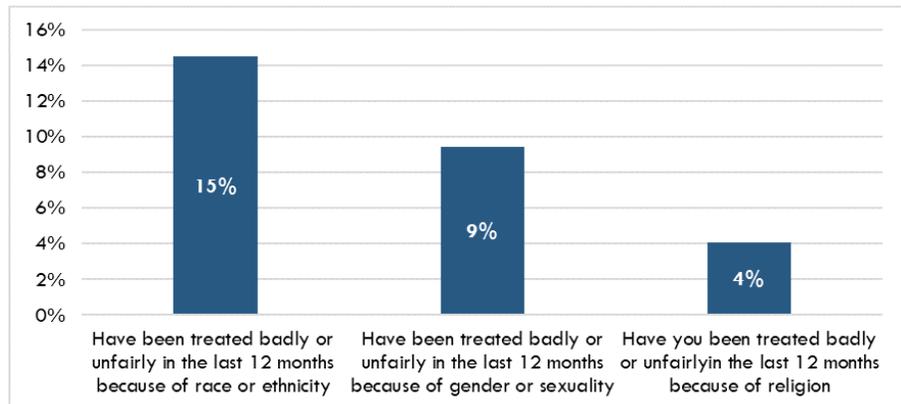


Figure 12: Reported experiences of racism and prejudice due to gender, sexual, or religious identity. Source: 2019 North Suffolk integrated community health needs assessment (iCHNA) survey

CRIME AND SAFETY

While many of Revere residents (79%) who participated in the iCHNA survey reported feeling safe in their community, there remains a sizeable proportion of residents (21%) who do not feel safe. Crime and violence were not mentioned as a top community health concern for Revere residents in 2019, but it was in both 2012 and 2015.⁵⁴ The Revere Police Department formed a Community Service Division in 2017 to more proactively engage residents and collaboratively solve community problems. The Police Department developed youth and senior academies to engage the population. The Shirley Avenue Sub-station, in addition to the Pleasant Street substation, have served as important resource centers for residents. Despite this work, it is important to note that the amount of survey respondents that continue to feel unsafe in their community indicates that, although public safety is not a pervasive issue, there is still work to be done.

ACCESS TO CRITICAL SERVICES

Participants in the second *Next Stop Revere* forum reported that access to daily amenities, like grocery stores and commercial areas, schools, and recreation facilities, was a significant challenge for non-drivers. In addition, the North Suffolk iCHNA survey found that transportation and the location of services were listed as top barriers to accessing non-emergency medical care. Traffic fatalities & injuries, coupled with the perception of danger, make the environment less welcoming to people getting around on bike and foot. Meanwhile, public transit is not currently serving as a robust means of connecting to local amenities. Beyond

53 Love, Bayard and Hayes-Greene, Deena (2019) "The Groundwater Approach: building a practical understanding of structural racism." Accessed at: <https://www.racialequityinstitute.com/groundwaterapproach>



transportation networks, North Suffolk iCHNA focus group participants spoke to the role language and insurance accessibility of medical care.

CLIMATE CHANGE

The projected changes to our climate, such as higher temperatures and extreme weather, will exacerbate existing health conditions, such as asthma and cardiovascular disease. New health issues will also emerge as vectors, as the warmer and wetter conditions facilitate water-borne diseases. While our physical places will be vulnerable, so will be the health of people that live, work and gather in these places. These challenges are described in greater detail within the Energy and Climate chapter.

AGING POPULATION

As described above, Massachusetts is set to experience growth in the number of residents who are 65 years old and older. The growth in the number of older residents will challenge how infrastructure is built, what services are offered, and how and where these residents interact with the rest of the community.



Opportunities



PROXIMITY TO LOCAL AND REGIONAL RESOURCES

Throughout outreach for *Next Stop Revere*, participants cited their proximity to health-supporting resources as a community asset. Within Revere, residents praised the walkability of their neighborhood, their easy access to the beach, and resources like the MBTA Blue Line and the Revere Farmers Markets. Participants also appreciated their community's proximity to Boston, with its jobs, medical services, and airport. A commitment to improving public transit connections and walking and biking infrastructure could further leverage the proximity to these key assets. The City's emphasize on transit-oriented development and the clustering of amenities to support activities around new development will build on this community asset and ensure that Revere remains a well-connected municipality. The expansion and construction of the Northern Strand Community Rail Trail is a notable project to improve bike/ped connectivity regionally. The \$13M of funding committed to building out the Northern Strand trail is the result of regional efforts and collaboration (reference the Open Space and Recreation Plan TK).



LEADERSHIP AND INNOVATION WITHIN THE PUBLIC HEALTH SYSTEM

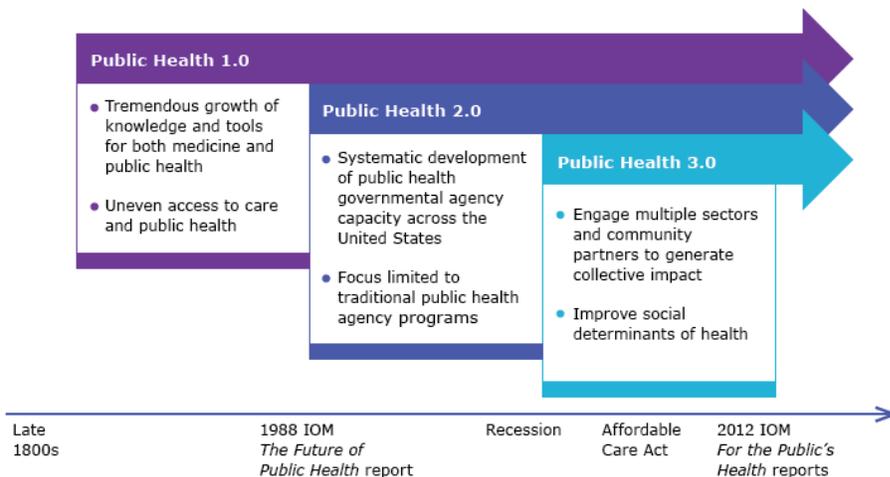


Figure 13: Public Health 3.0

The scan of Revere's FPHS capabilities across the foundational areas found that public health agents in Revere are doing a lot of innovative and essential work but that the existing structure of public health services within Revere City Hall is fragmented. Fragmentation creates silos of work, which poses challenges for communication, resource allocation, and, ultimately, program sustainability.

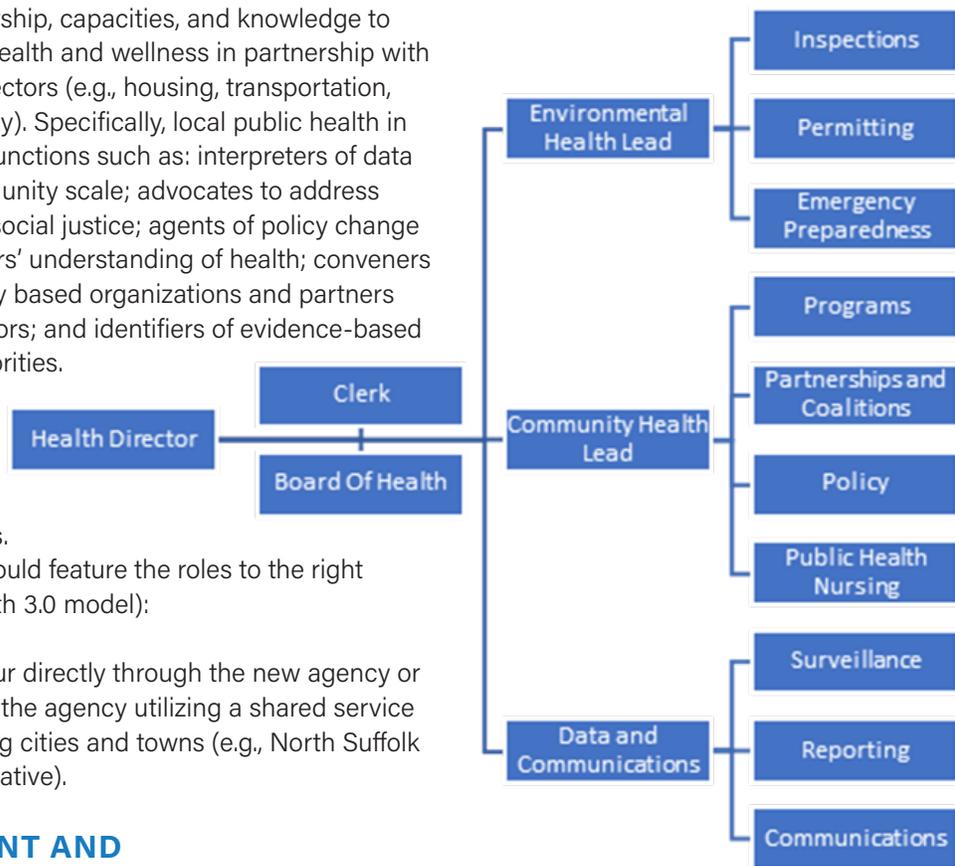
If Revere is to continue to do innovative and community-focused public health work, such as HCI and SUDI, it needs to create a unified City agency devoted to public health issues and opportunities. Such an agency could provide a unified public health strategy, a framework for allocating institutional and financial support, and systems for collaboration. It could also improve the municipality's position to compete for funding. Where there is work currently underway to explore reorganizing existing departments into a single agency, an opportunity exists to adopt the emerging model for public health, sometimes referred to as Public Health 3.0.

The 3.0 model moves local public health into a position to impact the social determinants of health. Playing the role of 'community health strategist,' the department maintains public health protections per statute while

prioritizing their leadership, capacities, and knowledge to advance community health and wellness in partnership with partners from many sectors (e.g., housing, transportation, education, public safety). Specifically, local public health in a 3.0 model includes functions such as: interpreters of data and trends on a community scale; advocates to address health inequities and social justice; agents of policy change who broaden legislators' understanding of health; conveners inclusive of community based organizations and partners from non-healthy sectors; and identifiers of evidence-based strategies for local priorities.

A unified City public health approach in Revere could take many forms. Each form, though, should feature the roles to the right (using the Public Health 3.0 model):

These roles could occur directly through the new agency or be accomplished with the agency utilizing a shared service role across neighboring cities and towns (e.g., North Suffolk Public Health Collaborative).



REDEVELOPMENT AND OPPORTUNITY AREAS

As described in greater detail in the Economic Development section, there are a series of major public and private parcels – like Suffolk Downs, Wonderland, Caddy Farm, and the former NECCO property -- that can all be redeveloped without any displacement of existing residents or businesses. These sites can catalyze private production of public amenities, such as open space and senior housing, and provide new economic opportunities for Revere residents.

Economic opportunity, or the ability to improve one's financial conditions, is part of socioeconomic status and thus a key social determinant of health. Socioeconomic status is the result of multiple related factors such as education level, employment, and income. One's education level influences job choices and, in turn, income level. Higher-income is known to lead to better health outcomes, and there is evidence of increased risks for mortality, morbidity, and unhealthy behaviors for those with lower incomes.^{55 56} These factors together greatly

55 Lindahl, Mikael. 2002. "Estimating the Effect of Income on Health and Mortality Using Lottery Prizes as Exogenous of Variation in Income". IZA Discussion Paper 442. Institute for the Study of Labor (IZA). Accessed from: <http://ideas.repec.org/p/iza/izadps/dp442.html>.

56 Rehkopf, David H, Lisa F Berkman, Brent Coull, and Nancy Krieger. 2008. "The Non-linear Risk of Mortality by Income Level in a Healthy Population: US National Health and Nutrition Examination Survey Mortality Follow-up Cohort, 1988-2001." BMC Public Health 8: 383. doi:10.1186/1471-2458-8-383.



influence the probability of a person's access to environments and resources supportive of health, as well as their mental and physical health.⁵⁷

Notable private production of amenities includes the redevelopment of Suffolk Downs, which will eventually comprise 13 acres of open space in Revere and 40 acres in the project, all of which will be available for use by Revere residents and accessible by public transportation or private shuttles. The project will also create an innovation center and additional deed-restricted senior housing. The City can continue to leverage the redevelopment of its other opportunity areas for TOD, open space creation/preservation, and job-development.

▶ URBAN FARMING AND COMMUNITY GARDENING

Revere's Healthy Community Initiatives currently oversees, with the MGH Revere CARES coalition through Revere on the Move's Urban Farming Committee, thirty garden plots at Revere High School, and seventeen at Gibson Park. Outreach found that existing community and school gardens developed by the City have been well received and that the public is interested in developing more opportunities for gardening in the community. At a public forum, participants selected the Shirley Avenue neighborhood, the Whelan School, and near the Rose Street Federal Family Development building as priority spaces to explore for growing food. Building on this expressed community interest, the City is collaborating with MGH Revere Cares on Revere on the Move's Urban Farming Committee. The goal of this work is to bring in those who already are farming or want to learn to farm and build capacity to grow Urban Farming in Revere through policy, systems, and environment changes.

▶ SCHOOL FOOD

According to the Massachusetts Department of Elementary and Secondary Education, in the 2019-20 school year, more than half of Revere students (74%) were enrolled in the free or reduced lunch programs at school; this compared with 44% statewide. In addition, free breakfast is provided for all Revere Public Schools students. Revere Public Schools qualifies for but is not participating in the Community Eligibility Program (CEP), a program that would ensure that all students eat breakfast and lunch for free, given that participation would cost \$250,000 and is cost-prohibitive. The CEP Program is an opportunity for school districts to meaningfully and equitably increase nutritious food access for its students and eliminating issues of the stigma that are commonly experienced where there are free- and reduced-cost meal programs in place.

▶ COMMUNITY ENGAGEMENT

Throughout engagement for *Next Stop Revere* and the North Suffolk iCHNA, the community requested improved channels of communication on resources and activities. As mentioned in the Vision chapter, this may be especially important in an ethnically diversifying community like Revere, where it is valuable to be able to communicate positively and effectively with all population segments.

Currently, much of Revere's community engagement capacity comes from HCI's Neighborhood Organizer. This position is intended to focus on building capacity and leadership of residents, enabling them to take ownership after a city completes a project. However, due to time demands, the role has shifted to project-based engagement. While this has led to successful project work, the focus on long-term stewardship has

57 Swain, G. 2017, "How does economic and social disadvantage affect health?" <https://www.irp.wisc.edu/publications/focus/pdfs/foc331a.pdf>



been lost. Given the focus on improved channels of communication, sustained institutional and financial support of this role is critical.

Many residents also mentioned the need for a central Community Center and the general wish for more spaces open for the community to use for events. As the Recreation Department prepares to launch a pilot citywide community center (see Open Space and Recreation Chapter for more details), the City should consider how the center can provide additional programming for resident's recreational needs, but also serve as a central hub for communication on resources and a space adaptable to the needs of all population segments.



Community Input

FEEDBACK FROM FORUMS

This section provides a summary of feedback received from members of the public. Input and feedback on public health were collected during the first open-house kick-off meeting through interactive boards, as well as the second community forum.

During the open house, participants were asked: "What about your neighborhood keeps you feeling healthy and what, if any, threats there were to your health?" Many participants noted that the ability to get to resources that make you healthier – like good food, walking trails, and the beach – keep them feeling strong. Meanwhile, the safety of streets, pollution, and limited green spaces, water parks, and indoor recreation spaces were seen as community challenges.

The *Next Stop Revere* Community Forum focused on Transportation, Sustainability, Open Space, and Public Health was held on May 8th, 2019. During the forum, the Metropolitan Area Planning Council presented on key considerations for Public Health and hosted a break-out session on this topic and Open Space.

Many participants noted that the ability to get to resources that make you healthier – like good food, walking trails, and the beach – keep them feeling strong. Meanwhile, the safety of streets, pollution, and limited green spaces, water parks, and indoor recreation spaces were seen as community challenges.

Participants were asked to provide feedback on six proposed public health goals and discuss the topic of resident health and well-being more broadly. Participants were also asked to fill out a short questionnaire ranking each of the proposed goals. All or almost all of the people who filled out the questionnaire marked "promote environments that strengthen community connectedness and a sense of belonging for all residents," "prioritize investment in biking and walking infrastructure," and "address exposure to environmental harm" as high importance. "Support the behavioral and mental health of all residents" and "Consider health impacts of proposed projects and policies" also ranked high (either all high priority or medium priority). Participants also discussed the importance of a strong community, their desire for more healthy food and urban farming opportunities, and the need for improved transportation networks for non-drivers.

FEEDBACK FROM THE SURVEY

As part of the 2019 North Suffolk iCHNA, people living and working in Revere, Chelsea, and Winthrop were asked about local health issues and other aspects of community life through an online and paper survey. In total, 650 Revere residents and workers filled out the survey. Top health issues identified by Revere participants are explained in detail in the Top Health Concerns Section, and data from this survey has been integrated throughout the Public Health Chapter.

Next Stop Revere also surveyed residents on elements of healthy community design. Participants consistently marked improving traffic safety and transportation access; increasing youth programming and green spaces, creating affordable housing; and creating better community spaces and communication as important to very important. These findings are discussed in more detail within the Transportation, Housing, Public Facilities, and Open Space chapters.



There were also several write-in comments about the importance of health care and food access, healthy aging, air pollution, and crime as part of the online *Next Stop Revere* survey. Many participants noted the need for more housing, convenient food options, and programming for older adults. Participants were also concerned about the accessibility of amenities for those with ambulatory difficulties. Environmental health was frequently mentioned, specifically concerns about air pollution (related to the airport and traffic), and trash pickup and rodents in the Shirley Ave neighborhood.

KEY THEMES

1. Available health data suggest that the residents of Revere have similar-to-poor health outcomes when compared to residents of Massachusetts on average. There are significant differences in health outcomes by race and ethnicity.
2. Revere suffers from poor mental and behavioral health outcomes; substance use is a particular concern.
3. Revere's current housing market conditions were described as a threat to residents' health and reported to be leading to a loss of community connectedness and multicultural diversity.
4. Improved connections for non-drivers to local, health-promoting amenities, such as grocery stores, commercial centers, recreation facilities, schools, and childcare, are needed.
5. Certain neighborhoods remain underserved by Revere's current open and green spaces. Increasing vegetation citywide could offer physical, cognitive, social health, and ecological co-benefits.
6. Food insecurity is an issue for Revere residents as poverty rates are high and most grocery stores are on the periphery of where most residents live
7. Revere residents are involved in their community and public affairs but report needing better spaces.



Recommendations

Goal 1

Create indoor and outdoor spaces, linked with programming, to strengthen community connectedness and promote physical activity and healthy eating among residents of all ages

Programming, Partnerships and Internal City Operations

Strategy 1.1: Designate spaces in existing community buildings for physical improvements, using universal design principles, to pilot intergenerational programming, such as the pilot Community Center at the Garfield School and ongoing improvements of Revere City and the Revere Historical Society. The design of the new Revere High School should consider recreational and community spaces.

Strategy 1.2: Expand availability of indoor and outdoor public space for youth programming (existing and planned spaces, such as the new Revere High School or a future community center) to increase physical activity and prosocial behavior. Such space should be designed with lessons learned from the Colella Community Center and should provide flexibility to serve a variety of uses, such as cultural, artistic, active recreation, and other uses. The spaces should be evaluated consistently to determine effectiveness.

Strategy 1.3: Provide additional public land for community gardens to provide residents with space for the safe production of food and potential local distribution (e.g., schools).

Strategy 1.4: Conduct bi-annual creative placemaking events to highlight the cultures of city residents.

Strategy 1.5: Work with private developers to ensure increased public amenities, such as the innovation center and youth center proposed for Suffolk Downs.

Planning

Strategy 1.6: Identify vacant lots or surface parking lots for temporary or permanent interventions (cleaning and greening) that are facilitated through volunteer efforts of neighbors and city residents.

Goal 2

Use the built environment, policy, and programmatic interventions that improve and sustain the behavioral and mental health of all residents

Programming, Partnerships and Internal City Operations

Strategy 2.1: Apply crime prevention through environmental design (CPTED) (natural surveillance, access control, territorial enforcement, maintenance, and management) principles in the design of publicly accessible open spaces to increase perceptions of safety and increase the sense of community.

Strategy 2.2: Foster community-wide, family-based social and emotional health across the lifespan for all residents, including specific efforts to eliminate stigma.

Strategy 2.3: Continue participation in the Greening the Gateway Cities Program to increase tree canopy cover in the city.



Strategy 2.4: Install pedestrian-scale street lighting, using dark sky friendly fixtures, at key locations to improve the sense of security along public ways and to enhance safety at pedestrian crossings.

Strategy 2.5: Enforce current ordinance that restricts the location and concentration of alcohol and tobacco retailing and provides restrictions on street-level advertising.

Strategy 2.6: Develop and distribute resources about tenant protection (e.g., available legal services) to inform and connect residents about their rights as tenants in the city and the Commonwealth.

Strategy 2.7: Develop partnerships with “non-traditional” institutions such as hair salons and barbers, religious institutions, funeral homes, and banks and financial services to help establish connections and informally identify the potential risk of social isolation and need for outreach.

Strategy 2.8: Support efforts of the North Suffolk iCHNA Action Plan to increase access to behavioral and mental health providers and programming focused on resiliency within Revere Public Schools.

Goal 3

Address environmental exposures that affect the physical health of residents

Programming, Partnerships and Internal City Operations

Strategy 3.1: Install mitigation measures at sensitive uses such as schools, childcare centers, recreation spaces, and housing that are proximate (within 500 feet) to existing stationary and mobile sources of air pollution.

Strategy 3.2: Work with landlords to protect renters against the hazards of lead-based paint and to improve the air quality in older homes where mold, mildew, and other contaminants may be present.

Strategy 3.3: Provide age-friendly home remodeling guidance (e.g., AARP HomeFit guide, universal design guide) through the Building Department and pair with lower permitting fees, expedited permitting, or low interest municipal to assist older residents with affording to make these changes.

Planning

Strategy 3.4: Develop sensitive use location guidelines to require new facilities be at least 500 feet from high traffic roadways. Identify recommendations for mitigation, including design standards and ventilation systems.

Strategy 3.5: Continue work with neighboring communities on regional traffic studies, such as the Route 1 study being completed in partnership with Saugus.

Strategy 3.6: Advocate for local and regional bus, subway, and commuter rail improvements at MBTA Fiscal and Management Control Board meetings, MassDOT board meetings, and other venues.

Strategy 3.7: Work with MassPort to reduce the environmental impacts of airport operation and traffic congestion related to airport access/egress.



Strategy 3.8: Assess housing stock in relation to anticipated climate change effects and target low-income homeowners in high-risk locations with programming to make changes that reduce the risk of climate-induced flooding and thermal impacts.

Land Use and Regulatory

Strategy 3.9: Adopt zoning changes that include site layout and physical interventions to mitigate air pollution exposure in new residential developments and proposed outdoor recreational spaces.

Strategy 3.10: Revisit, and where needed, update noise control and disturbance regulations to move towards meeting environmental noise guidelines as set by the World Health Organization.

Goal 4

Prioritize healthy eating and active living investments to reduce the risk of acute, chronic disease, injury and premature mortality

Programming, Partnerships and Internal City Operations

Strategy 4.1: Direct public and private sector investments along key walking and biking corridors to include transit shelters, benches, shade trees, and lighting and at key destinations also include water fountains, bicycle parking, and publicly accessible restrooms.

Planning

Strategy 4.2: Adopt a data-driven traffic safety practice to identify locations with high crash potential and prioritize capital investments for interventions to reduce the risk of crash-related fatalities and injuries.

Strategy 4.3: Use MAPC Local Access Scores to prioritize bicycle and pedestrian capital investments along corridors (e.g., Broadway, Squire Road) that connect to healthy destinations such as grocery stores, commercial districts, recreation destinations, childcare, transit stations, and schools.

Strategy 4.4: Conduct a review of pedestrian and bicycle elements at signalized intersections to improve lighting, audible pedestrian signals, crossing times, and use of evidence-based interventions (e.g., leading pedestrian interval) to improve safety for users.

Strategy 4.5: Update local traffic guidelines to enable greater mobility for older adults (e.g., FHWA Designing Roadways for Aging Population) as well as persons with disabilities and residents who do not drive.

Strategy 4.6: Continue pursuit of funding for multi-modal intersection, street, crosswalk, and sidewalk enhancements to improve the sense of security along public ways and to enhance the safety of bicyclists and pedestrians.



Goal 5

Assure a high performing municipal public health system that promotes the health and equity of residents in local decision-making, including decisions made by non-health sectors

Programming, Partnerships and Internal City Operations

Strategy 5.1: Support municipal public health services transition to the Public Health 3.0 model that includes the role of the Chief Health Strategist to support more holistic place-based planning and health-promoting interventions.

Strategy 5.2: Develop channels of communication and collaboration between local health officials and planners through the use of quarterly check-ins, involvement in pre-development meetings, or use of shared planning process.

Strategy 5.3: Schedule bi-annual meetings, at a minimum, to foster partnerships with outside organizations seeking to address the social determinants of health such as MGH/Revere Cares and North Suffolk Mental Health.

Planning

Strategy 5.4: Adopt, at a minimum, a streamlined site plan checklist (e.g., Plan for Health Toolkit checklist) to evaluate building envelope and development site conditions for opportunities to enhance and promote the health of residents in nearby neighborhoods as well as future residents.

Strategy 5.5: Continue collaboration between the Revere Public School Health Services, MGH and the City Health Office to pursue funding for vaccine storage and vaccines for children's programs to reduce barriers to care for new students.

Strategy 5.6: Based on expected future residential development, evaluate the feasibility of partnering with existing health facilities, and regional anchor institutions to expand health care delivery throughout the city.





Energy and Climate

“Plans to protect air and water, wilderness and wildlife are in fact plans to protect [people].”

— Stewart Udall¹

Introduction

Climate is an increasingly critical topic for municipalities across Massachusetts - both in terms of mitigating greenhouse gas (GHG) emissions and preparing for the impacts of climate change. Massachusetts has a statewide goal of reducing GHG emissions by 80% by 2050 (from a 1990 baseline), and many municipalities are setting local goals to reduce emissions. Climate change will impact public health and safety, as well as economic prosperity and growth across many sectors. Local impacts include coastal flooding due to sea-level rise and storm surge, increasingly intense storms, increased urban flooding, and a larger number of higher heat days. Municipalities have an important role in effectively mitigating and preparing for climate change through land use planning, policy setting, and implementing projects.

Municipalities have an opportunity to lead against climate change and in the reduction of GHG emissions. The City has taken steps to reduce energy and GHG emissions through direct control over municipal energy usage, and indirectly through policies and programs for residents and businesses. Incorporating energy efficiency and renewable energy into municipal planning has several benefits, including:

- Help save money and reduce energy costs
- Stabilize energy prices
- Reduce air pollution
- Reduce greenhouse gas emissions
- Increase energy resilience and energy independence

1 Udall, Stewart. The Quiet Crisis 1963.



As a dense, urban, coastal city, Revere faces several challenges in terms of climate change impacts, including sea-level rise, storm surge, and coastal flooding, and the urban heat island effect.

As a dense, urban, coastal city, Revere faces several challenges in terms of climate change impacts, including sea-level rise, storm surge, and coastal flooding, and the urban heat island effect. These risks put a strain on municipal services, strains wastewater systems, damage public property, and impact the health, safety, and welfare of residents and businesses. The City has already taken steps to plan for the impacts of climate change through the State's Municipal Vulnerability Preparedness (MVP) program. Through this process, Revere identified climate vulnerabilities and created an action plan to begin to address priority projects.

This chapter of *Next Stop Revere* addresses two sides of climate, including both mitigation and

climate preparedness. This chapter summarizes municipal energy usage, energy across the community, and the City's successes to date related to energy efficiency and renewable energy. It outlines recommended goals and strategies for continued work on energy, both at a municipal and community-wide scale, to mitigate GHG emissions. It also reviews some of the key impacts of climate change on Revere and aligns policy and project recommendations to continue to make Revere a more prepared and resilient place.

The City has already taken steps to plan for the impacts of climate change through the State's Municipal Vulnerability Preparedness (MVP) program.

Historical Context

The City of Revere has formally worked on issues of energy and climate for over a decade. Revere was an early participant in the State's Green Communities program to reduce municipal energy usage and improve sustainability and became a designated Green Community in 2011 (see details below). At the same time, Revere has implemented key energy savings projects in the public schools and other municipal buildings. In addition, Revere is a member of Metro Mayors Coalition (MMC), which is comprised of fifteen cities and towns within the Boston Metro Area. In 2014 the MMC Mayors and Town Managers made a regional commitment to climate preparedness and resilience in the wake of Superstorm Sandy, which impacted cities and towns all along the eastern seaboard. As part of that commitment, the MMC formed the Climate Preparedness Taskforce. In 2016, the MMC made a further commitment to become a net-zero region by 2050. Most recently, Revere participated in the State's Municipal Vulnerability Preparedness program to create a localized plan to address climate impacts.



Energy

MUNICIPAL ENERGY USE

Municipalities have direct control over energy use in their municipal facilities including, buildings, open space and recreational facilities, traffic lights, water and sewer systems, and vehicle fleets. While municipal energy use typically only makes up a small portion of the total energy use within a community, municipal leadership on energy efficiency and renewable energy can be critical to elevating the issue and incentivizing change by leading by example. Energy efficiency efforts can help save the City money by reducing costs from energy usage. Similarly, purchasing renewable energy can help stabilize energy prices and may reduce costs for the City, which can be a significant portion of the municipal budget.

Revere's electricity and natural gas utility provider is National Grid. Over the past eight years, Revere has reduced the most usage in water and sewer and vehicles. In FY2017 (July 2016-June 2017), Revere used 114,879 MMBtus of energy, with 95,168 MMBtus from municipal buildings (including schools), 8,471 MMBtus from street and traffic lights, 10,844 MMBtus from municipal vehicles (gasoline and diesel) and 396 MMBtus from water and sewer.

Green Communities and Municipal Energy Programs

In 2011, the City of Revere was designated a Green Community by the Massachusetts Department of Energy Resources (DOER). In order to receive this designation, the City created a 5-year energy reduction plan (ERP) to reduce municipal energy use by 20% (with a baseline year of FY2008-2009). In addition to the ERP, the Designation requires the community to achieve four criteria, including:

1. Approve zoning for renewable energy generation,
2. Adopt expedited permitting for as-of-right energy facilities,
3. Adopt a fuel-efficient vehicle policy, and
4. Adopt the Massachusetts' Board of Building Regulations and Standards (BBRS) Stretch Code (780 CM 115.AA) which minimizes the full costs of an asset over its life cycle and increase energy efficiency in new construction.



The Green Communities Designation allows the City to be eligible for state grant funding to implement energy conservation measures (ECMs) across City-owned property, buildings, and vehicles. In the 2009 baseline, municipally-owned buildings (including schools) made up 88.2% of the total municipal energy consumption, and vehicles made up 11.1% (the remainder of energy usage is from streetlights, open space, and water/sewer). Of the 88.2% energy use from municipal buildings, the schools make up the largest portion of energy usage, which is typical across Massachusetts.

Revere has taken advantage of the Green Communities state grant three times since designation and received nearly half-a-million dollars in State grant funding.



Award Date	Award Amount	Project Summary
July 2011	\$366,600	Grant-funded measures at City Hall, the Senior Center, and the Youth Center. ECMs included an Energy Management System (EMS), weatherization upgrades, HVAC upgrades, and lighting retrofits.
July 2015	\$89,460	Grant-funded the purchase of four electric vehicles and installation of EV charging stations
July 2018	\$10,000	Grant-funded an additional EV charging station and Energy Conservation Measure
Total	\$466,060	

Figure 1: Green Communities grants since 2011.

In addition to the Energy Conservation Measures funded by the State, the Revere Public Schools District has worked with Ameresco through an Energy Service Performance Contract (ESPC) to invest in energy efficiency and renewable energy in public schools.² The ESPC is a “budget neutral” program, which means that Ameresco paid for all upfront costs, and a portion of the annual cost-savings to the City help repay the investment over 15 years.

The \$10.3 million project also utilized rebates and incentives from the State and utilities, as well as an Energy Efficiency and Conservation Block Grant (EECBG). Over time, the City will see an estimated annual cost savings of \$685,982 due to these upgrades. The projects included:

- New rooftop and 42 kW building-integrated solar PV at Beachmont Elementary School
- Installation of “smart” energy management systems
- Upgrades to the steam traps and radiators at McKinley School
- New transformers at Revere High School which helps reduce electricity loss
- Replacement of the pool cover and dehumidifier at Garfield Elementary School

In addition to Green Communities, Revere is also currently in the process of retrofitting its streetlights to LEDs, which is anticipated to have an annual savings of \$150,000. Nearly 200 communities across Massachusetts have participated in an LED streetlight retrofit program through the utilities or State. Revere has several electric vehicle charging stations for municipal vehicle usage, and the City is in the process of installing several charging stations for public use.

2 Ameresco (2011). Revere and Ameresco complete solar, energy efficiency, and building management technology measures at city schools. Retrieved February 13, 2019 from <https://www.ameresco.com/revere-amesco-complete-solar-energy-efficiency-building-management-technology-measures-city-schools/>; Ameresco (2011). Video: Revere Public Schools. Retrieved February 13, 2019 from <https://www.ameresco.com/portfolio-item/revere-public-schools/>



RENEWABLE ENERGY

Renewable energy installations are increasing in Revere, as more residents and businesses take advantage of the benefits of renewable energy. Between 2010 and 2018, 6,653 kW of solar photovoltaic (PV) has been installed across Revere, according to Mass DOER.³ The majority of the installations are residential installations with an average size of 8.8 kW (a typical home uses between 5kW and 10kW in electricity).

There were several installations on commercial/office buildings and one retail location.⁴ National Grid also installed a utility project for 752 kW on a brownfield site to assist with electricity loading challenges⁵ at a local substation.⁶ The electricity generated from this project is equivalent to the needs of powering 150 average homes.

The installation of any solar panels on a residential or commercial building in Revere requires a permit and a municipal inspection. The utility companies require certification of both before connecting the solar panel to the grid.

The City has one municipal solar installation at the Beachmont School, which was a solar PV project completed by Ameresco as part of the roof replacement. The 42kW project uses building integrated technology, in which the solar photovoltaic material is incorporated into the roofing material (as opposed to traditional panels which sit above the traditional roof).

In 2019, the City also formalized an agreement with a solar developer, Citizens Energy, to implement a Community Shared Solar Project "Joe-4-Sun" program for the municipality and low-income residents. While the solar arrays themselves are not located in Revere, the City has signed a 20-year agreement that will result in long-term cost savings for the City. The contract enables the City to enroll up to 150 low-income subscribers from Revere.⁷

COMMUNITY ENERGY USE

While leadership in municipal energy use is critical, the energy used in residential, commercial, and industrial sectors comprises a larger portion of Revere's energy usage and GHG emissions.

3 Massachusetts Department of Energy Resources (2017). Qualified Generations Units. Retrieved February 14, 2019 from <https://www.mass.gov/service-details/qualified-generation-units>.

4 This includes the Kids Only After School, Black Marble Motorcycles, and GRE Revere TGT LLC.

5 Substations help manage the flow of electricity in the electrical grid, and "loading" refers to balancing the electricity load used during low usage and high usage time periods. Distributed generation of electricity through solar PV can both help with loading, as well as cause challenges.

6 NationalGrid (2019). Revere. Retrieved February 14, 2019 from <https://www.nationalgridus.com/new-energy-solutions/Renewables/Massachusetts/Revere>

7 City of Revere News. February 12, 2019. "Go Green Save Green." Retrieved from <https://www.revere.org/news/post/go-green-save-green>

According to the 2016 MassSave⁸ data, electricity usage from the residential sector accounts for 52% of usage, while commercial and industrial (C&I) account for 48% of usage. Electricity is measured in “Mega-Watt hours” (MWh). 1 MW is equivalent to 1,000 kilowatts (kW), which is 1,000 watts. So, 1 MW is equal to 1,000,000 watts. 1 MWh would be equivalent to the electricity required to power 10,000 100-watt light bulbs for one hour. Between 2013 and 2016, electricity usage in the residential sector remained fairly flat but commercial and industrial electricity usage increased by approximately 22%, with a large increase between 2015 and 2016.

When looking at energy use in Revere in comparison to its neighboring communities of Chelsea, Everett, and Malden, Revere has lower electricity usage in the C&I sector and an average usage in the residential sector. When comparing across population estimates,⁹ the estimated average energy use for residential usage is 1.98 MWhrs per person in Revere compared to 1.69 MWhrs for Chelsea and 2.4 MWhrs for Malden. However, when combining total electricity usage across both residential and C&I sectors, Revere’s energy use is less than neighboring communities. This lower level of energy usage is likely due to the limited C&I sector when compared to other communities of similar sizes. Future development patterns are likely to change this mix of energy usage, however it’s important that all sectors actively work to reduce their per capita electricity usage and GHG emissions over time, even as more renewable energy is added to the electricity grid due to the state renewable portfolio standard (RPS) and requirements for the utilities.

In addition to capturing electricity data, MassSave also collects utility data for natural gas, which is typically used for the heating, cooling, and provision of hot water in buildings. However, other heating fuels such as propane and oil, which are delivered to building occupants, are not captured in the MassSave dataset. The following graph shows the thermal energy used across the Revere community. Thermal energy is measured in “British Thermal Units” or BTUs.¹⁰ In 2015, Revere’s residential sectors made up 60% of the thermal energy use compared to 40% from the C&I sector. Both residential and C&I thermal energy usage increased

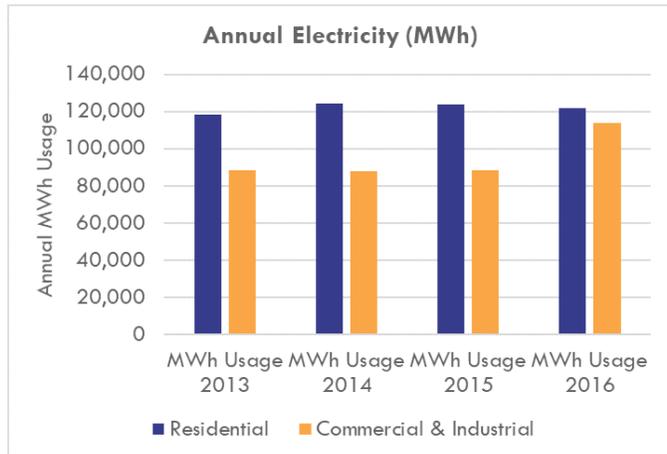


Figure 2: Annual electricity use by sector from 2013 to 2016.

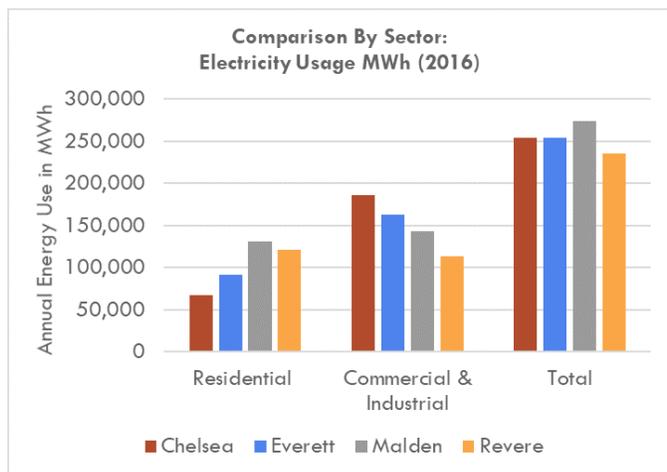


Figure 3: Comparison of annual electricity usage by city by sector.

9 The estimated population size for Revere is 53,993, Chelsea is 40,227, Everett is 44,636, and Malden is 61,264.

10 A British Thermal Unit or BTU is the unit of heat required to raise the temperature of one pound of water by one degree Fahrenheit.



between 2013- 2015. C&I usage increased by 41% during this period.¹¹ This increase may be due to population increases, and an increase in the number and types of businesses. Similar to electricity usage, all sectors must work together to reduce their per capita natural gas usage and GHG emissions over time.

When looking at energy use in Revere in comparison to its neighboring communities of Chelsea, Everett, and Malden, Revere has a slightly lower thermal energy usage in the C&I sector and higher usage in the residential sector. When comparing across population estimates, the estimated average energy use for residential usage is 174 BTUs per person in Revere compared to 158 BTUs for Chelsea residents and 223 BTUs for Everett residents. This difference in energy usage may be due to differences in housing types, the number of people living within a single home/unit, and average age across the communities. However, when combining total thermal energy usage across both residential and C&I sectors, Revere's thermal energy usage is on par with neighboring communities. Additional research through a comprehensive GHG inventory would help determine causes for these trends in energy usage over time, as well as setting baseline benchmarks to be used to set goals to reduce GHG emissions over time.

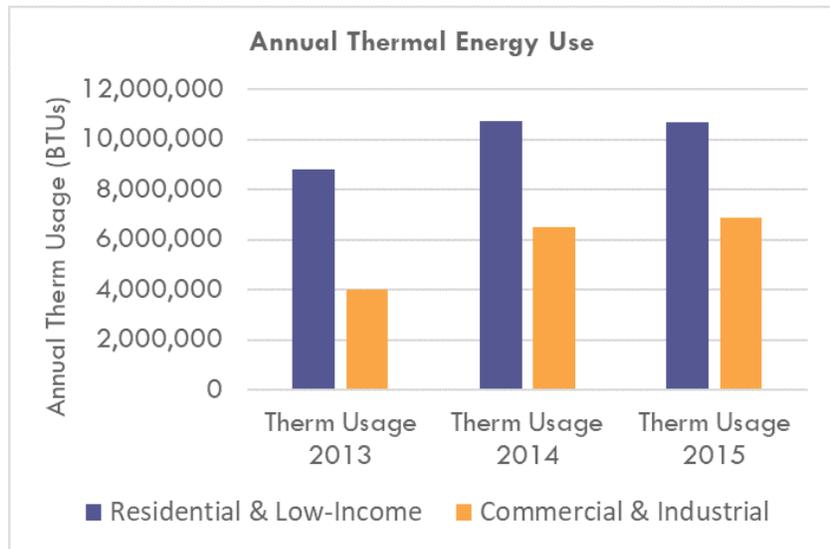


Figure 4: Annual thermal energy use by sector from 2013-2015

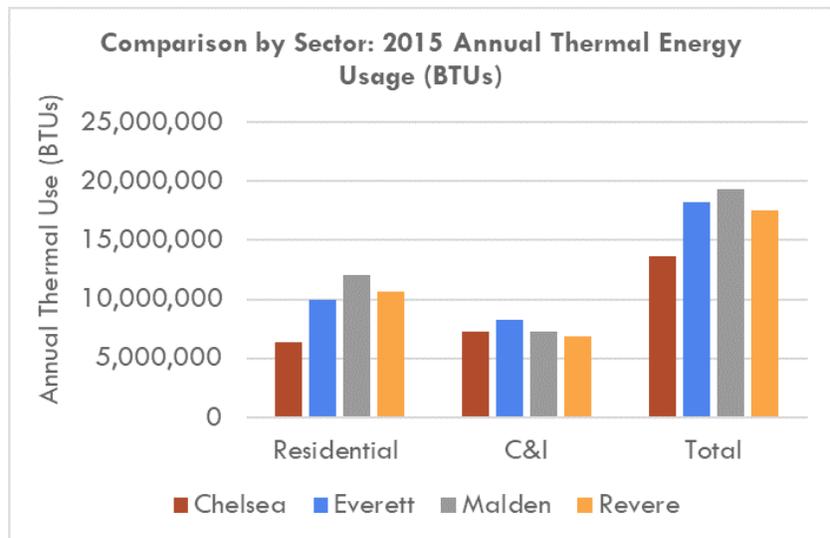


Figure 5: Comparison of annual thermal energy use by city by sector.

11 This data set does not take into consideration weather normalization, which incorporates the number of heating degree days. The number of heating degree days may impact the amount of thermal energy used in any given year.



Climate Change

Massachusetts is already experiencing the impacts of climate change - including sea-level rise (SLR), increased storm surge and coastal flooding, increased precipitation, periods of increased drought, and higher summer temperatures and heatwaves.¹² In addition, ocean and coastal ecosystems are impacted by climate change, including increasing ocean temperatures and acidification, which have impacts on fisheries and tourism. Sea level rise combined with more intense coastal storms has already caused damage in coastal communities in Massachusetts, including during winter storms. As a dense, urban coastal community, Revere can expect to experience increased frequency and severity of many of these climate impacts, particularly in coastal neighborhoods, including Beachmont, Oak Island and Point of Pines. Revere has already experienced flooding during severe winter storm events, and several areas of the city experience regular flooding due to drainage issues or lack of seawalls.

▶ COASTAL FLOODING

Two main impacts- SLR and storm surge cause coastal flooding. Melting of the ice caps causes SLR and depending on the GHG emissions scenarios (low, medium, and high) models predict between 3ft and 7 ft. of SLR by 2070 in the Greater Boston area. At the same time, Massachusetts's coastline is experience subsidence, meaning the land is slowly sinking, which also impacts how SLR is experienced. Several areas of the city are actually below sea level and already face drainage issues. Massachusetts's communities along the coast already experience "sunny day flooding" during high tides, particularly during kind tide events (highest of the high tides). SLR impacts will be chronic, meaning that as the water level rises, certain areas will be covered by water all or some of the time (at least twice a day during high tide).

In addition to SLR, storm surge causes acute instances of coastal flooding during extreme weather events, during which periods wind and wave action push ocean water over the land. The land impacted by storm surge is often delineated as part of the flood plain. A significant portion of Revere's land is in the current Federal Emergency Management Agency (FEMA) flood zones (see Figure 6 below). These zones include the 1% annual chance flood hazard zone (zone A),¹³ as well as the 0.2% annual chance flood hazard zone (zone X), and the high-risk coastal area (zone VE) along Revere Beach. Preserved natural systems such as Revere Beach Reservation, the Rumney Marsh Reservation, and Belle Isle Marsh Reservation help protect from coastal flooding as well as flood storage. However, other areas also currently experience flooding, including along Chelsea River and Revere Beach Parkway, along the Winthrop-Revere border, the Wonderland Park to Erricola Park, and the Point of Pines neighborhood. Property owners in the designated flood plain are required to purchase flood insurance as part of the FEMA's National Flood Insurance Program (NFIP). However, flood insurance is often costly and may be a barrier for some residents. Revere also participates in the Community Rating System (CRS),¹⁴ which allows for discounted flood insurance in communities that go beyond the minimum required floodplain management actions.

12 Fourth National Climate Assessment (2018). Chapter 18: Northeast. Retrieved from <https://nca2018.globalchange.gov/chapter/18/>

13 FEMA uses percent chance of flooding based on historical data. A 1% chance flood, also known as a 1 in 100 year flood, has a 1% chance of occurring every year. Similarly a .2% chance flood has a .2% chance of occurring in any given year. However, this flood data is limited because it's based off historical flood data, and not future predictions that include climate change risks.

14 FEMA. "National Flood Insurance Program Community Rating System" <https://www.fema.gov/national-flood-insurance-program-community-rating-system>. Accessed: Sept. 17, 2019

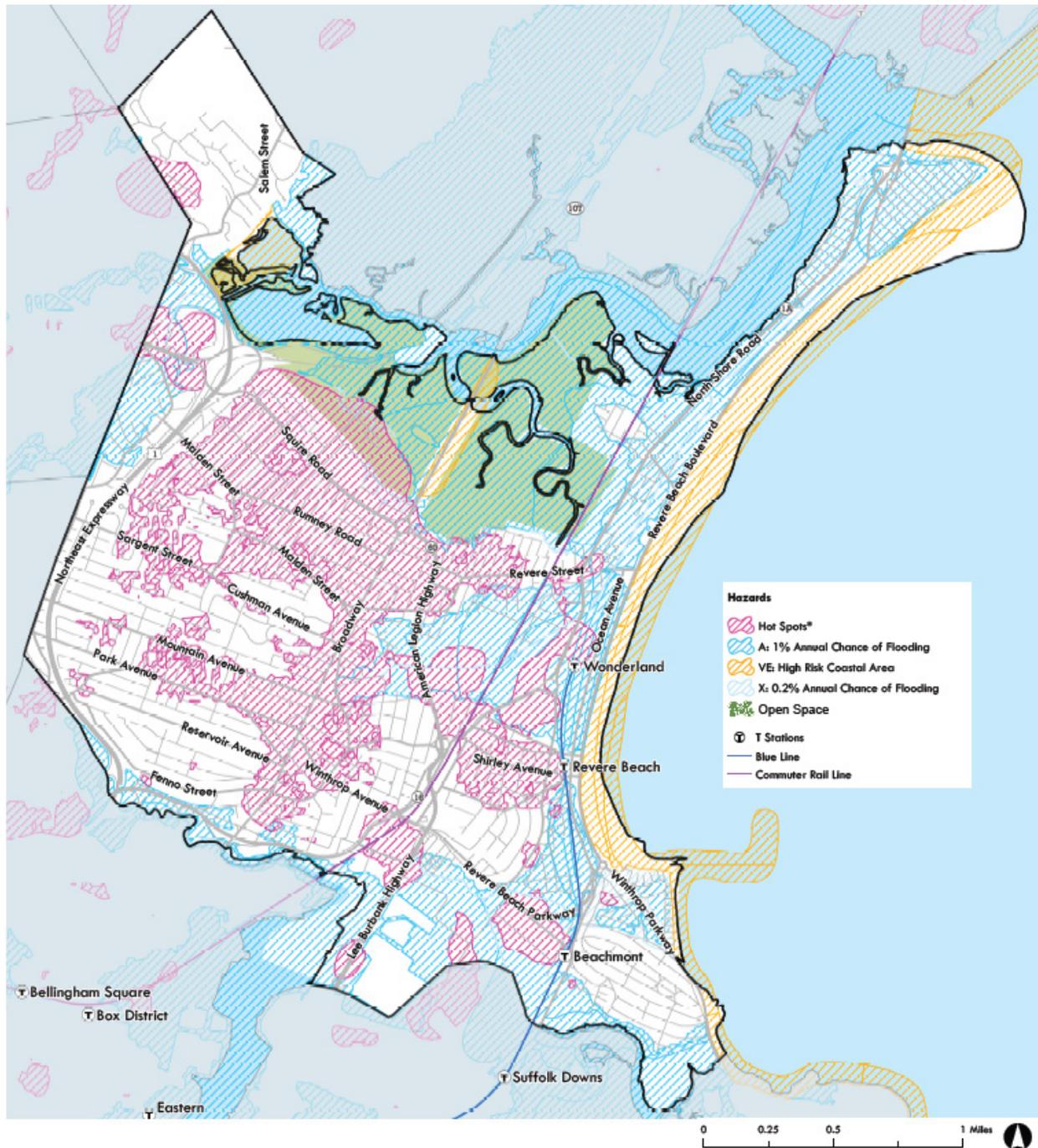


Figure 6: Current FEMA flood zones and urban heat island in Revere.

Several municipal and state-owned critical infrastructure assets are in the existing floodplain, including the Wonderland MBTA stop (the Beachmont and Revere Beach stop are on the edges of the floodplain), along with the Garfield School, Beachmont Veterans Memorial School, Rumney Marsh Academy, and Revere High School. The Revere Police Department is on the edge of the floodplain, and the State Police station at Revere Beach is on the floodplain. Other key private assets, such as the Irving Oil Terminal along Chelsea River, are also in the floodplain. Key transportation corridors, including Route 107/Broadway, Ocean Avenue, North Shore Road (Route 1A), Revere Beach Parkway, and the MBTA Blue Line, are also in the floodplain. Additional



coordination with State agencies that own and operate critical infrastructure and assets in Revere will be necessary to develop a robust adaptation and resilience plan, including working with the MBTA, MassDOT, and DCR.

One of the major limitations of the FEMA flood maps is that they are based on historical data and floodplain information. They do not yet include forward-looking data that include the impacts of climate change, either in terms of SLR or increased frequency and severity of storm events. However, 1% chance and .2% chance storms will become more frequent over the coming decades.

▶ URBAN/INLAND FLOODING

In addition to coastal flooding due to sea-level rise and storm surge, flooding can be caused by extreme precipitation (e.g., rainfall, snow/snowmelt, ice storms), which can overflow streams, rivers, and overwhelm the sewer system. Low lying areas and areas with high levels of impervious surfaces also experience flooding during extreme precipitation events due to challenges infiltrating runoff into the ground or pumping water out. Revere's sewer systems are separated, meaning that municipal sanitary wastewater is contained in different pipes than the stormwater. Sanitary wastewater is sent through the Massachusetts Water Resources Authority (MWRA) system to be treated at the Deer Island plant in Boston. However, several neighboring communities utilize a Combined Sewer Overflow (CSO) in which both sanitary wastewater and stormwater are conveyed in the same pipes. During heavy precipitation events, the combined sewer system can be overwhelmed, and overflows will discharge untreated sanitary wastewater into Chelsea River and Broad Sound. This type of discharge from neighboring communities can be particularly problematic when it impacts the health and safety of Revere Beach. This discharge has negative impacts on public health and safety, as well as tourism and economic development. Roadways may also become flooded if natural waterways and storm sewers are over-loaded. As mentioned in the Public Facilities Chapter, Revere's aging sewer infrastructure and individual's sump pumps also is at risk of infiltration and inflow of stormwater into the sanitary sewer pipes, causing both overflows and water quality issues. The City is currently addressing these issues as mandated by an Environmental Protection Agency Consent Decree (see Public Facilities chapter for more information). Drainage and sewer issues were noted in the Municipal Vulnerability Preparedness Plan as a high priority for the City.

▶ HEAT WAVES AND URBAN HEAT ISLAND

In addition to flooding, another major impact of climate change in Massachusetts is increased heat, particularly during summer and shoulder seasons (such as spring and fall). By 2050, the average annual temperatures in the Northeastern US are predicted to increase by between 2.8 and 6.2 degrees Fahrenheit. The number of high heat days over 90 degrees is also expected to increase from 5 days a year historically to 12 to 31 days a year by 2050.¹⁵

Under current temperature conditions, Revere already experiences significant "hot spots" (see Figure 6). Figure 6 shows land satellite data visualizing temperature data for Revere, with dark pink areas representing the hottest 5% areas in the city. As a dense, urban city, Revere also experiences "urban heat island effect," in which areas like roofs and pavement have higher surface temperatures during the day. While temperatures typically cool during the night, urban heat islands that have trapped heat during the day will stay warm

15 Mass.gov and Northeast Climate Science Center. <https://www.mass.gov/files/massachusetts-climate-projections-mvp-training-workshops.pdf>



throughout the night and cause hot air temperatures to persist.¹⁶ Revere's lack of green space and street trees, as well as its high percentage of paved surfaces, add to the impacts of the urban heat island.

High temperatures associated with heat waves present a significant threat to public health and safety. Heatwaves impact the quality of the air (including particulate matter and ground-level ozone), which exacerbates cardiovascular disease. High temperatures can also lead to heat exhaustion, heatstroke, and other health issues, especially in the elderly, young children, outdoor workers, and those with pre-existing conditions such as cardiovascular disease.

MUNICIPAL VULNERABILITY PREPAREDNESS (MVP) DESIGNATION

In 2017 the Massachusetts Executive Office of Energy and Environmental Affairs launched the Municipal Vulnerability Preparedness program to support municipalities to plan and implement climate change resilience actions. In 2018 the City received an MVP planning grant to host a series of community workshops on resilience and develop a final report. The City was designated an MVP community in 2019 and is eligible to receive additional grant funding from the State to implement resilience projects identified as priorities in the final report. The City is currently working with their engineering consultants, AECOM, to apply for an Action Grant to further look at the feasibility of proposed actions. The MVP Plan¹⁷ identified key hazards, critical assets, and facilities at risk, and presented priority recommendations. The top four hazards identified during the MVP workshop process were:

- Coastal flooding
- Inland flooding
- Storms
- High temperatures

Flooding issues are particularly challenging in the city's marshes and wetlands, where freshwater and tidal systems converge. Fortunately, several of the wetlands are protected and can absorb stormwater. However, existing wetlands are under threat from pollution and run-off, particularly from storm events. Increased development also has placed more pressure on the stormwater system, and more development has been in existing and future floodplains. Power outages associated with storms were identified as a concern, a sentiment also echoed by participants during master plan forums.

The MVP process explored various vulnerabilities and also highlighted critical assets and facilities that are impacted by climate change, including hospitals, assisted living facilities, and schools. It also identified five vulnerable zones across the city to focus on during the MVP process, including Beachmont, Point of Pines/Riverside, and Oak Island/Revere Beach, West/North Revere, and Sales Creek. Many of these areas are currently impacted by hurricane inundation and are projected to be impacted by four feet of sea-level rise by 2100.

16 Environmental Protection Agency (Nd). Heat Island Impacts. Retrieved February 14, 2019 from <https://www.epa.gov/heat-islands/heat-island-impacts>

17 AECOM. City of Revere, Massachusetts: Municipal Vulnerability Preparedness Summary of Finding Report. June 2019. <https://www.mass.gov/files/documents/2019/07/11/Revere%20Report.pdf>

The recommendations developed in the MVP Plan include both hard infrastructure improvements such as seawall construction and rehabilitation, as well as policies that will improve preparedness. Top recommendations include:

- Flood mitigation projects,
- Drainage improvements,
- Installing and repairing pump stations and flood gates,
- Requirements for new development to increase resilience (such as building requirements and zoning), and
- Improving public education around climate.

While the MVP program itself does not provide funding for these mitigation efforts, it is important to note that the Environmental Bond Bill does provide such funding, which can complement existing flooding mitigation efforts, such as the Eastern County Ditch cleaning.

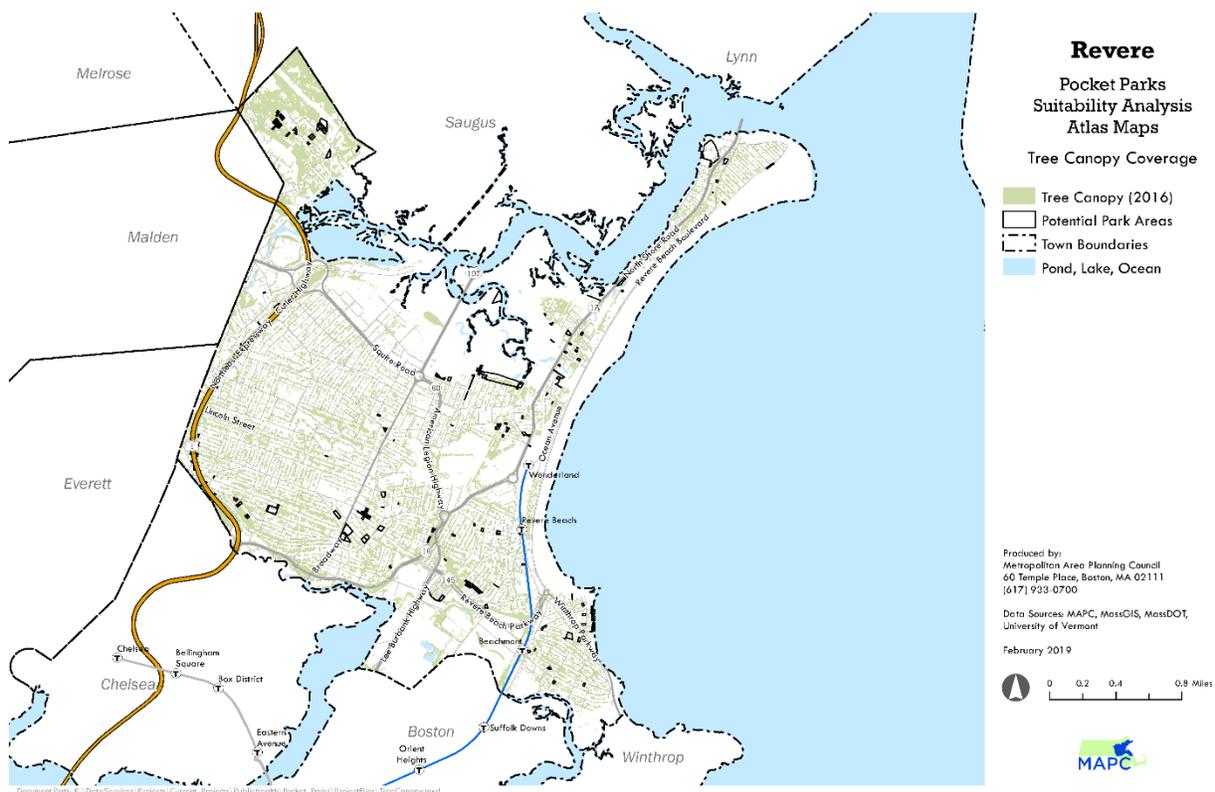


Figure 7: Urban tree canopy in Revere



▶ URBAN TREE CANOPY

Revere became a Tree City USA in 2018 in recognition of their work on urban trees. Revere is a participant of the Massachusetts Greening the Gateways Cities Program (GGCP), which is aimed at increasing urban tree canopy and planting more trees. Increasing urban tree canopy can have the following benefits:

- Increased energy efficiency by reducing heating and cooling needs
- Reduced stormwater runoff
- Improved air quality
- Increased property values

However, planting street trees and urban trees can be challenging in terms of finding appropriate and suitable space for them, as well as continued maintenance over time. The typical life span of a street tree is only 10-15 years in a dense urban setting due to the stresses they face.¹⁸ Additionally, it is challenging to spend public funds on improvements to private property, such as a program that would fund trees on private property/yards where the tree may have a longer life span. Revere may consider developing an urban forest plan and specific targets for maintenance and planting of new trees, as well as public-private partnerships that may be able to fund additional tree planting.

18 Roman, Lara and Frederick Scatena. "Street tree survival rates: meta-analysis of previous studies and application to field survey in Philadelphia, PA, USA" *Urban Forestry and Urban Greening*. (2011) 269-274. <http://www.actrees.org/wp-content/uploads/2012/08/roman-scatena-2011-street-tree-mortality.pdf>



Challenges

The city of Revere faces several challenges on both energy use and climate preparedness. As a city that is mostly developed, there is limited opportunity to use land-use policies such as zoning and building code to substantially improve building stock for either efficiency or resilience purposes, because these tools are better suited for new development or deep retrofits. However, these tools will still make an impact on new development and properties going through redevelopment or deep retrofits.

While the City has direct control over its own energy use and consumption, it will need to develop key policies and programs that either incentivize or mandate residents and businesses to be more energy-efficient or install clean energy.

As an urbanized coastal community, Revere not only faces challenges associated with coastal storms and flooding but also with urban flooding and heat island impacts. Climate change also disproportionately impacts vulnerable populations, and special considerations are needed to ensure that all Revere community members are addressed in resiliency planning, including low-income communities, communities of color, and those for whom English is their second language (or have linguistic isolation).



Opportunities

Despite the challenges that Revere faces around energy and climate, there are many opportunities to reduce climate impacts both through mitigation of greenhouse gases, as well as preparedness and adaptation efforts across the city.

The City has an opportunity to develop a comprehensive Climate Action Plan, which is commonly a community-wide planning document that outlines goals and opportunities for climate mitigation and GHG reduction. These plans often include GHG reduction goals not only for the building sector but also for transportation and waste sectors. Some communities, such as Somerville, have chosen to jointly address climate adaptation within their Climate Action Plan to maximize community benefits and collaboration. Municipalities across the region are setting net-zero¹⁹ goals and developing plans to achieve these reductions over the next several decades. As noted above, Revere is part of the Metro Mayors Coalition commitment to becoming a net-zero region by 2050.

While much of Revere is developed, its significant opportunities for redevelopment could be catalysts for key energy efficiency and resilience initiatives. New planned residential and mixed-use developments along the waterfront can continue to use resilience best practices (such as elevated occupied first floors or locating mechanical equipment on the roof, among other examples). There are a few examples of recent and planned developments that use innovative and resilient building strategies, including the Suffolk Downs development currently in the permitting process. This 161-acre site is located in the current FEMA floodplain and faces climate impacts such as sea-level rise and storm surge. In its current plans, the developer intends to plan to an eleven-foot base flood elevation and also incorporate large portions of open space that can double as flood storage. Additionally, the developer will be including energy efficiency goals in the development. The City can also use larger developments such as these to leverage private dollars to fund and finance local infrastructure projects that provide public benefits, such as seawalls and drainage and sewer improvements. In the instance of Suffolk Downs, these improvements have been due to both the leadership of the developer, community input, and the permitting process, including site plan review and the environmental permitting process. As the project is implemented, these climate mitigation and resilience measures should be evaluated to determine their effectiveness and potential replicability in other developments.

The City has an opportunity to ensure (either through incentives or mandates) that these types of climate benefits are considered by codifying these best practices into zoning policies, site plan review processes, and other tools. For example, the City of Boston under Article 80 has implemented a Resiliency Check List for new developments over 50,000 sq. ft., as well as a Smart Utilities Policy for large developments that requires feasibility studies of key technologies. While some of this can and does happen during site plan review, by codifying it in policy, the City will ensure these goals are met no matter which individuals sit on the planning board. It can also help ensure that the community continues to leverage public benefits from private development, including climate benefits.

Another opportunity for Revere is in the potential for a new community center and new high school, which could be designed as a “resilience hub,” to provide shelter and resources for the community during extreme

19 Net-zero energy has several definitions, but often means that the GHG emissions produced are offset and that there is a net zero of carbon pollutions created. For more information on net-zero planning the region, <https://www.mapc.org/net-zero/>.



weather events and electrical grid outages. Ideally, new public facilities such as these would reflect local climate goals around energy use, clean energy, and climate resilience.

There are also many opportunities through Parks and Recreation, DPW, and planning staff to develop stronger partnerships and collaboration with the Department of Conservation and Recreation (DCR) to utilize green infrastructure and nature-based solutions to increase resilience, as well as many other co-benefits associated with green space. Green Infrastructure (GI) not only improves water quality, but also provides urban cooling, air quality benefits, beautification, and other benefits depending on the type of GI.

Additionally, Revere can continue to work regionally to address climate issues through the Metro Mayors Coalition Climate Preparedness Taskforce. Revere is part of a regional commitment with fourteen other municipalities to prepare the region for the impacts of climate change, as well as a commitment to become a net-zero region by 2050. These partnerships and collaboration strengthen local work, as well as enhance coordination with State agencies such as MBTA, MassDOT, and DCR and advocate for improvements to State policies.



Community Input

FEEDBACK FROM FORUMS

Input and feedback on the sustainability topics of energy and climate were collected during the first open-house kick-off meeting through interactive boards, as well as the second community forum. During the open house, participants were asked: "What would make Revere more sustainable?" Many participants noted the need for more green space and open space, including street trees. Several people also noted the need for better waste collection programs, including recycling and curbside composting. In addition, participants were asked to note where they already see climate impacts or expect to see them, including flooding and heat. Many residents already experience flooding in key areas such as the Point of Pines neighborhood and around Belle Isle Marsh. As noted in their verbal and written comments, participants were shocked when looking at the map of urban heat across the city.

Many participants noted the need for more green space and open space, including street trees. Several people also noted the need for better waste collection programs, including recycling and curbside composting.

The *Next Stop Revere* Community Forum focused on Transportation, Sustainability, Open Space, and Public Health was held on May 8th, 2019. During the forum, the Metropolitan Area Planning Council presented on key considerations for Energy and Climate and hosted a breakout session on this topic. Participants in the breakout discussion included a mix of Revere staff members, Steering Committee members, and residents. Participants were asked to provide feedback on seven proposed goals and discuss the topic of energy and climate more broadly. Participants were also asked to fill out a short questionnaire ranking each of the proposed goals. 100% of the people who filled out the questionnaire marked "protect and adapt important infrastructure from natural hazards and climate change" as high importance. Increasing access for residents and businesses to clean energy also ranked high (either all high priority or medium priority). During the



discussion, energy infrastructure, such as power lines and threats from coastal storms, were discussed. Residents also felt like they needed more reliable information and education on clean energy, in particular, rooftop solar.

FEEDBACK FROM THE SURVEY

The online survey asked participants to rank the importance of several key issues for Revere. Over 70% of respondents marked “Improving energy efficiency and alternative energy sources” as important, very important, or extremely important. Additionally, “Finding nature-based solutions to manage flooding” was rated as important or higher by 82.73%, including 32.46% who marked it as extremely important. There were also several write-in comments about the importance of sustainability and open, green space for the community.

KEY THEMES

This section provides a summary of feedback received from members of the public. The community feedback through the forums and survey show that sustainability issues around energy and climate are a high priority for residents and a critical element to improving the quality of life of Revere’s residents. Feedback also shows that Revere residents are already experiencing climate impacts, such as flooding and heat issues. There is a strong desire to increase open, green space that would provide multiple public benefits, including recreational and community gathering space, improve air quality, reduce urban heat islands, and manage and improve stormwater.



Recommendations

Goal 1

Reduce energy use and GHG emissions across the community

Planning

Strategy 1.1: Create an Energy and Climate Committee that can advise on issues of climate mitigation (reduction of Green House Gas (GHG) emissions and energy savings), as well as climate preparedness and resilience.

Land Use and Regulatory

Strategy 1.2: Develop and adopt a citywide Climate Action Plan to reduce Greenhouse Gas Emissions (GHC) for all sectors (including buildings, transportation, waste, etc.). Set ambitious, specific, and measurable municipal goals for GHG reductions over time.

Strategy 1.3: Adopt zoning and design guidelines that help reduce GHG through energy efficiency and clean energy in new development and retrofits.

Goal 2

Increase access for residents, businesses and non-profits to clean energy for electricity and heating/cooling needs

Programming, Partnerships and Internal City Operations

Strategy 2.1: Lead a Solarize+ campaign that includes clean heating and cooling options.

Strategy 2.2: Provide residents and businesses with resources for consumer protection on renewable energy options in coordination with the Consumer Affairs Department, a regional office based in Revere.

Strategy 2.3: Participate in a Community Choice Aggregation or Green Municipal Aggregation program to provide a higher percentage of clean energy. In these programs, municipalities contract with a competitive electricity supplier to provide additional clean energy to local customers through the existing electricity grid. Often these programs supply clean energy for a reduced cost, and participants may see cost savings.

Strategy 2.4: Increase municipal solar PV, particularly at the schools, in order to reduce energy costs and GHG emissions. Consider pairing with energy storage for resilience benefits.

Strategy 2.5: Ensure that new municipal facilities, including schools, are net-zero buildings or meet the highest energy efficiency standards possible.

Land Use and Regulatory

Strategy 2.6: Reduce municipal barriers and streamline processes to adopting solar, including reviewing zoning code to determine any barriers to solar installation and providing clear materials to residents regarding the permitting and inspection process.



Goal 3

Ensure that built infrastructure is protected or adapted from natural hazards and climate change impacts

Programming, Partnerships and Internal City Operations

Strategy 3.1: Explore opportunities to acquire and protect land within the floodplain, as well as open space opportunities to be paired with flood storage to enhance flood management.

Strategy 3.2: Ensure that any existing or proposed capital improvements incorporate resilient design standards that will mitigate the impacts of climate change and strengthen resilience.

Strategy 3.3: Incorporate cost-effective green infrastructure strategies and best management practices in the construction, renovation, and maintenance of all municipal public buildings and facilities to expand energy efficiency, renewable energy, environmental stewardship, help mitigate stormwater runoff and the impacts of climate change.

Strategy 3.4: Continue participation in the Greening the Gateway Cities Program to increase tree canopy cover in the city.

Planning

Strategy 3.5: Develop a shoreline protection plan that includes both grey and green infrastructure solutions to manage sea-level rise and storm surge.

Strategy 3.6: Develop a plan and guidelines for using open space and green infrastructure to combat urban heat island impacts, including setting goals for increase urban tree canopy by certain percentages annually.

Strategy 3.7: Partner with State agencies and utility providers that own and operate key assets in the city, including MBTA, DCR, and energy utilities, to plan and coordinate infrastructure improvements, following successful participation in other regional coalitions such as the Mystic Valley Watershed Association and other coalitions.

Land Use and Regulatory

Strategy 3.8: Adopt Resilient Flood Overlay district (or update existing flood overlay) to plan for future sea-level rise projections and establish design guidelines and best practices for both traditional built infrastructure as well as green infrastructure that used natural systems to provide services.



Goal 4

Implement programs to increase education, awareness, and access to climate resilience for all community members, including those most vulnerable to climate change impacts

Programming, Partnerships and Internal City Operations

Strategy 4.1: Establish a “resilience hub” for community members to use during an emergency and provide other community services (including storm shelter and cooling center). Ideally, the site will have energy storage and can operate during a grid outage.

Strategy 4.2: Ensure that materials on climate change are translated into multiple languages and are available to a wide diversity of groups, especially those most impacted by climate change.

Strategy 4.3: Partner with local community organizations such as Revere Beach Partnership, Alliance for Health and Environment, and Point of Pines Neighborhood and houses of worship to create a neighbor helping neighbor program during extreme weather events and increase climate awareness.

Strategy 4.4: Establish curriculum in local schools and after school programs to educate students about climate change mitigation and adaptation. Solar PV and other technology at schools can help provide a “living laboratory” for students.

Strategy 4.5: Educate and create programs for residents and businesses to make resilience improvements to their private property, including floodproofing and coordinate with the Consumer Affairs Department to disseminate information to residents and businesses.

Strategy 4.6: Expand recycling programs, such as the “pink bag” textile recycling program, and explore the possibility of offering a composting program.

Planning

Strategy 4.7: Assess housing stock in relation to anticipated climate change effects and target low-income homeowners in high-risk locations with programming to make changes that reduce the risk of climate-induced flooding and thermal impacts.

Strategy 4.8: Explore ways to incentivize the use of electric vehicles, such as through educational outreach, designated parking, and installation of charging stations.

Strategy 4.9: Continue to coordinate with the Northeast Homeland Security Regional Advisory Council (NERAC) to ensure proper evacuation preparation measures are in place, with particular attention to residents dependent upon public transit.



Photo by John Phelan, Wikimedia



Public Facilities and Services

“The next city will include much that is new, but to succeed it cannot ignore what came before. Linking the past with the present, and seeing the old anew, has always been part of our improvised urban condition.”

— Witold Rybczynski¹

In many ways, the character of our communities can be reflected in the quality and appearance of its civic facilities.

Introduction

Civic institutions, such as parks, libraries, city halls, schools, religious institutions, and cultural facilities function as gathering places and key anchors in the community. At their best, they nurture and define a community's identity by instilling a greater sense of pride, they foster frequent and meaningful contact between citizens, they provide comfort in their public spaces and they encourage an increasingly diverse population to use them.

The public facilities and services element of a Master Plan helps to guide decisions and develop a plan relevant to public buildings, utilities, and infrastructure in order to meet future needs of the community. Public facilities make it possible for municipal employees and volunteers to provide services for the public good. The adequacy of Revere's municipal facilities for the functions they serve is largely determined by four factors:

- The form, size, and organization of the City's local government;
- Projected population and economic growth;
- The city's land-use pattern; and,
- The expectations of the city's population.

The City's ability to provide adequate facilities depends on effective capital planning and a commitment to implementation, asset management policies, and the amount of revenue available for local government operations. This chapter includes information about City administration; services that keep the City running including: Public Works, Facilities, Public Safety, and Community Services; properties owned by the City of Revere or the Revere Public School District; and strategies for how the City can maintain and improve its public services and facilities.

Additionally, while there are public facilities such as the Department of Conservation and Recreation's new maintenance facility that are geographically located in Revere this chapter only includes public facilities that are owned, operated or under the jurisdiction of the City of Revere.

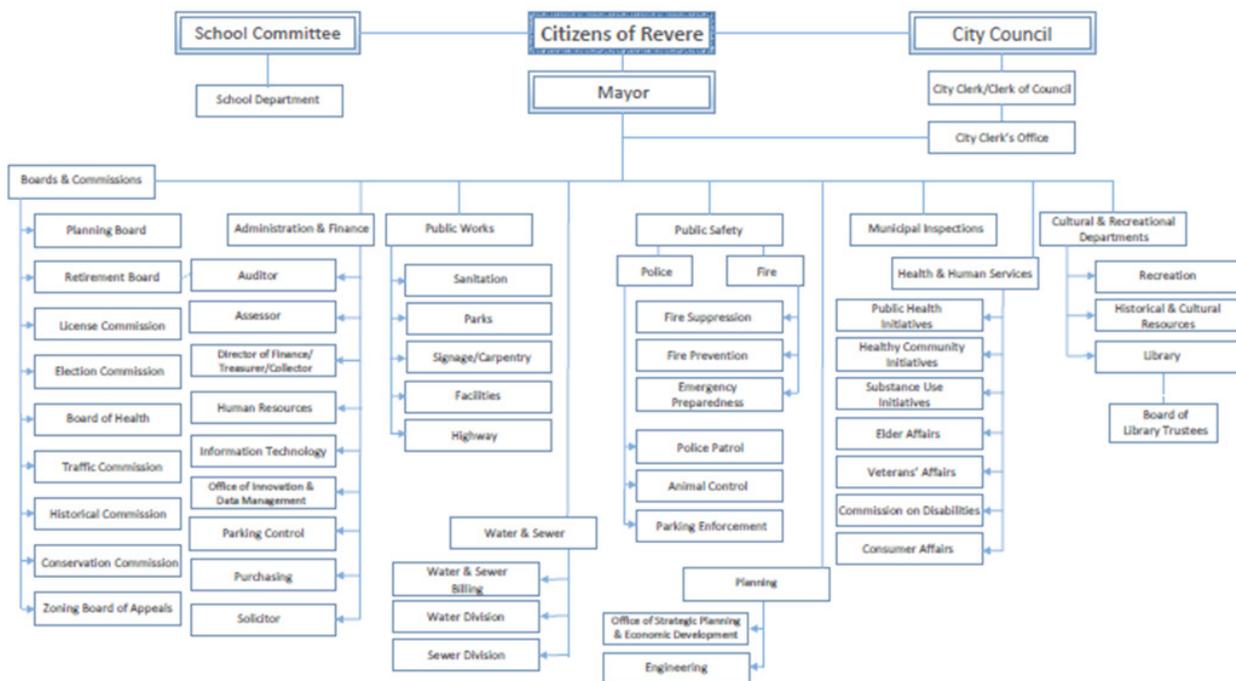
1 “Makeshift Metropolis: Ideas About Cities,” 2010

City Administration

Revere is governed by the Mayor-council form of government. The Mayor is elected for a four-year term of office and serves as the Chief Executive Officer and administrative head of the city and chairman of the School Committee. The Mayor appoints most City department heads, and members of the various boards and commissions, which are subject to City Council confirmation. After consultation with department heads, the Mayor submits the annual fiscal budget to the City Council for approval. The Mayor approves all municipal payrolls, vouchers, contracts and financial instruments, and recommends bond issues, legislation and orders to the City Council.

The City Council is the legislative branch of City government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary for the operation of the City. The City Council approves, disapproves, or reduces appropriation recommendations by the Mayor. The Council considers recommendations submitted by the Mayor and petitions from the public. The City Council also has the power to enact Ordinances, review and approve zoning changes as well as development projects that require Special Permits or Planned Unit Development (PUD) approvals – which include most, if not all major development projects. A majority of the City Council constitutes a quorum, and the affirmative vote of a two-thirds majority of all the members of the Council is necessary for the adoption of any motion, resolution, or ordinance.

The City provides general governmental services for the territory within its boundaries, including police and fire protection, the Metro North Regional Emergency Communications Center (MNRECC) which is operated as a combined 911 emergency dispatch center for the City of Revere and Town of Winthrop, disposal of solid waste, public education, street maintenance, parks, and recreational facilities, and water and sewage services. The Revere Housing Authority is responsible for managing 902 units of low-income housing for the City. Buildings are either owned by the Authority or are part of the rental subsidy program or the voucher program.





Capital Improvement Plan

The City has an established capital improvement planning process in place, overseen by auditors who monitor progress. Over the next five years, the City of Revere plans to invest \$62.4 million in funds for 115 capital improvements projects citywide, including the construction of the DPW facility, DCR facility, and Point of Pines fire station. Energy/Climate auditors are currently being conducted for school facilities, including information submitted to the Massachusetts School Building Authority for the new high school.

These projects range in size from \$25,000 to update and replace current parking signage, to \$22.5 million for the new DPW facility. After investing nearly \$7.2 million in FY2019, the FY2020 plan lays out an additional \$11.6 million, including over \$9 million for the Point of Pines fire station. The City's Capital Improvement Plan (CIP) for FY2019 to FY2023 strives to balance many significant and competing infrastructure needs, including vehicle and equipment acquisitions, parks and open space, public buildings and facilities, and roadways and sidewalks. The goal of the plan is to thoughtfully allocate the limited resources that are available while taking into account the many needs identified by City departments and the School District.

Funding for FY2020 expenditures will be provided from an array of local, grant, and enterprise funds including:

- \$9.2 million in general fund debt;
- Approximately \$1.2 million in Pay as You Go capital;
- \$778,000 in Chapter 90 roadway improvement funds.
- \$170,000 from the Urban Areas Security Initiative (UASI) Program
- \$55,000 in parking receipts
- \$200,000 in parks grant funds

What is a Capital Improvements Plan?

A capital improvements plan (CIP) is a road map for planning and funding public facilities and infrastructure. It typically incorporates both the construction of new facilities and the rehabilitation or replacement of existing capital. Typically, a CIP covers a period of three to six years (Revere's is a rolling five-year plan) and serves as a declaration of intent by a locality to make capital expenditures on the schedule indicated. A CIP may or may not consider multiple forms of funding (Revere includes an array of potential funding sources).

Significant additional funding comes from development fees through the Community Improvement Trust (CIT), Inflow and Infiltration (I&I) enterprise funds, Community Mitigation Funds from the Massachusetts Gaming Commission (MGC), MassWorks, and other state sources including those related to transportation and environmental bond bills.

Public Facilities

The City manages 15 buildings that serve a multitude of purposes. Additionally, the City also has offices in a number of shared-use facilities, such as the Substance Use Disorder Initiatives (SUDI) building and the Post Office, which houses the Office of the Parking Clerk. The Revere Housing Authority properties represent a key element of the City’s public facilities and are described in detail in the Housing chapter.

It should be noted that an Accessibility study was recently completed. The audit examined accessible entry/exit ramps and parking access and provided specifications for upgrades that would bring the facilities into compliance. The recommendations included in the report should be reviewed and prioritized, to determine the best course of action to ensure that upgrades can be done in a timely, cost-effective manner.

Revere City Facilities	
Facility	Location
City Hall	281 Broadway
Public Library	179 Beach Street
Rossetti-Cowan Senior Center	25 Winthrop Avenue
American Legion Building	249 Broadway
Revere Historical Society	108 Beach Street
McKinley School	65 Yeamans Street
Police Department	400 Revere Beach Parkway
Fire Department	(Locations below)
Fire Station #1	360 Revere Beach Parkway
Fire Station #2 (Decommissioned)	Point of Pines
Fire Station #3 (shared with City of Malden)	3 Overlook Ridge Drive
Fire Station #4 (headquarters)	400 Broadway
Fire Station #5	4 Freeman Street
Fire Department storage	929 Winthrop Avenue
DPW Building	321 Rear Charger Street
Recreation Offices	150 Beach Street

CITY HALL

Built-in 1897, City Hall is located in the heart of Revere's commercial corridor at 281 Broadway. In addition to housing administrative offices and meeting rooms, the 2.5 story brick Colonial Revival building once housed the City's public library. Both buildings were placed on the National Register of Historic Places in 2012. Today, several City Departments operate out of City Hall with offices on the lower level, ground floor, second floor, and mezzanine level. The City recently allocated \$3.9 million for the renovation of City Hall in its FY2018-FY2022 Capital Improvement Plan. Facility improvements completed in August 2019 included accessibility upgrades, façade restoration, and a new roof. Many of the repairs to this building were required as a result of damage from a tornado in the summer of 2014. The City is also planning for office upgrades and additional ADA-compliant upgrades.

City Hall is open Monday through Thursday 8:15 am-5 pm, Friday 8:15 am-12:15 pm and at other times when there are posted meetings. In the summer of 2019, the City retrofitted a surplus shuttle van and launched its Mobile City Hall (MCH). The MCH has already been programmed into multiple community events and allowed residents to do everything from pay a bill to get a library card. City departments have the option to request/reserve the MCH for public engagement/information efforts so residents will not only have access to city services but an opportunity to ask questions and gain a better understanding of the services City Hall offers.

REVERE PUBLIC LIBRARY

First established in 1880, the Revere Public Library strives to foster the intellectual and cultural life of the community of Revere by providing quality literature, media, programming, and access to technology for residents of all ages.

The current facility located at 179 Beach Street, was built in 1903 with a \$20,000 grant from the Andrew Carnegie Foundation. The 5,444 square-foot Georgian Revival-style building remains one of the few Carnegie buildings to have never undergone expansion. In the late '80s, early '90s, a plan was developed to renovate and expand the library. The City filed for a grant from the state to fund the project however, the financial support needed from the City to bond the project fell through. The City should move forward with submitting a new grant application to secure funding to do the planned renovation. A well-designed addition to the existing facility would accommodate the library's increasing collection and offer a modern library facility for Revere residents.

The Library procures books and media and shares with other member libraries of the North of Boston Library Exchange, and other libraries statewide. The Library also sponsors children's, young adult, and adult programs, including author talks and signings and movie nights. The Revere Public Library is operated by a Library Director with oversight provided by the Library Board of Trustees.

ROSSETTI-COWAN SENIOR CENTER

The Rossetti-Cowan Senior Center is located at 25 Winthrop Avenue in the former New England Telephone and Telegraph building. This facility houses the City's Department of Elder Affairs and the Council on Aging. The Senior Center's mission is to support the independence of seniors within the city of Revere by advocating for services, programs, and activities to meet their needs, provide a healthy meals program, and offer safe, low-cost transportation to them while ensuring they are welcomed at the senior center in an inviting, positive, fun, safe, environment that enriches their quality of life.



The Council on Elder Affairs, through the Rossetti-Cowan Senior Center facility, provides a variety of social, recreational, health and educational programs for Revere's 60 plus population. One of the more popular activities enjoyed by seniors is the center's bocce court. Recently, the City has expressed interest in making improvements to the center to include a gentle exercise facility. The Senior Center produces a monthly newsletter called Revere Senior Power, which lists all the programs, services and activities that seniors can take advantage of each month. The facility has recently undergone extensive renovations and upgrades, including resurfacing of the parking lot, enhancements to the front entrance and building façade, and the installation of a sump pump to reduce flooding in the basement. The Rossetti-Cowan Senior Center is operated by the Director of Elder Affairs and a Board of Directors appointed by the Mayor.

AMERICAN LEGION BUILDING

The historic American Legion Post 61 building, originally constructed in 1930, is located downtown across from City Hall at 249 Broadway. The 4,042 square foot building is owned by the City of Revere and houses several City departments, including the Inspectional Services Department, Human Service Department, and the Public Health Department. The grounds in front of the American Legion Building are an important site of local events and culture. The Revere Farmer's Market and Revere's Summer Music Series turn the small park into a gathering space and cultural activity hub.

REVERE HISTORICAL SOCIETY

The Revere Historical Society and Museum is located at 108 Beach Street. Founded in 1994, the Society seeks to provide and preserve facilities and locations which develop, exhibit, and preserve the city's history. The building is owned by the City and leased to the Society at a nominal cost. The Society renovated the 100-year-old former Immaculate Conception rectory to house a cultural and historic center. This architecturally significant building was saved from the wrecking ball and has been restored to the Colonial Revival period. This elegant building includes 14 rooms and a kitchen facility and has also been placed on the National Register of Historic Places. There is no admission for members, and a \$3 donation is suggested for non-members. The City was recently awarded funding from the Massachusetts Cultural Council, which, combined with other public and private funds, will allow the interior and exterior renovation of the property, thereby improving its safety and security as well as its accessibility and attractiveness.

MCKINLEY SCHOOL

The McKinley School building located at 65 Yeamans Street was built in 1904. The 115-year-old building served as an elementary school until closing in 2014. The former McKinley School, which suffered from space deficiencies and lacked adequate kitchen and restroom facilities, was replaced by Sargent James J. Hill Elementary. According to the FY2018-FY2022 Capital Improvement Plan, the City received \$2.5 million from the School District for the renovation of the former school building. The City is now in the process of preparing a Request for Interest (RFI) from private developers for the sale and redevelopment of this surplus property for a mix of senior-oriented medical, social, and limited residential uses that will also return this property to the tax rolls. As a result, there are no plans to upgrade the facility.

The Department of Public Works current uses some of the rooms for storage, as well as for the carpentry and sign shop while a new DPW facility is developed. The building also serves as the location for archiving paperwork from several City departments.



▶ OTHER CITY FACILITIES

Winthrop Avenue Fire Station

The decommissioned fire station at 931 Winthrop Avenue is a City-owned surplus facility located in the Beachmont neighborhood. The Beachmont Improvement Committee has long advocated for restoring the facility to an active community use. The City is currently considering this property for a request for information (RFI) process that would involve a mix of various community-oriented office and commercial uses, with limited residential options.

HYM Innovation Center at Suffolk Downs

Although privately owned, HYM Investment Group, the developers of the new Suffolk Downs project will be investing in a series of public facilities that will be publicly accessible and/or otherwise beneficial to the City of Revere.

These facilities include the complete network of streets, sidewalks, crosswalks, pathways, and bikeways that will serve the new Suffolk Downs neighborhoods, as well as street furniture, lighting, and signage. HYM will also invest in almost forty acres of parkland and open spaces, thirteen acres of which will be in Revere, designed to complement existing Revere parkland and open-space systems, all of which will be publicly accessible to Revere residents.

Public Services

REVERE POLICE DEPARTMENT

According to the City's website, the City of Revere's Police Department is dedicated to meeting the needs of the community in the delivery of quality police services in an effective, responsible and professional manner. The department is committed to maintaining order while affording dignity and respect to each and every individual and promoting a safe and secure community for all.

The Revere Police Department provides public safety services, including Uniformed Patrol, Foot Patrol, Traffic Enforcement, Major Crimes Investigation, Special Operations, and Emergency Management to the people of the city of Revere. The Department is broken down into several divisions, each with a specific function. This includes one hundred and fifteen full-time employees, including one hundred and seven sworn officers and eight civilian clerks. The Department is also a member of the nine communities around the city of Boston that compose the Urban Area Security Initiative (UASI) of the Department of Homeland Security.¹

The Police Department operates out of its headquarters located at 400 Revere Beach Parkway, which was constructed in 2007 and includes a community room for public meetings. The Department also maintains police substations at 6 Pleasant Street, across from City Hall and the ground floor of the new Veterans preference residential development at 123 Shirley Avenue. During 2013 (the most recent year for which data was available) the department made 851 arrests, issued 3,232 citations and responded to 654 accidents.

The Police Department currently has a fleet of twenty-two marked vehicles, thirty-four support vehicles, and four motorcycles.² In 2017, the Revere Police Department formed a Community Service Division to more proactively engage residents and collaboratively solve community problems. In 2018 the City received state grant funds to purchase new laptops for police cruisers and other equipment. The department recently installed speed radar signs along ten heavily traveled roads throughout the city to help reduce speeding and motor vehicle crashes. The Revere Police Department also owns and operates a number of public safety cameras, particularly in public spaces and parks.

REVERE FIRE DEPARTMENT

The City of Revere's Fire Department's mission is to protect the lives and property of the citizens and visitors of Revere. The Fire Department provides fire suppression, fire prevention (through inspections and code enforcement as well as fire safety and education), emergency medical response, rescue, auto extrication, hazardous material response, and related services to the city. The Fire Department includes 107 uniformed personnel consisting of four fire suppression groups and administrative staff.

The Metro North Regional Emergency Communications Center (MNRECC), is a separate entity serving as a combined 911 civilian emergency dispatch center that serves Revere and Winthrop. The MNRECC pays rent to the police department and operates out of the Revere Police Station located at 400 Revere Beach Parkway. The MNRECC currently employs 20 full time, 3 part-time, and 3 per diem employees. The Fire Department also operates the City of Revere Emergency Operations Center at Central Station and oversees the City's Shelter Operations.

1 City of Revere, FY 2018 Proposed Budget, 187

2 City of Revere, FY 2020 Proposed Budget, VIII-9

The City of Revere was recently awarded a \$1.1 million-dollar Staffing for Adequate Fire and Emergency Response (SAFER) grant from the U.S. Department of Homeland Security. This grant allowed the Revere Fire Department to hire four new firefighters. Ensuring that the Fire Department is sufficiently staffed helps to improve service levels, emergency response times and ensures that the department can adequately serve the nearly 54,000 residents in Revere.

The Revere Fire Department maintains four fire stations: Broadway Central Fire Station (Engine 4, Ladder 2) located at 400 Broadway, Freeman Street Fire Station (Engine 5) located at 4 Freeman Street, East Revere Fire Station (Engine 1, Ladder 1) located at 360 Revere Beach Parkway, and West Revere Fire Station (Engine 3) which is shared with the City of Malden and located at 3 Overlook Ridge Drive.

Additionally, the City owns a 0.3-acre lot at 140 Lynnway, the site of the former Alden A. Mills Fire Station in the Point of Pines neighborhood. In 2018 the City approved funding for a feasibility study to determine whether the decommissioned station should be upgraded or if the construction of a new facility was more appropriate. The feasibility study was completed in May 2019 by Winter Street Architects and the City has secured funding to demolish the decommissioned station and rebuild a new one. The Fire Department's Headquarters and Fire Prevention Office recently underwent renovations that include repairs to the building's interior stairs and the replacement of the building's roof.

The Fire Department has a fleet of four fire engines, two ladder trucks, and one Deputy Chief Command Car that operate out of four fire stations. The department has one spare engine and one spare ladder truck. The remainder of the motor vehicle fleet consists of a Mechanics truck, Emergency Management truck, and Command 2 Car, a Fire Investigation SUV, and several fire prevention vehicles.

Additionally, the department operates the following water craft: twenty-five foot Fire/Police Rescue Boat, two Rubber Zodiac Inflatable Rafts, and a jet ski. The Department also has a spill trailer stocked to respond to Hazardous Material spill incidents threatening our roads, water ways, and environment.

The department submitted project requests in the FY19 Budget totaling \$5.3 million for the replacement of two aging Fire Department ladder trucks and two pumpers. In a collaboration with the Office of Innovation and Data Management, the Department recently launched an E-Permitting system in the office of Fire Prevention. The system is live and has helped improve the ease, efficiency, and workflow of permitting between ISD and the Fire Department. The Department also received a \$9,716 grant to relaunch a fire safety education program for students and seniors.

DEPARTMENT OF PUBLIC WORKS

Revere's Department of Public Works (DPW) strives to support and enhance the highest quality of life for the city's residents, businesses and visitors by providing well planned environmentally sensitive, cost-effective infrastructure and services that promote good public health, personal safety, transportation, economic growth, and civic vitality. The Department provides professional-quality maintenance, repair, and construction services while maintaining streets, parks, playgrounds, street lighting, and public areas.

The DPW is responsible for the ongoing maintenance of water mains, sewer mains, pumping stations, and City vehicles and equipment. The DPW also maintains all roads in Revere with the exception of roads under the jurisdiction of Mass DOT and DCR, which includes roadway maintenance, sweeping of streets, signage and traffic controls including traffic signalization. The DPW is also responsible for rapid response to all snow, ice, and other severe weather emergencies and conditions.

In addition, DPW maintains all trees on public land, including street trees and trees within parks and other open space. The DPW provides maintenance for all athletic fields and playgrounds, and maintains all public buildings with the exception of the schools. The DPW also provides support for all city events and events held by various non-profit organizations and neighborhood groups. Finally, the DPW also manages trash and recycling programs.

The Department is divided into the following divisions: Public Works Administration, Highway, Sanitation, Water & Sewer, and Parks. The department has a combined total of 30 FTE employees, seven of which are administrative positions.

Operations for the Public Works Department takes place in the DPW Building at 321 Charger Street. The City is currently in the process of constructing a new \$22 million DPW facility on site of the existing facility which was built in 1975 and last renovated in 1987. Preliminary design for the facility was completed in FY2019. The new 47,458 square foot facility will house all DPW working groups and include an administrative area, a locker room, and storage for equipment.

The DPW has twenty-three labor force employees and three full time administrative staff and 1 part-time clerical staff. The DPW is broken up into sub departments with supervisors and foreman for each: sanitation (street sweeping , trash removal , trash and recycle programs); highway department (roadway maintenance); parks/forestry (parks, playgrounds and trees); and public facilities (building maintenance). All work is completed by a combination of city employees and private contractors who are managed by DPW employees.

Roads, Sidewalks and Lighting

Revere has approximately one hundred and seventeen miles of public and private roadways, the majority of which (approximately eighty-four miles) are locally owned. The vast majority of the remaining roadway is owned by the state—nearly fifteen miles are MassDOT owned, and just over seven miles are owned by the Department of Conservation and Recreation.

Major arterials such as Route 60 (Squire Road and American Legion Highway), Route 1A (North Shore Road), and Route 16 (Revere Beach Parkway) are maintained by the state and function as part of the regional highway system. The City's DPW Highway Division is responsible for the maintenance and repair of sidewalks, curbs, streets, and roads in the city of Revere. Regular road maintenance by the Highway Division is limited to public streets under the City's jurisdiction.

Division operations include pothole repair, asphalt patching, street sweeping, catch basin cleaning and reconstruction. Residential streets and main roads are cleaned regularly by issued street sweeping vehicles and during winter months, the Division works with staff from other divisions of the DPW to conduct snow and ice removal throughout the City.

While many streets have curbs and sidewalks consistent with City standards, a sizeable number do not. The streets between Squire Road and Malden Street stands out as not having curbs or sidewalks, but there are many other streets in similar condition. Curbs are an important component of the storm drainage as they channel water into culverts and sidewalks are important for pedestrian safety.

The City is also planning for significant improvements to public stairs, through conducting engineering assessments to determine needed improvements, budget, and timeline for such improvements. Prior to May 2017, no comprehensive assessment of city streets had been done, although staff has done citywide surveys of street conditions to inform infrastructure investment priorities, including crosswalks.

However, in 2018 the City contracted with StreetScan to analyze the condition of every local road in Revere. The report provided the City with the information needed to plan a street repair and replacement program. The study estimates that as much as 40% of Revere's streets may not be up to appropriate standards. In the summer of 2018, the City spent more than \$200,000 on sidewalk repairs, working through a 5-year backlog of requests. That figure increased substantially in 2019 when the City spent well over \$300,000 on sidewalk repairs. In 2019, WorldTech consultants provided a survey of street conditions for the City's Complete Streets Plan.

The City is actively working to improve project coordination between transportation agencies, utilities, and other agencies that may need to do construction or scheduled work in the public right-of-way. Better coordination of projects includes significant cost savings and reduce traffic disruptions from road work. Each year, the Massachusetts Department of Transportation (MassDOT) allocates Chapter 90 funds to cities and towns for road maintenance and construction and equipment. According to the FY2018-FY2022 Capital Improvement Plan, the City of Revere will expend \$3.95 million in Chapter 90 funds for roadway and sidewalk improvements. Note that road infrastructure is not discussed at length in this chapter, for a more detailed discussion of these facilities and recent improvements, please refer to the Transportation & Circulation chapter of this Plan.

Municipalities have direct control over energy use in their municipal facilities including, buildings, vehicle fleets, open space and recreational facilities, traffic lights, water and sewer systems. While municipal energy use typically only makes up a small portion of the total energy use within a community, municipal leadership on energy efficiency and renewable energy can be critical to elevating the issue and incentivizing change by leading by example. Energy efficiency efforts can help save the City money by reducing costs from energy usage.

The electricity utility provider for Revere is National Grid. Through an energy savings program, the company has committed to replacing all of the city's existing streetlights with high-efficiency light-emitting diode (LED) lighting. Anticipated energy cost savings for the City from these new LED lights is estimated at well over \$100,000 annually.

Energy issues are closely linked to several chapters of *Next Stop Revere*, for a more detailed discussion of municipal energy conservation and efficiency and renewable energy sources please refer to the Energy & Climate chapter of this Plan.

HYM Investment Group will also be building, the underground utility and water and sewer infrastructure that will serve the Suffolk Downs neighborhood. It will be designed and built to link to the current Revere water and sewer systems. Once constructed, this water and sewer infrastructure will be turned over to the City of Revere to become an integral part of the City's system. The estimated value of these combined improvements for the Suffolk Downs project as a whole is \$350 million, not counting an additional \$50 million of off-site transportation improvements.

Trash & Recycling

The Sanitation Division of DPW is responsible for collecting household waste, yard waste, curbside recycling, and white goods. These collections help to maintain a healthy and clean environment for the city. Revere has a service agreement with Wheelabrator Technologies Inc., under which Wheelabrator is required to accept the city's municipal solid waste for disposal at its Saugus incineration facility. Private commercial properties and facilities are responsible for the cost of their own trash and recycling needs.

According to the FY2020 budget, the collection and disposal of solid waste and recyclables in Revere has

risen to nearly \$4 million. A Solid Waste/Recycling Enterprise fund was proposed in the City's FY2019 budget, this fund will allow for the City to segregate and monitor the business of collecting and disposing of the city's solid waste and recyclable materials.

In the case of collecting and disposing of the city's solid waste and recycling, there is a significant subsidy needed for the City to provide this service. In fact, only \$350,000 in projected revenues will be generated to offset the nearly \$4 million cost of providing the service.³ This escalating cost, most notably the increasing and volatile costs of administering and disposing of single-stream recycling, has many communities scrambling to fund the costs. Currently, the City is paying more per ton to dispose of single-stream recycling than it does to dispose of trash.⁴ It is a frightening reality and the administration is paying close attention to this situation.

In 2018, the City rolled out its uniform cart program and committed funds to supply more than 16,000 new, heavy-duty trash cans to each residential property. This new trash system, along with a new focus on recycling, will not only save the community money in the long-term but will also help keep the city clean and rodent-free. Additionally, the DPW has an educational program in place designed to help residents learn the basics of recycling as well as what items can be recycled.

In March of 2019, the City partnered with Simple Recycling to provide free curbside pickup of discarded clothing, textiles, and small household items. Revere residents receive "pink bags" that they can fill with unwanted clothing, jewelry, shoes, toys, blankets, drapes, pillows, and assorted small household items. Residents simply place the bag next to their recycling bin during regular recycling weeks, and a Simple Recycling vehicle will pick it up and leave a replacement bag for future use. The program also helps generate some revenue back to the City, approximately \$20/ton.

Water and Sewer Department

The Water and Sewer Department is dedicated to maintain and improve the water in a fiscally responsible manner. The distribution system provides water and sewer services to over 50,000 residents in accordance with federal and state regulations.

The Water and Sewer Department has eighteen labor force employees and seven administrative staff. They are responsible for water, sewer and drain infrastructure throughout the city including roads under Mass DOT and DCR with the exception of some drain systems. They maintain culverts and drain water retention areas, as well as all fire hydrants throughout the city.

In addition, they maintain 27 water and sewer pumping stations, and are responsible for all the maintenance of and billing for water meters at each residence and business in the city.

As with the Department of Public Works, this work is completed by a combination of city employees and private contractors managed by Water and Sewer staff.

Water

The City of Revere maintains one hundred and seven miles of water distribution main piping that provides potable water to all occupied properties. In addition to water mains, the City owns and operates 1,630 gate valves, 823 hydrants, and 11,810 service meters. Approximately four million gallons per day of potable water is purchased from the Massachusetts Water Resources Authority

3 City of Revere, FY 2019 Proposed Budget, I-16

4 City of Revere, FY 2019 Proposed Budget, I-17

What is an enterprise fund?

An enterprise fund is a separate accounting and financial reporting mechanism for which revenues and expenditures are segregated into a fund with financial statements separate from all other governmental activities.

(MWRA) and enters the City's system through a series of six metered connections to the MWRA distribution system (four connections are currently active).

The Revere water distribution system consists of three separate pressure zones which are isolated using pressure reducing valves, check valves, and closed gate valves. The entire city is fed solely from the MWRA Northern High-pressure zone. The City recently decommissioned the Thomas Carroll Way Storage Facility, which was one of the last municipal water systems in the area.

In 2016, the City completed a report summarizing an evaluation of the water distribution system. This report also describes an asset management program needed to determine and report on the water system improvements required to address existing system deficiencies (including pressure, flow and water quality). The report further evaluates future water demand projected through the year 2035 and identifies the water distribution system piping and facility improvements that are required to adequately serve Revere's needs over the next twenty years. The asset management component of the report provides the City with a long-term plan for system improvements that is based on the risk and consequence of failure for each asset in the City's distributing system, and to use risk and consequence factors to rank each asset. The report outlines a series of annual capital improvements that consist primarily of removing old pipes and replacing them with new mains, valves, and hydrants. In addition, the City has outlined the need to remove the old reservoir no longer in use and to upgrade the City's potable water pumping system in the first years of the CIP3

The City recently completed the installation of wireless water meters. These advanced water meters are easier to read and provide two-way real-time monitoring that alerts DPW when there are system issues who in turn, alert homeowners. Additionally, the City has identified old lead (Pb) lined pipes in the system and begun removing and replacing them free of charge.

Sewer

The City's wastewater collection system consists of about ninety-eight miles of separated sanitary sewer with the majority of the system constructed of vitrified clay pipe with brick manholes. Pipe sizes range from 6" to 36" in diameter with some larger oval-shaped trunk sewers. About 75% of these pipes are 8" in diameter. Stormwater enters a separate drainage system, which was designed to keep stormwater and sanitary sewage separate. On average, the City of Revere produces 7.5 million gallons per day (MGD) of wastewater (or sewerage) that is sent to the MWRA Deer Island facility for treatment.

The City of Revere is one of forty-three communities in the Greater Boston Metropolitan Area included in the sanitary sewage collection system service area of the MWRA. The majority of the sewage from the municipal system flows through a 36" x 48" brick arched sewer to the MWRA twin 36" siphon near Slade's Mill. The brick arched sewer high-end portion is referred to as the Harris Street Tunnel and the entire line is the main interceptor sewer in the city. The low-lying area along Revere Beach Parkway from Vinal Street west across Broadway to Olive Street discharges through a separate 10" connection at the siphon.

A 12" connection at the MWRA system on Washington Avenue near the Chelsea line serves a portion of the southwest corner of the city. Trunk sewers extend from the brick sewer to various sections of



the city. Because the city's topography alternates between low lying and hilly, a purely gravity-based sanitary sewer system is not feasible. Instead, sanitary sewage pumping stations exist in multiple locations including on Atwood Street, Dix Street, Furlong Drive, Goldie Street, Linehurst Road, the Lynnway, Malden Street, Marshview Terrace, Milano Avenue, North Marshall Street, Salem Street (Waitt Park), Sherman Street, and Washburn Avenue. In addition, the Garfield School, Hill School, the High School, and Della Russo Stadium all have on-site pumps that elevate waste so that it reaches the City's sewer lines. Some streets still have homes with septic disposal systems. Revere Beach Parkway from Olive Street to Borden Street and some parts of North Revere and some properties on Route 1 are among the areas without municipal sewage collection.

Revere faces a significant challenge that is not unusual to older, urban cities with aging sewer systems. During heavy rains, stormwater can enter sewer pipes via cracks in pipes and sometimes direct connections between private roof drains or sump pumps, or in-street catch basins and the sewer system, which can exceed pipe capacity and cause sanitary sewage overflows at the surface and causing the sewage to enter various streams and rivers in an unpermitted manner. This environmental and public health issue has been cause for concern for the United States Environmental Protection Agency (EPA) and the Massachusetts Department of Environmental Protection (MassDEP) and, in November 2010, the EPA, MassDEP, and the City of Revere entered into a Consent Decree (CD) that requires the City to detect and eliminate sanitary sewer overflows by 2022. Failure to comply with the decree has significant financial penalties and, if the City is making progress yet fails to meet decree deadlines, escalating daily fines could still be incurred. The City is currently working with an engineering consultant to determine the cost of upgrades needed to lift the consent decree.

The City's response to the requirements of the CD has been in progress since 2010. As required each year, the City and its contractors methodically investigate sections of the City's wastewater collection system to determine if infiltration and inflow (I/I) is occurring and what improvements are needed. The construction work to resolve the problem is then scheduled shortly thereafter. Work can include adding a cured-in-place pipe liner (CIPPL) made of fiberglass into older sewer pipes, disconnecting sources of illegal inflow, and replacing collapsed pipes, replacing dilapidated old pump stations, and many other activities necessary to operate and maintain the City's sewer system. In recent years, the City Council has authorized extensive borrowing that will be repaid by water/sewer enterprise fund revenues in order to meet the CD's obligations. This recent multi-million-dollar investment is making progress toward the CD's rigorous timelines but has come after decades of limited investment in sewer and stormwater infrastructure. As the continued investigations reveal the extent of challenges facing Revere, City officials have begun to work with the EPA and MassDEP to extend the schedule of work required under the CD. If an extension is granted and the City is given more time to complete the work, the associated debt could be spread out over more time, thereby reducing the annual financial impact on city ratepayers.

Stormwater Collection

Surrounded on nearly all sides by water (Belle Isle Marsh to the south, Rumney Marsh to the north, and the Atlantic Ocean to the east), the city is located partially within the Saugus River Watershed and partially within the Mystic River Watershed. Although some parts of Revere are very low lying, other areas are quite hilly. This topography, coupled with varying soil characteristics (e.g., sand, peat, clay, and ledge), and the influence of tides in the Atlantic and the two marshes affects the local water table and makes managing stormwater runoff very challenging and complex in Revere. In addition, the Town Line Brook along the northern portion of Revere is tidally influenced and carries stormwater from Revere and neighboring communities to the ocean.



The City of Revere's drainage system is primarily a gravity flow system with 13 large drainage areas containing 23 smaller sub-areas. However, pump stations owned by the City and or the Commonwealth of Massachusetts are located on many streets in Revere to lift water from low lying areas into the storm drains.

Due to the city being located in very close proximity to the ocean and in some cases at or below sea level, its infrastructure is significantly influenced by the rising and falling tides. As a result, the City and the Commonwealth of Massachusetts maintain a number of tide gates throughout Revere which open and close to facilitate a natural water flow that keeps streams and marshes healthy while also preventing flooding. The tide gates are designed to prevent high tide water from rising up into the streets and the stormwater system to prevent flooding of City and private property. Generally, the gates operate by opening and allowing water to exit the City's drainage system during low tide. Then, they automatically close when the tide starts to rise, preventing water from entering the system. The gates are set in an attempt to allow some seawater upstream in order to flush the system regularly. However, in some cases where a high tide has closed a gate and heavy rains are inundating the City's system, flooding can still occur. Eastern County Ditch and Sales Creek are part of the stormwater collection system. Tide gates included in the system are located on Route 1 (Cutler Highway inlet of Townline Brook), Martin Street (an inlet of Central County Ditch), and Oak Island (an inlet of Eastern County Ditch), among others. It is critical that all City tide gates are maintained and operate properly. It is equally important that all tributary ditches, channels, culverts, etc. are maintained and cleaned as well. The importance of the tide gates was evident when the Oak Island gate malfunctioned in December 2014 and extensive flooding occurred.

Many areas of the city of Revere, especially those areas that were at one time comprised of primarily summer residences, lack sufficient drainage facilities. As described in the City's Open Space and Recreation Plan, City staff have identified eight flood hazard areas.

- Roughan's Point – Although the Army Corps of Engineers completed a flood protection project to prevent coastal flooding in this area, a 100-year storm could still result in flooding of streets and low-lying properties. The Broadsound Avenue pump station is designed to handle flooding on Broadsound Avenue.
- Lower Revere Street and Kelley's Meadows – These areas are adjacent to the Eastern County Ditch and vulnerable to flooding caused by heavy rainfall and coinciding high tides.
- Mills Avenue – During high lunar tides, this residential neighborhood floods approximately three feet. This flooding generally recedes as soon as the tide goes out. A sea wall would offer protection for this neighborhood. Due to repeated flooding, the roadway is starting to erode.
- Rice Avenue – There is a short sea wall on Rice Avenue, but it stops at Harrington Avenue. Flooding in this area would be mitigated by completing the gap in the sea wall at Harrington Avenue.
- Garfield School – The area in the vicinity of the Garfield School floods. There are ditches maintained by the MBTA along the tracks. These ditches need to be cleaned out to restore their storage capacity. Because there was an oil spill here thirty years ago, nothing can be done in this area until the soil is removed.
- Town Line Brook – Town Line Brook near the Malden line floods. There is a set of self-regulating tide gates on Route 1A.
- DPW Yard – There is flooding that occurs at the DPW yard.⁵

5 City of Revere, FY 2020 Proposed Budget, VIII-8

Parks and Recreation

The Revere Parks and Recreation Department is committed to enhancing the quality of life for all citizens of the city of Revere by providing active recreational, educational, and cultural programming services for all age groups. The department's objective is to provide parks and recreation facilities that are safe, accessible, and aesthetically pleasing to the entire community.

The Recreation Department has a staff of seven and is led by the Recreation Director who oversees full-time, part-time and seasonal temporary staff. The department facilitates the usage of City-owned fields, parks, and school gymnasiums for a number of community organizations for recreational uses.

The Parks and Recreation Department runs some programs from their offices at 150 Beach Street and also uses all of the City parks. The department recently facilitated the installation of a basketball court for people of all abilities. The Bankshot system was installed outside the Beachmont School at Frederick Park in May 2019 and is the first of its kind in the Greater Boston area. It features basketball nets 3'-7' off the ground, instead of the standard 10', to allow for people of all abilities to play.

Ongoing maintenance of City-owned open spaces is conducted by the Parks Division of the DPW. The Parks Division provides operations, programs, and ground maintenance and repair relative to parks and playgrounds, athletic fields, recreation, forestry, and all public building grounds including street islands and memorials. It is also tasked with the maintenance and management of Revere's urban forest. While the Parks Division works hard to service the open spaces in the city, it is faced with funding and staffing constraints.

The existing Recreation Center is in need of renovations and expansion to make it ADA-compliant, as well as a new roof. A new indoor recreation facility would provide much-needed space for the Park and Recreation Department to expand and coordinate the programming it offers. Recently, the City has also expressed an interest in acquiring and refurbishing McMackin Field on Winthrop Avenue which is privately owned by the Little League organization.

The Recreation Department launched a pilot program in the Fall of 2019 utilizing the James A. Garfield school as a citywide community center to explore resident recreational programming needs and demand in planning for a more permanent community and recreational facility in the future. The Recreation Department is actively working to expand access, affordability, and variety across its programs to serve more Revere residents of all ages and abilities including adaptive sailing in partnership with East Boston; therapeutic music programming; and supporting the Special Olympics Young Athlete Program. The Garfield School will serve as a creative and cost-effective interim solution until demand needs from the pilot program can be fully assessed and a permanent recreational facility solution can be found.

Please note that additional information on the Parks and Recreation Department is addressed in the Open Space and Recreation element of this Plan.



Schools

The City of Revere operates its own school system, with approximately 7,544 students enrolled across the District's eleven schools in eight facilities during the 2018-2019 school year. The district is governed by the Revere School Committee, a board of six elected members, plus the mayor and managed by Superintendent of Schools. In FY19, Revere Public Schools had an appropriated budget of \$85,628,634 million and employed 879 full-time employees. According to the Revere Public Schools' website: The mission of Revere Public Schools is to provide personalized and meaningful education to all students so that they individually experience superior personal development by:

- Engaging all members of our educational community in the decision-making process
- Ensuring rigor and relevance throughout all curricular areas
- Ensuring positive relationships among all members of the school community
- Fostering resilience within all members of the school community
- Fostering and celebrating innovation throughout our system

The Revere School District operates eleven school facilities including six elementary schools, three middle schools, and two high schools. Each of these facilities includes associated play equipment and fields.

City of Revere Public Schools	
School Facility	Location
Elementary Schools	
A.C. Whelan Elementary School	107 Newhall Street
Abraham Lincoln School	68 Tuckerman Avenue
Beachmont Veterans Memorial School	15 Everard Street
Garfield Elementary School	176 Garfield Avenue
Paul Revere School	395 Revere Street
Staff Sargent James J. Hill Elementary School	51 Park Avenue
Middle Schools	
Susan B. Anthony Middle School	107 Newhall Street
Garfield Middle School	176 Garfield Avenue
Rumney Marsh Academy	140 American Legion Highway
High Schools	
Sea Coast High School	15 Everard Street
Revere High School	101 School Street

The district's elementary school population is spread across five elementary school facilities: A.C. Whelan Elementary School, Abraham Lincoln School, Beachmont Veterans Memorial School, Garfield Elementary School, Paul Revere Innovation School, and Staff Sargent James J. Hill Elementary School.

A.C. Whelan Elementary School, located at 107 Newhall Street enrolls 786 students. The 241,299 square foot facility opened in 2006 and serves students from kindergarten through fifth grade. Abraham Lincoln School located at 68 Tuckerman Street enrolls 669 students. The 69,096 square foot facility opened in 1967 and serves students from pre-kindergarten through fifth grade. Beachmont Veterans Memorial School located at 15 Everard Street enrolls 326 students. The 135,379 square foot facility opened in 1979 and was last renovated in 2010. The school serves students from pre-kindergarten through fifth grade.

Garfield Elementary School located at 176 Garfield Avenue enrolls 732 students. The 108,216 square foot facility opened in 1991 and serves students from pre-kindergarten through fifth grade. Paul Revere Innovation School located at 395 Revere Street enrolls 478 students. The 35,624 square foot facility first opened in 1976 and was last renovated in 2019. The school serves students from pre-kindergarten through fifth grade. Staff Sargent James J. Hill Elementary School located at 51 Park Avenue enrolls 722 students. The 103,000 square foot facility opened in 2016 and serves students from pre-kindergarten through fifth grade.

The district's middle school population is spread across three school facilities: Susan B. Anthony Middle School, Rumney Marsh Academy, and Garfield Middle School.

Susan B. Anthony Middle School located at 107 Newhall Street enrolls 593 students. The 68,968 square foot facility opened in 2006 and serves students from sixth through eighth grade. Garfield Middle School located at 176 Garfield Avenue shares a campus with Garfield Elementary School and enrolls 559 students. The 73,370 square foot shared facility opened in 1991 and serves students from sixth through eighth grade. The roof of the Garfield School was recently replaced with funding from the Massachusetts School Building Authority (MSBA). Rumney Marsh Academy located at 140 American Legion Highway enrolls 611 students. The 93,000 square foot facility opened in 2008 and serves students from sixth through eighth grade. The district's high school population is spread across two school facilities: Sea Coast High School and Revere High School.

Sea Coast High School located at 15 Everard Street enrolls 90 students. The 13,200 square foot facility first opened in 1979 and was last renovated in 2001. The school serves students from ninth through twelfth grade.

REVERE HIGH SCHOOL

Revere High School located at 101 School Street enrolls 1,978 students. The 324,375 square foot facility was built in 1974 and was last renovated in 2008. The school serves students from ninth through twelfth grade.

Evolving demographics combined with Revere's projected growth over the next decade will increase demands for school facilities, especially for the City's high school population. Given the age and condition of the current facility, the City has submitted a statement of interest to the Massachusetts School Building Authority (MSBA) seeking funding for a new Revere High School. The City anticipates \$3 million in funding for a feasibility study in FY2021.

Developing a new high school is a high priority for the City of Revere, and for its residents, as was evident in survey responses and forum feedback. Developing a new state-of-the-art facility should be a top priority when considering potential uses for key opportunity sites in the city. It is also important to note that the construction of a new high school facility impacts decisions regarding the future use of current facilities.



As mentioned in the Economic Development Chapter, the new high school would have significant positive impacts on the Revere community, including expanded workforce development opportunities, increased public gathering spaces, as well as enhanced educational and cultural offerings for Revere students and other residents.

The following land use considerations should be considered:

- Accessibility to students across the city, as well as accessibility to transit options to other regional locations to facilitate internships and other workforce development opportunities.
- On-site or nearby workforce development options, such as hospitality (restaurants), biotech or light manufacturing companies.
- On-site or nearby recreational facilities for students and other residents of the city.

The City and School Committee are moving forward in the implementation process and major topics such as facility siting, access and circulation, parking, and the overall project timeline are currently under discussion. The tentative timeline for the construction process is expected to take place from 2020 to 2024.

Information Technology Infrastructure

The City's information technology infrastructure includes a fiber optic-based network connecting all City-owned buildings and school facilities. Software applications used by the City of Revere include payroll, purchase orders, and the general ledger. Wi-Fi access points are currently located in City Hall, the American Legion Building (e.g., Building Department), the Park and Recreation Building, and the Senior Center. The City Network contains approximately 300 users with 16 servers currently virtualized (e.g., where the capacity of the server can be optimized in support of many users) at City Hall of a total of 20 physical servers that are in place.

In the FY2018 budget, the City authorized a plan to move out-of-date and insecure MIS servers to the Cloud, requiring a significant up-front investment, but resulting in savings, improved security, and upgrade potential in the long run.

OFFICE OF INNOVATION & DATA MANAGEMENT

The Office of Innovation and Data Management is housed in City Hall. The department works to improve the interaction between city government and residents through improved constituent experience and works to expand the use of technology and data to drive city performance.

The department strives to make the city government more efficient, effective, transparent and responsive both internally between departments, and externally with residents. As the home of Revere 311, the department seeks to improve the relationship that Revere residents have with the Revere government.

Revere officially launched its 311 Constituent Service Center in October 2017. The office provides residents a vehicle to request City services and ask questions. In its first two years, the office received more than 30,000 phone calls. Of the requests for service received over the course of the year, about 40% are submitted online using the Revere 311 Mobile App and revere.org/311. The 311 team, which has Spanish and Haitian Creole speakers on staff, also provides simultaneous translation to dozens of additional languages. In addition to taking on requests and answering questions, the staff relentlessly follows up with departmental staff about open requests, to ensure quality constituent service is provided and requests are completed when possible. The increased value on constituent experience has had a positive impact on Revere residents, for City of Revere departments, and for quality of life in the city.

OIDM recently re-launched a new City of Revere website with a new design and new functionality for residents, businesses, and visitors. In September 2019, OIDM launched Results for Revere, a new data transparency initiative to portray updated departmental data on the City's website.

ELECTION COMMISSION

The Election Department directs all Municipal, State and Federal Elections within the city of Revere. The Department operates with fairness and impartiality while adhering to Massachusetts General Laws, Campaign Finance Laws and the revised ordinances of the City of Revere when assisting candidates and residents in all aspects of the Electoral process. The Department administers Campaign Finance Law for Candidates and Committees filing on the Municipal level and promotes voter registration and participation in the electoral process.

The Election Department serves as a link to the residents of the city of Revere by conducting an Annual City Census. Every ten years the staff in the Election Department serves as liaisons for the Federal Census.



Census data is used to determine Congressional representation and Legislative Districts. Census responses provide funding for vital programs in the city.

The Election Department provides a variety of supplemental services to assist residents within the community including but not limited to proof of residence for tax abatements, Welcome Home bonuses for Veteran's, Life certificates for pension renewals, voter identification cards and Notary Public services.

OFFICE OF THE PARKING CLERK

The Office of the Parking Clerk advances the City's vision for efficient and effective parking solutions that support economic growth and development and provide residents, visitors, and business owners with easy to use technology, clear information and operational transparency. While parking serves as a revenue source for the City, it is important to note the vision for well-managed parking as a facilitator for other community benefits, such as economic growth at local businesses and improved quality of life for residents, which is particularly relevant to planning for new developments along the Waterfront.

The Parking Clerk manages the resident and visitor parking permit program and oversees parking payment processing. With the significant anticipated growth and attention to the city's commercial districts, as well as the parcels along the waterfront, the functions housed in this will continue to grow in scale and complexity. The Department recently installed new Smart Meters throughout the city that offer both credit card and coin payment options. The Department also contracted with a new software company that allows patrons to pay tickets and purchase resident parking stickers online.

Community Input

FEEDBACK FROM THE KICK-OFF EVENT

This section provides a summary of feedback received from members of the public. Input and feedback on Revere’s facilities and services were collected through interactive boards during the first open house kick-off meeting on January 15, 2019. During the open house, participants were shown posters that provided an



overview of City and school-owned buildings and were asked: “What improvements or recommendations would you make for new or existing Public Facilities and Services?”

Many participants noted the need for a new high school and a new state-of-the-art Recreation/Community Center. Others suggested a need to support the regularly scheduled maintenance and upgrades of Revere’s existing public facilities including comprehensive renovations and expansion of the public library. Several people also noted the need for roadway, sidewalk and pedestrian infrastructure improvements.

FEEDBACK FROM THE SURVEY

The online survey administered asked participants to rank the importance of several key issues for Revere. Over 80% of respondents marked “Building a new high school” as important, very important, or extremely important. Additionally, “Providing more community spaces” was marked as important or higher by 87% of respondents. There were also several write-in comments about the importance of improving roadways, crosswalks, sidewalks, lighting and pedestrian infrastructure in the community.



KEY THEMES

Revere faces some challenges in meeting its short- and long-term facility and service needs. The City is charged with making tough choices with diverse needs competing for money, space and community support. The following recommendations were developed based on the information provided by various City departments and public input. However, these are meant to serve as a general guide; many specific decisions are reserved for Revere residents and City administration to decide through an equitable, transparent and robust civic engagement process.

Additionally, during the January 2019 Master Plan Kickoff participants were asked to write down comments about facility and service needs. Comments, Concerns, and Suggestions expressed at the forum include:

- Making regularly scheduled updates and improvements to Revere's existing public facilities
- Building a state-of-the-art community/recreational facility
- Building a new high school
- Renovating and expanding the public library
- Increasing community parks and open spaces
- Making roadway, sidewalk and pedestrian infrastructure improvements

Recommendations

Goal 1

Ensure adequate resources for Revere's public services

Programming, Partnerships and Internal City Operations

Strategy 1.1: Ensure staffing levels are adequate to fulfill departmental duties, and resources are efficiently distributed.

Strategy 1.2: Ensure adequate funding and staffing for Public Safety (police and fire) services. These critical services help keep residents safe and as Revere continues to change and grow, expansion of these services is necessary.

Strategy 1.3: Evaluate needed adjustments to municipal services based on future expected commercial and residential development.

Goal 2

Strengthen effective communication and collaboration within City government and with the public

Programming, Partnerships and Internal City Operations

Strategy 2.1: Examine current communication processes and practices and experiment with new techniques for civic engagement and new channels of communication while also using established partners to reach broader segments of the community.

Strategy 2.2: Improve internal communications and coordination between City boards, commissions, and departments.

Strategy 2.3: Given Revere's diverse population, maximize efforts to provide an enhanced and coordinated program of wrap-around services involving civic associations, schools, and non-profit community resources.

Strategy 2.4: Continue to improve coordination and communication with DCR to ensure that the public amenities owned by DCR are well marketed to residents of Revere.

Goal 3

Ensure facilities and services meet community and departmental needs

Programming, Partnerships and Internal City Operations

Strategy 3.1: Identify and proactively address maintenance concerns that do not yet rise to the level requiring capital improvement funding.

Strategy 3.2: Provide adequate funding for school renovations and new facilities, as recommended by the School Committee. Potential funding sources include but are not limited to the Massachusetts School



Building Authority (MSBA) and the United States Department of Education's Educational Facilities Clearinghouse (EFC).

Strategy 3.3: Prioritize the development of arts spaces in new construction and adaptive reuse projects to provide extra-curricular arts education opportunities for Revere residents of all ages.

Planning

Strategy 3.4: Continue the development and implementation of the City's five-year Capital Improvement Plan and reassess priority projects annually.

Strategy 3.5: Encourage and support the continued pursuit of grant funding and other financing strategies to address routine maintenance and capital improvement projects.

Strategy 3.6: In order to better serve the needs of the City and its residents and address inadequacies of existing facilities, such as Revere High School and the Recreation/Community Center, move forward with applicable space studies, site identification, and design to move these potential projects forward in a timely manner, in addition to pursuing the recommendations included in the Accessibility study.

Strategy 3.7: Pursue grant funding through the Massachusetts Public Library Construction Program (MPLCP) to move forward with the existing plan to renovate and expand the Revere Public Library.

Goal 4

Promote sustainability in municipal operations and facilities

Programming, Partnerships and Internal City Operations

Strategy 4.1: Incorporate cost-effective green infrastructure strategies and best management practices in the construction, renovation, and maintenance of all municipal public buildings and facilities to expand energy efficiency, renewable energy, environmental stewardship, help mitigate stormwater runoff, and the impacts of climate change.

Strategy 4.2: Continue to work with State agencies and utility providers such as MassDevelopment, National Grid, and Citizens Energy to develop and promote energy efficiency programs for residential, commercial, and municipal facilities.

Strategy 4.3: Establish a "resilience hub" for community members to go to during an emergency (including storm shelter and cooling center). Ideally, the facility will have energy storage and can operate during a grid outage.

Strategy 4.4: Continue to seek ways to increase recycling and reduce solid waste disposal, including composting.

Planning

Strategy 4.5: Ensure that any existing or proposed capital improvements incorporate resilient design standards that will mitigate the impacts of climate change and strengthen resilience.

Goal 5

Improve stewardship of public properties

Planning

Strategy 5.1: When undertaking major facility constructions or expansions, consider Revere's facilities portfolio holistically. This includes consideration of potential re-uses of the City's surplus properties (e.g. the McKinley School or Winthrop Street Fire station) as well as foreclosed or abandoned properties that come into public ownership.

Goal 6

Explore new strategies for creating public facilities to gain more land and operational efficiencies

Strategy 6.1: Explore creative financing mechanisms for creating public facilities that will be owned, operated, or leased by the City of Revere or that is otherwise developed or managed by them in partnership with a private or non-profit entity.

Strategy 6.2: Explore joint-use partnerships with private entities to develop facilities or programs that provide a public benefit and/or support a specific City or community function. For example, a public-private partnership could be utilized to help finance the construction of a public facility such as a Boys & Girls Club, which would be built by a private developer and leased to the City at cost.

#NextStopRevere

Today you are
That is true
There is no
you-er than you

Your deeds
are your
MONUMENTS
R. J. Palumbo

WHEN GIVEN
CHOICE
BEEN
BEING
KIND OR BEING
RIGHT
CHOOSE KIND

Implementation

The Implementation Chapter is based on the goals and strategies of this Master Plan and the data that was collected and analyzed. This chapter summarizes the recommendations from each of the Master Plan elements. The Planning Board, City Council and other City Boards, Commissions and Committees, with the assistance of the City staff, should use this Master Plan as a guide and policy document for the time period of 2020 to 2040.

It is important to note that planning is a dynamic process and priorities can shift over time. Likewise, the areas of emphasis within the master plan may evolve to accommodate significant shifts including but not limited to regional changes, migration, or technological advancements. Such shifts in priorities will require partnership and planning with the regional and state entities mentioned throughout the plan, in order to coordinate investments to achieve local and regional goals. Such coordination is particularly relevant for the implementation of the Transportation strategies, as well as other strategies related to management of public assets, such as Revere Beach.

As a result, the intent of the Master Plan Steering Committee is to update sections of the plan as new data becomes available. This update and review process allows for issues to be acknowledged while keeping each specific recommendation on the table unless a situation dictates that it be reconsidered. This regular follow-up will allow the Master Plan to remain current and address concerns or events as conditions change.

Although the Master Plan Steering Committee played an advisory and oversight role as the plan was being drafted, it will be important to consider the establishment of a separate entity to coordinate implementation of the Plan. The Planning Board will be responsible for several of the Plan's recommendations, so a separate Committee can help move forward recommendations that are beyond the Planning Board's authority. The appointment of a Master Plan Implementation Committee could assist in the oversight and coordination of the Master Plan's implementation. Ideally, this Committee should be as broadly representative of the city as the Steering Committee was, but should also include City staff and officials charged with implementing the strategies as identified in the matrix below. In order to ensure success for the Committee, it should be given a directive as to its purpose and role in the process. The Committee should review progress in implementing the plan at least on an annual basis and should report on progress to the City Council. The City should leverage its increased technological capabilities to actively monitor and report on its activities to facilitate the Committee's work to monitor progress.

Specific strategies identified for each of the plan elements are incorporated in the matrix the follows as part of the implementation program. They are organized by goal for each element and then broken down and reorganized into one of three different categories: Programming, Partnerships & Internal City Operations, Planning; and Land Use and Regulatory. Most of the Land Use and Regulatory strategies will ultimately require the attention, discretion, and judgments of the Planning Board. As the City moves forward with implementation of this Master Plan, the Master Plan Implementation Committee should consider ongoing planning efforts, time sensitive opportunities, and momentum-building activities as it prioritizes these

strategies. The implementation plan intends to deliver on the promise of the goals and strategies expressed throughout this process, with a program of tangible steps for the City to take over the next ten years and beyond. There is a high level of activity required on these issues, based upon the input received during the planning process.

The table below summarizes the specific recommendations found at the end of each of the Master Plan chapters. The timing for implementation of the recommendations is estimated by a range of years (near-, mid-, long-term) to assist in determining the timeframe in which each item is to be considered. Some recommendations are noted as ongoing in nature. The responsible parties are also listed. If more than one entity could be charged with implementing a particular strategy or recommendation, the “lead agency” is listed first in **bold**.

The following list identifies the acronyms used for responsible parties in the table:

- 311 – Office of Innovation and Data Management
- CC – City Council
- CoC – Chamber of Commerce
- ConCom – Conservation Commission
- DPW – Department of Public Works
- EA – Elder Affairs
- Eng - Engineering
- FD – Fire Department
- HCI – Healthy Community Initiative (Revere on the Move)
- IS – Inspectional Services
- Lib – Library
- M – Mayor’s Office
- PB – Planning Board
- PD – Police Department
- PH – Public Health Division
- P&R – Parks and Recreation Department
- SD – School Department/School Committee
- SPED – Strategic Planning and Economic Development
- W&S – Water & Sewer Department
- ZBA – Zoning Board Appeal

The following list identifies the acronyms for technical assistance and funding opportunities described in the implementation program:

- AARP – American Association of Retired Persons
- CPA – Community Preservation Act ¹
- DOER – Department of Energy Resources
- EEA – Executive Office of Energy and Environmental Affairs
- LAND – Local Acquisitions for Natural Diversity
- MAPC – Metropolitan Area Planning Council
- MPPF – Massachusetts Preservation Projects Fund
- MVP – Municipal Vulnerability Program
- PARC – Parkland Acquisitions and Renovations for Communities

The chart below presents the implementation timeline, including the responsible parties and resources needed.

¹ The Community Preservation Act only applies if adopted

Implementation Matrix

HISTORIC AND CULTURAL RESOURCES

Historic and Cultural Resources Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Programming, Partnerships, and Internal City Operations			
Goal 1. Increase cultural equity and inclusion in Revere.			
Strategy 1.1. Document and share the stories of indigenous communities in Revere.	RSCHP	M	Revere Cultural Council
Strategy 1.2. Document and share the stories of immigrant communities in Revere.	RSCHP, RPS	Ongoing	Revere Cultural Council
Strategy 1.3. Inventory historic resources with cultural significance to Revere's historic immigrant communities.	SPED, RSCHP	M	Revere Cultural Council
Strategy 1.4. Translate all arts, culture, and historic preservation funding opportunities into Revere's most commonly spoken languages and promote through cultural organizations and networks.	Mayor's Office, SPED, Revere Cultural Council	N	
Strategy 1.5 Create a Complete Count Census Committee with representation of stakeholders from the various cultural and socioeconomic groups in Revere, to promote a complete and accurate census count.	Mayor's Office, Election Commission	N	MassCounts, MA Census Equity Fund
Planning			
Strategy 1.6 Encourage participation among residents of all neighborhoods, ages, and backgrounds in municipal planning for arts, culture, and historic preservation	Mayor's Office, SPED, RSCP, HCI, Parks & Rec	N	
Goal 2. Improve access to historic resources and cultural facilities for all Revere residents.			
Programming, Partnerships & Internal City Operations			
Strategy 2.1. Use Massachusetts Historic Commission inventory forms to document historic cultural facilities with adaptive reuse potential for new cultural and community use.	SPED, Parks and Rec, RPS	M	
Strategy 2.2. Translate interpretive signage and historical narratives into the most commonly spoken languages in Revere.	Mayor's Office, SPED	M	
Strategy 2.3. Host cultural programming that serves Revere's immigrant communities within the Revere Society for Cultural and Historical Preservation museum and public historic facilities. Explore the feasibility of documenting and celebrating significant people from Revere's history.	?	N	RSCHP
Strategy 2.4. Expand public art program, such as the underpass mural installations, and work with key partners to develop criteria for determining content, development, and maintenance of such public art.	SPED, DPW, HCI	N	Neighborhood groups, Mass Cultural Council, Revere On The Move Mini-Grants

Historic and Cultural Resources Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Planning			
Strategy 2.5. Facilitate coordination among historic preservation and cultural organizations to identify shared priorities.	SPED	M	RSCHP, Cultural Council, Rumney Marsh Burial Ground, Revere Public Library
Strategy 2.6. Identify opportunities for matching funds to enable application for Cultural Facilities Fund grants for planning and upgrading of Revere cultural facilities.	SPED, Mayor's Office, RPS	Ongoing	
Strategy 2.7. Prioritize the development of new community spaces that meet the cultural facilities needs of Revere residents.	SPED	Ongoing	
Strategy 2.8. Explore feasibility of establishing municipal staff position with responsibility for supporting arts and culture in Revere by helping coordinate efforts by individuals and organizations, identifying potential revenue sources to support arts and culture, and other roles as appropriate.	Mayor's Office, SPED	M	MOTT
Goal 3. Expand access to arts education for all Revere residents			
Programming, Partnerships & Internal City Operations			
Strategy 3.1. Explore partnerships with local and regional arts organizations to develop extra-curricular arts education opportunities by including spaces and staffing in community centers and after-school programs for instruction in visual and performing arts, media arts, fiber arts, and crafts like woodworking and metalworking, for Revere residents of all ages.	RPS, SPED, Parks & Rec, COE/Elder Affairs	Ongoing	Mass Cultural Council
Strategy 3.2. Explore opportunities to establish public/private partnerships to expand arts education in Revere Public Schools through in-school curricula, staffing, and enrichment activities through partnerships with parents and local arts and culture organizations.	RPS, SPED	Ongoing	
Planning			
Strategy 3.3. Prioritize the development of arts spaces in new construction and adaptive reuse projects to provide extra-curricular arts education opportunities for Revere residents of all ages.	SPED, Mayor's Office	M	
Goal 4. Increase funding for Revere's historic and cultural resources.			
Planning			
Strategy 4.1. Explore matching fund opportunities through partnerships with state agencies and arts and culture organizations such as Massachusetts Cultural Council, MassDevelopment, MassHumanities, Mass Historical Commission, Arts Learning, etc., in order to build the capacity and impact of local cultural organizations.	SPED		
Strategy 4.2. Adopt the Community Preservation Act.	SPED, Mayor's Office, City Council, PB		RSCHP, BIC, TND, Revere Public Library
Strategy 4.3. Strategy 6.2. Explore municipal Percent-for-Art Ordinance to raise funds for arts and culture in Revere, incorporating the principles articulated in the Creative District vision and advancing diversity and cultural inclusion.	SPED, Mayor's Office, City Council, PB		

Historic and Cultural Resources Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 5. Preserve and celebrate Revere's historic legacy as a destination for culture and entertainment.			
Planning			
Strategy 5.1. Explore the development of a Municipal Preservation Plan as a way to expand participation in preserving historic and cultural resources, establishing a systematic approach to preservation, and initiating work of documenting Revere's cultural communities.	SPED	M/L	
Strategy 5.2. Coordinate planning for Revere Creative District with cultural organizations active in the Shirley Avenue Commercial District, and expand principles of Creative District vision to the city as a whole by incorporating public art funding and cultural space into development priorities across the city.	SPED	Ongoing	MassDevelopment, TDI Program, MA & Revere Cultural Councils
Strategy 5.3. Expand access to funding for arts and cultural events and programming for local artists and organizations.	Revere Cultural Council	M	CDBG, MAPC, Barr Foundation
Strategy 5.4. Explore benefits of using a district management strategy for Revere's creative district and its naturally occurring cultural districts in its Shirley Avenue Commercial District and Downtown Civic District, looking at Main Street districts, Business Improvement Districts, and designated cultural districts as potential approaches.	SPED, PB	M/L	
Strategy 5.5. Explore feasibility of establishing local cultural district programming that provides annual funding to support cultural programming in city- or state-designated cultural districts and prioritized funding for improvements to the pedestrian realm and pedestrian and bicycle access points to districts.	SPED, HCI, Parks & Rec	M	
Strategy 5.6. Explore the development of a travel and tourism plan, including a visitors' center, focused on capitalizing on Revere's unique assets and leveraging the expected increase in visitors to Revere.	SPED, Mayor's Office, RSCHP	Ongoing	MOTT, RBP, developers
Land Use & Regulatory			
Strategy 5.7. Evaluate current zoning regulations for compatibility with entertainment and cultural uses and explore amendments to incentivize more entertainment and cultural activities.	SPED, PB, Mayor's Office, City Council	N	MOTT, MAPC
Strategy 5.8. Formalize development and use vision for Revere Beach Creative District through zoning ordinance.	SPED, PB, City Council, Solicitor	M/L	
Goal 6. Improve pedestrian access to cultural resources.			
Programming, Partnerships & Internal City Operations			
Strategy 6.1. Invest in pedestrian and bicycle improvements at key points of access to walkable districts of historic and cultural resources.	SPED	Ongoing	MassDOT Complete Streets
Strategy 6.2. Create city-wide wayfinding templates that help unify distinct neighborhood identities across the city.			

Historic and Cultural Resources Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Planning			
Strategy 6.3. Collaborate with arts and culture organizations in Revere to incorporate linguistically and visually accessible design components, socially-engaged public art, and community-led creative placemaking into wayfinding strategies to improve pedestrian and bicycle mobility and strengthen the identity of cultural destinations.	SPED, HCI	N/M	Commonwealth Places, Cultural Council
Strategy 6.4 Survey neighborhood origins and travel models of participants to existing community facilities to inform needed improvements. Explore the feasibility of conducting walk radius analyses.	SPED, HCI, Parks and Rec	N/M	Higher ed partners

▶ HOUSING

Housing Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing								
Strategies	Goal 1: Create and preserve deed-restricted Affordable Housing	Goal 2: Mitigate displacement pressures and create greater housing stability for vulnerable residents	Goal 3: Increase access to a variety of home-ownership opportunities for moderate and low-income households	Goal 4: Strengthen and expand the naturally occurring affordable housing stock	Goal 5: Help residents afford new market-rate housing	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Programming and Partnership Strategies								
Work with regional partners to implement the goals and recommendations of the North Suffolk Comprehensive Health Needs Assessment	x	x		x	x	SPED	Ongoing	MGH, TND, CAPIC, CRC
Strengthen the existing first-time home-buyers program with additional funding strategies	x	x	x	x	x	SPED	N	TND, CRC, HOME, CHIP (MGH \$)
Establish a dedicated staff role to lead housing stability initiatives and advocate for an Office of Housing Stability		x			x	SPED, Mayor's Office, City Council	M	RHA
Offer home improvement loans + grants with affordability conditions for small multi-family property owners	x	x		x		SPED	Ongoing	CDBG, HOME
Offer home improvement loans for income-eligible homeowners		x		x		SPED	Ongoing	HOME
Facilitate employer-assisted housing partnerships	x	x	x	x	x	SPED	M (L)	Amazon, MGH/CHIP; RPS in future
Promote existing housing programs for seniors and veterans		x	x	x	x	SPED, COE, Veterans	Ongoing	CRC, TND, HYM, Mystic Valley Elder Services, RHA
Provide Technical Assistance and expedited permitting for housing cooperatives	x	x	x		x	SPED, Building Dept, Mayor's Office, City Council, Solicitor	M	MAPC, Planning Office for Urban Affairs
Provide or help public partners access technical assistance to create a community land Trust	x	x	x		x	SPED	L	Trust for Public Land, Lincoln Institute for Land Policy, Greater Boston Cmty Land Trust Network, Higher Ed
Increase housing voucher standards		x			x	SPED	N/M	
Planning and Production Strategies								
Adopt a state-certified Housing Production Plan (HPP)	x	x	x	x	x	SPED, Mayor's Office, City Council, Assessors	N (M)	MAPC
Establish a Housing Trust Fund	x	x	x	x		SPED	M	
Pursue a ballot measure for the Community Preservation Act	x	x	x			SPED, Mayor's Office, City Council	N	

Housing Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing								
Strategies	Goal 1: Create and preserve deed-restricted Affordable Housing	Goal 2: Mitigate displacement pressures and create greater housing stability for vulnerable residents	Goal 3: Increase access to a variety of home-ownership opportunities for moderate and low-income households	Goal 4: Strengthen and expand the naturally occurring affordable housing stock	Goal 5: Help residents afford new market-rate housing	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Preserve affordability of expiring deed-restricted units	x	x	x			SPED	Ongoing	TND, CDBG, HOME, MassHousing
Partner with the Revere Housing Authority to improve and expand the stock of Affordable Housing	x		x			SPED, RHA	N	North Suburban Consortium, DHCD, HUD
Work with non-profit partners to create supportive housing (need to define supportive housing - at 30% threshold or by service type)	x	x	x			SPED	Ongoing	TND, North Suffolk Mental Health, MGH, CAPIC, EBNHC, Housing Families Inc., Faith-based orgs
Create deed-restricted Affordable Housing through the Local Initiative Program (LIP)	x	x	?		x	SPED	N/M	NSC, TND, DHCD, HOME, CDBG
Leverage publicly owned land for Affordable Housing	x		x			SPED, RHA	N	TND, Chelsea Restoration Corporation, MBTA
Land Use and Regulatory Strategies								
Expand property tax exemption to low-income households and small landlords		x	x	x	x	SPED, Mayor's Office, City Council	N	
Draft and adopt Inclusionary Zoning	x	x	x			SPED, Mayor's Office, City Council, Planning Board	N (M)	
Require linkage fees	x				x	Same as above	N (M)	
Allow more density in the General Business District				x	x	Same as above	M (L)	
Create an Affordable Housing Protection Overlay Zone for the Shirley Avenue Neighborhood	x	x			x	Same as above	M (L)	TND, MGH
Allow accessory dwelling units and other naturally occurring affordable housing types			x	x	x	Same as above	N (M)	
Adopt regulations for short-term rentals that limits impact on the housing market				x	x	Same as above	Ongoing	
Draft and adopt a condominium conversion ordinance		x		x		Same as above	M	
Draft and adopt a rental registration inspection ordinance		x		x		Same as above; Building Dept, ISD	M	
Revise Community Improvement Trust Fund ordinance to prioritize affordable housing (e.g. a % or other determination vis-a-vis nexus)	x		x			SPED, Mayor's Office, Solicitor, City Council, Planning Board		
Support housing redevelopment opportunities through District Increment Financing (DIF) and Tax Increment Financing (TIF)	x			x		SPED, Mayor's Office, City Council, PB		

▶ TRANSPORTATION

Transportation Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Continue to prioritize transportation safety improvements at high crash corridors and intersections.			
Programming, Partnerships, and Internal City Operations			
Strategy 1.1: Implement the Complete Streets prioritization plan and pursue project funding that addresses safety concerns on high-use, high-crash corridors, and intersections. Consider Suffolk Downs Complete Streets implementation as an example for future major development projects.	DPW, Engineering, HCI, SPED	Ongoing	
Strategy 1.2: Continue to work with neighboring communities and state agencies on major roadway safety projects, such as planned efforts on Route 1 with Saugus.	SPED, Mayor, HCI	N/Ongoing	
Planning			
Strategy 1.3: Re-evaluate signal timing at City-owned intersections (as is being done on Broadway) and determine whether any changes can be made to ensure pedestrians are able to comfortably and safely move through intersections.	DPW, RPD, HCI	Ongoing	
Land Use & Regulatory			
Strategy 1.4: In coordination with the Police and Public Health Department, adopt a Vision Zero ordinance that outlines a strategy to reduce traffic fatalities.	Traffic Commission, RPD, DPW, HCI	N	
Goal 2: Continue to improve and expand on- and off-street walking and biking infrastructure in Revere.			
Programming, Partnerships & Internal City Operations			
Strategy 2.1: Pilot potential project ideas to build support for additional walking and biking infrastructure and to test ideas with the public.	HCI, SPED	Ongoing	
Strategy 2.2: Continue to work with neighboring communities, including Saugus and Lynn, to expand upon regional off-street cycling connections, such as the Northern Strand Trail.	HCI, SPED	N	
Strategy 2.3 Install pedestrian-scale street lighting, using dark sky friendly fixtures, at key locations to improve the sense of security along public ways and to enhance safety at pedestrian crossings.	SPED, HCI, DPW	Ongoing	
Planning			
Strategy 2.4: Develop a bicycle and pedestrian master plan to document existing local infrastructure, determine gaps in the pedestrian and cycling network, and prioritize future infrastructure investment decisions.	HCI, SPED	N	
Strategy 2.5: For future development projects, consider Suffolk Downs multimodal plan as an example of integrating City's transportation goals into new developments.	HCI, SPED	Ongoing	

Transportation Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Land Use & Regulatory			
Strategy 2.6: In alignment with local bicycle planning efforts, adopt an ordinance that requires bicycle lane striping when roadway reconstruction projects occur.	HCI, Traffic Commission	N	
Goal 3: Require new residential developments and new large employers to provide activities, incentives, and infrastructure improvements to encourage residents and visitors to travel by public transit, walking, and biking.			
Land Use & Regulatory			
Strategy 3.1: Adopt a transportation demand management ordinance to require commercial and residential developments of a certain scale to invest to measures to alleviate traffic congestion, such as offering transit pass subsidies, requiring bike parking on-site, and joining a transportation management association.	SPED, HCI, Mayor's Office	Ongoing	
Strategy 3.2: Expand the existing Community Trust Fund program by allowing developers to pay a fee-in-lieu of parking if they construct less than the amount of parking required on-site. Specifically, this revenue should be allocated to a fund designated to support transportation-related improvements in the city.	SPED, HCI, Mayor's Office	N	
Goal 4: Consider modifying parking regulations to make sure parking spaces are being used efficiently and effectively in the downtown, on the waterfront, and in residential neighborhoods.			
Programming, Partnerships & Internal City Operations			
Strategy 4.1: Consider piloting removal of parking lane at certain times of day to accommodate a shared bus/bike lane on high-use, high-delay corridors.	HCI, SPED, City Council, Traffic Commission, Parking Dept	M	
Planning			
Strategy 4.2: Conduct a parking management study on Broadway to determine existing on-street and off-street parking utilization and determine whether any changes to parking regulations are necessary. As part of this study, consider whether any nearby residential corridors would benefit from striping to better delineate the number of spaces available and ensure most efficient use of space.	SPED, HCI, Engineering, Parking Dept	N	
Land Use & Regulatory			
Strategy 4.3: Adopt a shared parking ordinance that would allow for less parking to be constructed on-site at mixed-used sites where the principal uses have demonstrated different peak demand times.	Traffic Commission, City Council, Parking Dept	N/M	
Strategy 4.4: Modify parking requirements at a district-level based on neighborhood type and transit accessibility to limit the over-construction of parking at multifamily developments. Work in coordination with the Zoning Board of Appeals so that changes in parking requirements reflect common issues addressed in recent local parking variance decisions.	Traffic Commission, Site Plan Review Cte PB, Parking Dept	N/M	
Strategy 4.5: Allow developers to count off-site parking spaces toward a parking minimum provided residents/commercial tenants are legally able (through lease, easement, or other means) to utilize those off-site spaces and they are located a reasonable distance (500-1,000 feet) from the site.	SPRC, PB, Parking Dept, City Council	M	

Transportation Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 5: Continue to partner with the MBTA to bring improvements to the Blue Line, Commuter Rail and local bus service.			
Planning			
Strategy 5.1: Assess whether there are any high-use, high-delay bus corridors that would benefit from dedicated bus lanes, improvements to signal timing or other related bus improvements.	HCI, SPED, Traffic Commission, Engineering, Parking Dept	N	
Strategy 5.2: As was the case with Suffolk Downs, for any large scale transit-oriented developments that are anticipated to add significant demand to the Blue Line, continue to work with the MBTA to determine whether the developer can offset this impact by contributing to improved operations or additional train service.	HCI, SPED, SPRC, PB,	N/M	Private Partnerships
Strategy 5.3: Advocate for local and regional improvements at MBTA Fiscal and Management Control Board meetings, MassDOT board meetings, and other venues.	HCI, SPED, Mayor's Office, Cty Council	Ongoing	Private Partnerships
Strategy 5.4 Advocate for a new commuter rail station in Revere	HCI, SPED, Mayor's Office, Cty Council	N/M	
Strategy 5.5 Advocate for increased frequency and fare adjustments along the purple line running between Lynn and Revere.	HCI, SPED, Mayor's Office, Cty Council	N/M	
Strategy 5.6 Advocate for the Blue Line/Red Line connector.	HCI, SPED, Mayor's Office, Cty Council	M	
Strategy 5.7 Advocate for signalization improvements on the Blue Line to improve efficiency and capacity.	HCI, SPED, Mayor's Office, Cty Council	N	
Goal 6: Continue to work closely with MassDOT, DCR, and neighboring communities on highway projects on state-owned roadways in Revere.			
Programming, Partnerships & Internal City Operations			
Strategy 6.1: Coordinate with DCR to have parking meters installed on Revere Beach Boulevard and Ocean Avenue.	Mayor's Office, City Council, SPED	M	
Planning			
Strategy 6.2: Continue work with neighboring communities on regional traffic studies and implementation of such studies, such as the Route 1 study being completed in partnership with Saugus.	SPED, Mayor's Office, RPD,	N	

Transportation Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 6.3: Advocate for improvements in commuter rail services by participating in the Commuter Rail Communities Coalition to promote greater accessibility to Revere by region's workforce.	HCI, SPED, Mayor's Office, Cty Council	Ongoing	
Goal 7: Continue advocacy for regional transportation improvements to alleviate regional traffic congestion and minimize its local impacts.			
Programming, Partnerships & Internal City Operations			
Strategy 7.1: Hire a transportation planner to have a dedicated staff person to work in close coordination with the MBTA, MassDOT, DCR, Massport, transportation planning staff from neighboring communities, and other stakeholders to advance local and regional transportation goals.	Mayor's Office, City Council, SPED	N	
Planning			
Strategy 7.2: Attend and participate in Boston MPO meetings to advocate for local and regional projects during the development of the Transportation Improvement Program (TIP) and Long-Range Transportation Plan (LRTP).	SPED, Mayor's Office	Ongoing	

ECONOMIC DEVELOPMENT

Economic Development Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Improve Revere residents' employment opportunities through workforce development programming and policies			
Programming, Partnerships & Internal City Operations			
Strategy 1.1: Explore the potential for leveraging the HYM Innovation Center or other potential infill sites towards a workforce training facility.	SPED, RPS	N/M	TA: HYM, MassHire, CONNECT/TND
Strategy 1.2: Encourage continued partnership between Revere High School and local and regional employers to facilitate internship opportunities, and support the promotion of initiatives such as partnerships with YearUp, One Goal, Inversant, and North Shore and Bunker Hill Community Colleges.	RPS, SPED	Ongoing	TA: Chamber of Commerce, MGH; \$: Urban Agenda-EOHED
Strategy 1.3 Explore the potential to create workforce training programs for climate-related careers, such as climate-resilient construction and other emerging industries.	SPED	M/L	TA: MassHire, MAPC
Planning			
Strategy 1.4: In collaboration with CONNECT, the Revere Chamber of Commerce, Revere CARES, the Revere Community School, MassHire MetroNorth, Revere High School and Women Encouragement Empowerment and other partners create a workforce development skills pathway strategy that can guide the City's actions and investment in workforce infrastructure.	SPED, RPS	N	TA: MAPC DLTA/PMTA, MassHire, Northeast Metro Tech
Strategy 1.5 Coordinate the development of a high school biotechnology program with the construction of the new high school leveraging funding for equipment and build out from Mass Life Sciences and Mass BioEd.	RPS, SPED	M	TA: Higher Education, Amazon, HYM, MOBD
Strategy 1.6: Align the City's workforce, and education priorities with the goals set forth by the North Suffolk Integrated Community Health Needs Assessment and Action Plan.	SPED, Health Dept, RPS	N	TA: North Suffolk Public Health Collaborative, MGH
Land Use & Regulatory			
Strategy 1.7: Convene a working group composed of private sector, workforce development, and community development stakeholders to create a good jobs policy for hospitality workers, given the recent expansion of the industry in Revere.	SPED	M	TA: NSCC, RPS
Strategy 1.8: Mandate that new developments over a certain square footage threshold hire locally and provide living wages.	SPED, Mayor's Office, City Council, PB	M/L	
Goal 2: Support small business retention, growth, and expansion in Revere's commercial corridors (Broadway, Beachmont/Donnelly, Revere Beach, Revere Street, Shirley Avenue, Squire Road)			
Programming, Partnerships & Internal City Operations			
Strategy 2.1 Continue to expand the City's storefront improvement program to include areas outside of the Broadway, Shirley Ave, and Beachmont areas to all businesses citywide.	SPED	M	\$: CDBG
Strategy 2.2: Host City-organized open streets days in the commercial corridors and the Revere Beach Creative District in collaboration with local community groups and artists.	Parks and Rec, HCI, SPED	N	TA/\$-Chamber of Commerce, developers, Revere Beach Partnership, RSCHP

Economic Development Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 2.3: Make City licensing, permitting, and informational materials available in Spanish, Khmer, Arabic, Portuguese, and Haitian-Creole. (See Goal 4).	Mayor's Office, 311, Licensing	N	TA-Revere Public Schools
Strategy 2.4: Partner with North Shore Community College, Bunker Hill Community College and other small business service providers to create small business training programs for local businesses with a focus on businesses that could take space in the forthcoming Suffolk Downs development 10% set aside of commercial space for locally owned businesses. (See Goal 4)	SPED, RPS	M	TA-Chamber of Commerce, MGCC, Bunker Hill CC, North Shore CC
Strategy 2.5 Support and expand Revere on the Move, a joint program of the City and Mass General Hospital, to promote healthy food access at local businesses, through a subsidized grocery caddy program and training for MBTA drivers to accommodate people with groceries (DELETE)	HCI, Health Dept	Ongoing	
Planning			
Strategy 2.6: Work with local community partners and business owners to undertake a detailed commercial district needs assessment of all five commercial corridors to better understand the specific conditions and challenges unique to the different areas.	SPED	M	"TA: Chamber of Commerce; \$: CDBG"
Strategy 2.7: Conduct a citywide business survey to solicit input from businesses on what they need from the City.	SPED	N	"TA: Chamber of Commerce; \$: CDBG"
Strategy 2.8 Based on the results of the small business survey, develop a plan to provide technical assistance to businesses to promote retention of at-risk businesses as commercial rental rates increase. Such assistance should be provided in coordination with local and regional partners, such as the Revere Chamber of Commerce.	SPED, Licensing Commission	N	TA: Chamber of Commerce, MBOD, MGCC; \$: CDBG
Strategy 2.9 Based on the results of the small business survey, develop a plan to provide specific assistance to immigrant and minority-owned businesses.	SPED	N	TA: Chamber of Commerce
Strategy 2.10: Work with DCR to enable more food vending opportunities (food trucks and other vending opportunities, seasonal retail) along Revere Beach.	SPED, Mayor's Office	M	TA: Revere Beach Partnership
Strategy 2.11: Conduct an East / West connection visioning exercise to identify pathways to connect the Broadway Corridor with both sides of the city.	SPED, HCI	M	
Land Use & Regulatory			
Strategy 2.12 Develop and adopt an ordinance to allow food trucks	SPED, HCI	M	
Strategy 2.13: Review zoning in the commercial corridors for the feasibility of incorporating mixed-use developments.	SPED	M	

Economic Development Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 3: Attract established businesses to Revere in the technology, scientific and innovation industries			
Land Use & Regulatory			
Strategy 3.1: Incentivize the construction of new high-quality office spaces as part of TOD developments such as Suffolk Downs and Wonderland Park.	SPED, City Council, Mayor's Office	Ongoing	
Strategy 3.2 Partner with property owners and developers to address barriers to attraction of such businesses, such as transportation and housing options for employees.	SPED	Ongoing	EOHED, DHCD, MGH, TND
Goal 4: Support and expand job dense businesses in the industrial sectors (manufacturing, transportation, warehousing, construction, wholesale trade)			
Planning			
Strategy 4.2: Convene a working group of local construction companies to identify needs and goals for the sector.		M	MAPC, MassHire
Strategy 4.3: Coordinate workforce strategies in the industrial sector with MassHire Metro North and other community partners to offer Commercial Driver's License (CDL) training, OSHA training, and lean manufacturing practices.			
Land Use & Regulatory			
Strategy 4.1: Create an industrial business support overlay district in the Railroad Street area that would support and protect industrial business development and limit commercial or retail development in the industrial business sectors.	SPED, PB, City Council	M	
Goal 5: Build local entrepreneurship models for home-based workers, consultants, food entrepreneurs, and local microenterprises			
Programming, Partnerships & Internal City Operations			
Strategy 5.1: Create a City-sponsored entrepreneurship training program in collaboration with community partners such as the Chamber of Commerce and others. Identify successful business owners to participate as business mentors.	SPED, Licensing, HCI	M	
Strategy 5.2: Make City licensing, permitting, and informational materials available in Spanish, Khmer, Arabic, Portuguese, and Haitian-Creole (See Goal 1).	SAME	N/M	
Strategy 5.3: Work with local and national philanthropic organizations to start a community entrepreneurship grant program.	SPED, Mayor's Office, RPS	M	Chamber
Strategy 5.4: Partner with North Shore CC Bunker Hill Community College and other small business service providers to create small business training programs for local businesses.	SPED, RPS	M	SSU Enterprise Center
Strategy 5.5 Provide space in municipal and school buildings with full kitchens (e.g., incubator) to support the start-up of small food-based businesses.	SPED, RPS, Licensing	M/L	

Economic Development Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 5.6: Utilize the Revere Farmers Market as a launch point for food entrepreneurs	HCI, Licensing	Ongoing	MGH
Land Use & Regulatory			
Strategy 5.7 Develop and adopt an ordinance to allow food trucks	SAME	M	

▶ OPEN SPACE AND RECREATION

Open Space and Recreation Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Implement the Master Plan consistent with the current Open Space and Recreation Plan.			
Programming, Partnerships & Internal City Operations			
Strategy 1.1 The City recently completed its Open Space and Recreation Plan for 2018-2025. Many of the needs, goals, and objectives in that plan overlap with this Master Plan, and they should be reinforced and expanded, particularly in reference to this Open Space and Recreation section and in the Public Facilities and Services, Historic and Cultural Resources, Energy and Climate, Public Health and Transportation sections of this Master Plan.	SPED	N	CIT, CDBG, PARC, LWCF, GCI, LAND, TE, RTGP, MDI, MET, DCR
Goal 2: Protect and maintain the natural environment			
Programming, Partnerships & Internal City Operations			
Strategy 2.1 Continue efforts to upgrade park and recreation facilities for all users and to meet applicable ADA standards as improvements are made.	SPED	Ongoing	
Planning			
Strategy 2.2 To provide better access in underserved and densely populated neighborhoods, use findings from the 2019 Pocket Park Suitability Analysis to identify opportunities to create new parks, open spaces, and recreational facilities where they can best provide climate resilience, social and health benefits.	HCI, SPED	N	CDBG, CIT, MGH
Strategy 2.3 Support the development of a fully ADA-accessible open/recreational space, in addition to the accessible space planned for the Suffolk Downs development.	SPED, Disabilities Commission	Ongoing	
Strategy 2.4 Explore ways to add shared space for walkers, motorists, and cyclists at locations such as the Central Avenue Parking Lot.	SPED	N	CDBG, MassDOT
Goal 3: Develop facilities and programs that promote fitness and health.			
Programming, Partnerships & Internal City Operations			
Strategy 3.1 Create a multi-lingual website or a feature within the City website and publish/promote, which was recently revamped to emphasize user-friendliness and accessibility that will aggregate local and cultural events like sports, concerts, and festivals from disparate sites into a central repository. This invaluable resource would allow members of the community to access and disperse information from a central location and reach broader segments of Revere's diverse community.	OIDM	N	
Strategy 3.2 Support local arts and cultural resources by increasing awareness of cultural events in Revere and support funding streams for arts and cultural resources (such as the Revere Cultural Council--REMOVE)			

Open Space and Recreation Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Planning			
Strategy 3.3 Use data gathered from the Recreation Department’s Garfield pilot program to help define the needs of a future indoor recreational facility.	Parks and Rec	N	
Strategy 3.4 Consider the development of a City owned, sustainable multi-use, multi-generational community center, including an indoor/outdoor swimming pool, to provide a variety of cultural and recreational activities throughout the year.	Parks and Rec	M	
Goal 4: Maintain, enhance, and maximize the quality of existing parks, playgrounds, trails, and recreation areas.			
Programming, Partnerships & Internal City Operations			
Strategy 4.1 Support ongoing efforts to improve parks, open spaces, and recreational facilities identified in the 2018 OSRP Seven Year Action Plan to provide Revere residents with the active recreation facilities, urban gathering spaces, and natural open spaces and trails they seek.	SPED, HCI, DPW	N	
Strategy 4.2 Continue to develop safe walking paths that connect existing open spaces and parks; and incorporate such paths into newly planned open spaces. New paths should be handicapped-accessible and multi-use, serving walkers, runners, bicyclists, and wheelchairs, following examples of such improvements at Gibson Park, Harmon Park, and Harry Della Russo Stadium.	HCI, DPW, SPED	Ongoing	
Strategy 4.3 Investigate the possibility of staggered Parks and Recreation employee work shifts to ensure weekend and seasonal coverage of recreational events, rather than all full-time employees working Monday through Friday. Community feedback suggested that special events are a popular role of Revere’s parks and open spaces. Yet, special events are also a strain on Parks and Recreation staff and require weekend diligence and significant clean-up.	PR	Ongoing	
Strategy 4.4 Consider hiring a volunteer coordinator to recruit volunteers, maximize volunteer potential, formalize park Friends Groups, and develop corporate sponsorships.	PR	Ongoing	
Strategy 4.5 Explore partnerships with local businesses to help improve park maintenance and create revenue-generating opportunities in parks. For example, contracting or offering incentives to businesses to establish sponsorships and sustainable revenue streams to help defray maintenance costs.	PR	N	
Planning			
Strategy 4.6 Consider additional staffing and funding to properly protect and maintain all open spaces and natural resources throughout the City.	DPW	Ongoing	
Strategy 4.7 Continue to pursue funding for park projects through Capital Improvement Plan, Parkland Acquisitions and Renovations for Communities (PARC), Local Acquisitions for Natural Diversity (LAND), CDBG, CIT, and other grant opportunities.	SPED	N, Ongoing	
Strategy 4.8 Explore the feasibility of acquiring additional open space at opportunity sites or proximate to existing open space.	SPED	Ongoing	

Open Space and Recreation Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Land Use & Regulatory			
Strategy 4.9 Reconsider adopting the Community Preservation Act (CPA) to augment financial resources for not only open space and recreation but also affordable housing and historic preservation.	SPED	M	
Goal 5: Coordinate with DCR and other state and regional entities that operate and maintain open spaces. Maintaining these critical partnerships provide a relational vehicle for open space and recreational opportunities to be realized.			
Programming, Partnerships & Internal City Operations			
Strategy 5.1 Proactively work with DCR to ensure that the condition of Revere's state-owned public facilities continues to improve, addressing issues related to park and recreation facilities, including necessary maintenance and upgrades. (For example, sections of the seawall along Winthrop Avenue are failing and in need of repair.)	SPED, DPW, HCI	Ongoing	
Planning			
Strategy 5.2 Improve the working relationship between the City, private, and community-based organizations and DCR to streamline the recreation permitting process. Doing so will reduce scheduling barriers and provide residents with more opportunities to enjoy programmed events on DCR owned land	SPED	Ongoing	
Strategy 5.3 Explore possibilities for new funding for the DCR reservation to support maintenance and programming in the shared interest of Revere and state entities.	SPED, DPW	N	
Goal 6: Promote pocket park development on city-owned land in neighborhoods with limited park access, and where they can best provide climate resilience, social, and health benefits.			
Programming, Partnerships & Internal City Operations			
Strategy 6.1 Publish the Revere Pocket Parks Report on the City of Revere website and other platforms.	HCI, SPED	N	
Strategy 6.2 Identify the City of Revere department(s) that will coordinate Pocket Park implementation activities in coordination with civic, neighborhood, and business groups. Secure funding for the City staff time toward this.	HCI, SPED	M	
Strategy 6.3 Identify 5-10 priority sites found suitable for pocket park development in the Revere Pocket Parks Report.	HCI, SPED	N	CIT, CDBG, MGH

Open Space and Recreation Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 7: Encourage ongoing public education and direct sponsorship of pocket park development among civic, neighborhood, and business groups.			
Planning			
Strategy 7.1 Via the designated City of Revere department(s), develop a program that supports civic, neighborhood, and business groups in developing pocket parks. The City of Boston "Grassroots and Open Space Development" program may serve as a model from which to build the City of Revere program. This program should be coupled with or include 1) clear pathways to articulating community need and interest for priority sites to the City of Revere; 2) educational and capacity-building workshops on the benefits of pocket parks and the City of Revere program; and 3) technical assistance and funding resources to realize pocket parts on priority sites where community interest has been articulated.	HCI, SPED	M	

PUBLIC HEALTH

Public Health Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Create indoor and outdoor spaces, linked with programming, to strengthen community connectedness and promote physical activity and healthy eating among residents of all ages.			
Programming, Partnerships & Internal City Operations			
Strategy 1.1 Designate spaces in existing community buildings for physical improvements, using universal design principles, to pilot intergenerational programming, such as the pilot Community Center at the Garfield School and ongoing improvements of Revere City and the Revere Historical Society. The design of the new Revere High School should consider recreational and community spaces.	Parks & Rec, SPED, RPS	Ongoing	
Strategy 1.2 Expand availability of indoor and outdoor public space for youth programming (existing and planned spaces, such as the new Revere High School or a future community center) for youth programming to increase physical activity and prosocial behavior. Such space should be designed with lessons learned from the Colella Community Center, and should provide flexibility to serve a variety of uses, such as cultural, artistic, active recreation, and other uses. The spaces should be evaluated consistently to determine effectiveness.	Parks & Rec, SPED, RPS	Ongoing	
Strategy 1.3 Provide additional public land for community gardens to provide residents with space for the safe production of food and potential local distribution (e.g., schools).	HCI, SPED, RPS	Ongoing	CDBG
Strategy 1.4 Conduct bi-annual creative placemaking events to highlight the cultures of city residents.	HCI, Parks & Rec	N	Revere Cultural Council
Strategy 1.5 Work with private developers to ensure increased public amenities, such as the innovation center and youth center proposed for Suffolk Downs.	SPED, Mayor's Office, Site Plan Review Cmte	Ongoing	
Planning			
Strategy 1.6 Identify vacant lots or surface parking lots for temporary or permanent interventions (cleaning and greening) that are facilitated through volunteer efforts of neighbors and city residents.	HCI, SPED, DPW	M	Neighborhood groups
Goal 2: Use the built environment, policy, and programmatic interventions that improve and sustain the behavioral and mental health of all residents.			
Programming, Partnerships & Internal City Operations			
Strategy 2.1 Apply crime prevention through environmental design (CPTED) (natural surveillance, access control, territorial enforcement, maintenance, and management) principles in the design of publicly accessible open spaces to increase perceptions of safety and increase the sense of community.	SPED, ISD (Public Health Division), DPW, RPD	Ongoing	
Strategy 2.2 Foster community-wide, family-based social and emotional health across the lifespan for all residents, including specific efforts to eliminate stigma.	Health Dept, SUDI Office, HCI	Ongoing	
Strategy 2.3 Continue participation in the Greening the Gateway Cities Program to increase tree canopy cover in the city.	SPED, DPW	Ongoing	

Public Health Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 2.4 Install pedestrian-scale street lighting, using dark sky friendly fixtures, at key locations to improve the sense of security along public ways and to enhance safety at pedestrian crossings.	DPW, SPED	Ongoing	
Strategy 2.5 Enforce current ordinance that restricts the location and concentration of alcohol and tobacco retailing and provides restrictions on street-level advertising.	ISD (Health, Building)		
Strategy 2.6 Develop and distribute resources about tenant protection (e.g., available legal services) to inform and connect residents about their rights as tenants in the city and the Commonwealth.		N	
Strategy 2.7 Develop partnerships with "non-traditional" institutions such as hair salons and barbers, religious institutions, funeral homes, and banks and financial services to help establish connections and informally identify the potential risk of social isolation and need for outreach.	ISD (Public Health, Health Inspections)		
Strategy 2.8 Support efforts of the North Suffolk iCHNA Action Plan to increase access to behavioral and mental health providers and programming focused on resiliency within Revere Public Schools.	Health Dept	N	
Goal 3: Address environmental exposures that affect the physical health of residents.			
Programming, Partnerships & Internal City Operations			
Strategy 3.1 Install mitigation measures at sensitive uses such as schools, childcare centers, recreation spaces, and housing that are proximate (within 500 feet) to existing stationary and mobile sources of air pollution.	SPRC, Building Dept		
Strategy 3.2 Work with landlords to protect renters against the hazards of lead-based paint and to improve the air quality in older homes where mold, mildew, and other contaminants may be present.	Building Dept, Health Dept (both ISD), Safe Housing Task Force		
Strategy 3.3 Provide age-friendly home remodeling guidance (e.g., AARP HomeFit guide, universal design guide) through the Building Department and pair with lower permitting fees, expedited permitting, or low interest municipal to assist older residents with affording to make these changes.	Building Dept, SPED, Safe Housing Task Force		
Planning			
Strategy 3.4 Develop sensitive use location guidelines to require new facilities be at least 500 feet from high traffic roadways. Identify recommendations for mitigation, including design standards and ventilation systems.	SPED, SPRC, Building Dept	M/L	
Strategy 3.5 Continue work with neighboring communities on regional traffic studies, such as the Route 1 study being completed in partnership with Saugus.	SPED	Ongoing	
Strategy 3.6: Advocate for local and regional bus, subway and commuter rail improvements at MBTA Fiscal and Management Control Board meetings, MassDOT board meetings, and other venues.	SPED, Mayor's Office, HCI	Ongoing	
Strategy 3.7 Work with MassPort to reduce the environmental impacts of airport operation and traffic congestion related to airport access/egress.	SPED, Health Dept		CHNA/North Suffolk Public Health Collaborative

Public Health Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 3.8 Assess housing stock in relation to anticipated climate change effects and target low-income homeowners in high-risk locations with programming to make changes that reduce the risk of climate-induced flooding and thermal impacts.	Building Dept, Health Dept (both ISD), Safe Housing Task Force		
Land Use & Regulatory			
Strategy 3.9 Adopt zoning changes that include site layout and physical interventions to mitigate air pollution exposure in new residential developments and proposed outdoor recreational spaces.	SPED, SPRC, Health Dept, HCI, Parks & Rec	M/L	
Strategy 3.10 Revisit, and where needed, update noise control and disturbance regulations to move towards meeting environmental noise guidelines as set by the World Health Organization.	Health Dept		
Goal 4: Prioritize healthy eating and active living investments to reduce risk of acute chronic disease, injury and premature mortality.			
Programming, Partnerships & Internal City Operations			
Strategy 4.1 Direct public and private sector investments along key walking and biking corridors to include transit shelters, benches, shade trees, and lighting and at key destinations also include water fountains, bicycle parking, and publicly accessible restrooms.	SPED, SPRC, HCI, DPW	Ongoing	
Planning			
Strategy 4.2 Adopt a data-driven traffic safety practice to identify locations with high crash potential and prioritize capital investments for interventions to reduce the risk of crash-related fatalities and injuries.	SPED, RPD, HCI, Traffic Commission		
Strategy 4.3 Use MAPC Local Access Scores to prioritize bicycle and pedestrian capital investments along corridors (e.g., Broadway, Squire Road) that connect to healthy destinations such as grocery stores, commercial districts, recreation destinations, childcare, transit stations, and schools.	SPED, HCI, DPW, Traffic Commission	N/M	MGH, MassDOT, MassWorks
Strategy 4.4 Conduct a review of pedestrian and bicycle elements at signalized intersections to improve lighting, audible pedestrian signals, crossing times, and use of evidence-based interventions (e.g., leading pedestrian interval) to improve safety for users.	HCI, SPED, Traffic Commission	Ongoing	MassDOT
Strategy 4.5 Update local traffic guidelines to enable greater mobility for older adults (e.g., FHWA Designing Roadways for Aging Population) as well as persons with disabilities and residents who do not drive.	SPED, COE, Disabilities Commission, Traffic Commission	M/L	
Strategy 4.6 Continue pursuit of funding for multi-modal intersection, street, crosswalk, and sidewalk enhancements to improve the sense of security along public ways and to enhance the safety of bicyclists and pedestrians.	SPED, HCI	Ongoing	

Public Health Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 5: Assure a high performing municipal public health system which promotes the health and equity of residents in local decision-making, including decisions made by non-health sectors.			
Programming, Partnerships & Internal City Operations			
Strategy 5.1 Support municipal public health services transition to the Public Health 3.0 model that includes the role of the Chief Health Strategist to support more holistic place-based planning and health-promoting interventions.	Mayor's Office	N	
Strategy 5.2 Develop channels of communication and collaboration between local health officials and planners through the use of quarterly check-ins, involvement in pre-development meetings, or use of shared planning process.	Health Dept, SPED	M	
Strategy 5.3 Schedule bi-annual meetings, at a minimum, to foster partnerships with outside organizations seeking to address the social determinants of health such as MGH/Revere Cares and North Suffolk Mental Health.	Health Dept, HCI	N	
Planning			
Strategy 5.4 Adopt, at a minimum, a streamlined site plan checklist (e.g., Plan for Health Toolkit checklist) to evaluate building envelope and development site conditions for opportunities to enhance and promote the health of residents in nearby neighborhoods as well as future residents.	SPRW, Health Dept, SPED		
Strategy 5.5 Continue collaboration between the Revere Public School Health Services, MGH and the City Health Office to pursue funding for vaccine storage and vaccines for children's programs to reduce barriers to care for new students.	Health Dept	Ongoing?	
Strategy 5.6 Based on expected future residential development, evaluate the feasibility of partnering with existing health facilities, and regional anchor institutions to expand health care delivery throughout the city.	SPED, Mayor's Office	Ongoing	

ENERGY AND CLIMATE

Energy and Climate Implementation Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Reduce energy use and GHG emissions across the community			
Planning			
Strategy 1.1 Create an Energy and Climate Committee that can advise on issues of climate mitigation (reduction of Green House Gas (GHG) emissions and energy savings), as well as climate preparedness and resilience.	SPED, HCI, Mayor's Office, Bldg Dept, City Council	M	EOEEA
Strategy 1.2 Develop and adopt a citywide Climate Action Plan to reduce Greenhouse Gas Emissions (GHC) for all sectors (including buildings, transportation, waste, etc.). Set ambitious, specific, and measurable municipal goals for GHG reductions over time.	SPED, Mayor's Office, City Council, DPW	N	EOEEA
Land Use & Regulatory			
Strategy 1.3 Adopt zoning and design guidelines that help reduce GHG through energy efficiency and clean energy in new development and retrofits.	DPW, Site Plan Review, Planning Board, Inspectional Svcs	M	
Goal 2: Increase access for residents, businesses and non-profits to clean energy for electricity and heating/cooling needs.			
Programming, Partnerships & Internal City Operations			
Strategy 2.1 Lead a Solarize+ campaign that includes clean heating and cooling options.	SPED, Consumer Affairs	M	
Strategy 2.2 Provide residents and businesses with resources for consumer protection on renewable energy options in coordination with the Consumer Affairs Department, a regional office based in Revere.	Consumer Affairs	M	
Strategy 2.3 Participate in a Community Choice Aggregation or Green Municipal Aggregation program to provide a higher percentage of clean energy. In these programs, municipalities contract with a competitive electricity supplier to provide additional clean energy to local customers through the existing electricity grid. Often these programs supply clean energy for a reduced cost, and participants may see cost savings.	SPED, HCI, Mayor's Office	N/M	National Grid
Strategy 2.4 Increase municipal solar PV, particularly at the schools, in order to reduce energy costs and GHG emissions. Consider pairing with energy storage for resilience benefits.	Bldg Dept, DPW, RPS, HCI	N/M	
Strategy 2.5 Ensure that new municipal facilities, including schools, are net-zero buildings or meet the highest energy efficiency standards possible.	Site Plan Review, Bldg Dept, Engineering, Mayor's Office, SPED	Ongoing	

Energy and Climate Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Land Use & Regulatory			
Strategy 2.6 Reduce municipal barriers and streamline processes to adopting solar, including reviewing zoning code to determine any barriers to solar installation and providing clear materials to residents regarding the permitting and inspection process.	PB, Site Plan Review, Bldg Dept	M	
Goal 3: Ensure that built infrastructure is protected or adapted from natural hazards and climate change impacts.			
Programming, Partnerships & Internal City Operations			
Strategy 3.1 Explore opportunities to acquire and protect land within the floodplain, as well as open space opportunities to be paired with flood storage to enhance flood management.	SPED, Conservation C	N/M	
Strategy 3.2 Ensure that any existing or proposed capital improvements incorporate resilient design standards that will mitigate the impacts of climate change and strengthen resilience.	Bldg Dept, SPED, Site Plan Review	Ongoing	
Strategy 3.3 Incorporate cost-effective green infrastructure strategies and best management practices in the construction, renovation, and maintenance of all municipal public buildings and facilities to expand energy efficiency, renewable energy, environmental stewardship, help mitigate stormwater runoff and the impacts of climate change.	Bldg Dept, SPED, Site Plan Review	Ongoing	
Strategy 3.4 Continue participation in the Greening the Gateway Cities Program to increase tree canopy cover in the city.	SPED, HCI, DPW	Ongoing	
Planning			
Strategy 3.5 Develop a shoreline protection plan that includes both grey and green infrastructure solutions to manage sea-level rise and storm surge.	SPED, Engineering	N	
Strategy 3.6 Develop a plan and guidelines for using open space and green infrastructure to combat urban heat island impacts, including setting goals for increase urban tree canopy by certain percentages annually.	SPED, DPW	N	
Strategy 3.7 Partner with State agencies and utility providers that own and operate key assets in the city, including MBTA, DCR, and energy utilities, to plan and coordinate infrastructure improvements, following successful participation in other regional coalitions such as the Mystic Valley Watershed Association and other coalitions.	SPED, Mayor's Office	M	
Land Use & Regulatory			
Strategy 3.8 Adopt Resilient Flood Overlay district (or update existing flood overlay) to plan for future sea-level rise projections and establish design guidelines and best practices for both traditional built infrastructure as well as green infrastructure that used natural systems to provide services.	SPED, City Council, Mayor's Office	N/M	

Energy and Climate Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 4: Implement programs to increase education, awareness, and access to climate resilience for all community members, including those most vulnerable to climate change impacts.			
Programming, Partnerships & Internal City Operations			
Strategy 4.1 Establish a "resilience hub" for community members to use during an emergency and provide other community services (including storm shelter and cooling center). Ideally, the site will have energy storage and can operate during a grid outage.	SPED	N/M	
Strategy 4.2 Ensure that materials on climate change are translated into multiple languages and are available to a wide diversity of groups, especially those most impacted by climate change.	SPED, HCI, 311	M	
Strategy 4.3 Partner with local community organizations such as Revere Beach Partnership, Alliance for Health and Environment, and Point of Pines Neighborhood and houses of worship to create a neighbor helping neighbor program during extreme weather events and increase climate awareness.	SPED	N	
Strategy 4.4 Establish curriculum in local schools and after school programs to educate students about climate change mitigation and adaptation. Solar PV and other technology at schools can help provide a "living laboratory" for students.	RPS	N	
Strategy 4.5 Educate and create programs for residents and businesses to make resilience improvements to their private property, including floodproofing and coordinate with the Consumer Affairs Department to disseminate information to residents and businesses.	SPED	N	
Strategy 4.6 Expand recycling programs, such as the "pink bag" textile recycling program, and explore the possibility of offering a composting program.	DPW, SPED	Ongoing	
Planning			
Strategy 4.7 Assess housing stock in relation to anticipated climate change effects and target low-income homeowners in high-risk locations with programming to make changes that reduce the risk of climate-induced flooding and thermal impacts.	SPED, Bldg Dept, Engineering	M	
Strategy 4.8 Explore ways to incentivize the use of electric vehicles, such as through educational outreach, designated parking and installation of charging stations.	HCI, SPED, Parking Dept, DPW	N	
Strategy 4.9 Continue to coordinate with the Northeast Homeland Security Regional Advisory Council (NERAC) to ensure proper evacuation preparation measures are in place, with particular attention to residents dependent upon public transit.	RPD, Fire Dept, Disabilities Commission, COA, 311	Ongoing	

PUBLIC FACILITIES AND SERVICES

Public Facilities and Services Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Ensure adequate resources for Revere’s public services			
Programming, Partnerships & Internal City Operations			
Strategy 1.1 Ensure staffing levels are adequate to fulfill departmental duties, and resources are efficiently distributed.	Mayor's Office, HR, City Council		
Strategy 1.2 Ensure adequate funding and staffing for Public Safety (police and fire) services. These critical services help keep residents safe and as Revere continues to change and grow, expansion of these services is necessary.	Mayor's Office, City Council, RFD, RPD		
Strategy 1.3 Evaluate needed adjustments to municipal services based on future expected commercial and residential development.	Mayor's Office, Budget Office, City Council		
Goal 2: Strengthen effective communication and collaboration within City government and with the public.			
Programming, Partnerships & Internal City Operations			
Strategy 2.1 Examine its current communication processes and practices and experiment with new techniques for civic engagement and new channels of communication while also using established partners to reach broader segments of the community.	OIDM, Mayor's Office, RPS	N	
Strategy 2.2 Improve internal communications and coordination between City boards, commissions, and departments.	Mayor's Office, OIDM	Ongoing	
Strategy 2.3 Given Revere's diverse population, maximize efforts to provide an enhanced and coordinated program of wrap-around services involving civic associations, schools, and non-profit community resources.	Mayor's Office, OIDM, SPED, RPS		
Strategy 2.4 Continue to improve coordination and communication with DCR to ensure that the public amenities owned by DCR are well marketed to residents of Revere.	SPED, Mayor's Office		
Goal 3: Ensure facilities and services meet community and departmental needs			
Programming, Partnerships & Internal City Operations			
Strategy 3.1 Identify and proactively address maintenance concerns that do not yet rise to the level requiring capital improvement funding.	DPW	Ongoing	
Strategy 3.2 Provide adequate funding for school renovations and new facilities as recommended by the School Committee. Potential funding sources include but are not limited to the Massachusetts School Building Authority (MSBA) and the United States Department of Education’s Educational Facilities Clearinghouse (EFC).	RPS, Mayor's Office		

Public Facilities and Services Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 3.3. Prioritize the development of arts spaces in new construction and adaptive reuse projects to provide extra-curricular arts education opportunities for Revere residents of all ages.	SPED, Site Plan Review Committee, Mayor's Office, Parks & Rec		
Planning			
Strategy 3.4 Continue the development and implementation of the City's five-year Capital Improvement Plan and reassess priority projects annually.	SPED, DPW, Mayor's Office	Ongoing	
Strategy 3.5 Encourage and support the continued pursuit of grant funding and other financing strategies to address routine maintenance and capital improvement projects.	DPW, SPED, Mayor's Office, Auditing/Budget Office		
Strategy 3.6 In order to better serve the needs of the City and its residents and address inadequacies of existing facilities, such as Revere High School and the Recreation/Community Center, move forward with applicable space studies, site identification, and design to move these potential projects forward in a timely manner, in addition to pursuing the recommendations included in the Accessibility study.	SPED, Mayor's Office		
Strategy 3.7 Pursue grant funding through the Massachusetts Public Library Construction Program (MPLCP) to move forward with the existing plan to renovate and expand the Revere Public Library.	SPED, Revere Public Library		
Goal 4: Promote sustainability in municipal operations and facilities.			
Programming, Partnerships & Internal City Operations			
Strategy 4.1 Incorporate cost-effective green infrastructure strategies and best management practices in the construction, renovation, and maintenance of all municipal public buildings and facilities to expand energy efficiency, renewable energy, environmental stewardship, help mitigate stormwater runoff and the impacts of climate change.	Building Dept, Site Plan Review Cmte, SPED, DPW, Conservation Commission	N/M	
Strategy 4.2 Continue to work with State agencies and utility providers such as MassDevelopment, National Grid, and Citizens Energy to develop and promote energy efficiency programs for residential, commercial and municipal facilities.	SPED, Mayor's Office, DPW, HCI	Ongoing	
Strategy 4.3 Establish a "resilience hub" for community members to go to during an emergency (including storm shelter and cooling center). Ideally, the facility will have energy storage and can operate during a grid outage.	SPED, Mayor's Office, DPW	M/L	
Strategy 4.4 Continue to seek ways to increase recycling and reduce solid waste disposal, including composting.	DPW, 311, SPED	Ongoing	
Planning			
Strategy 4.5 Ensure that any existing or proposed capital improvements incorporate resilient design standards that will mitigate the impacts of climate change and strengthen resilience.	Building Dept, Site Plan Review Cmte, SPED, DPW	M/L	

Public Facilities and Services Implementation			
Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 5: Improve Stewardship of Public Properties			
Planning			
Strategy 5.1 When undertaking major facility constructions or expansions, consider Revere's facilities portfolio holistically. This includes consideration of potential re-uses of the City's surplus properties (e.g. the McKinley School or Winthrop Street Fire station) as well as foreclosed or abandoned properties that come into public ownership.	Building Dept, Site Plan Review Cmte, SPED, DPW	Ongoing	
Goal 6: Explore new strategies for creating Public Facilities to gain more land and operational efficiencies			
Planning			
Strategy 6.1 Explore creative financing mechanisms for crating public facilities that will be owned, operated or leased by the City of Revere, or that is otherwise developed or managed by them in partnership with a private or non-profit entity.	SPED, DPW, Mayor's Office	Ongoing	



Figure 1: Shirley Ave and key transit routes and opportunity sites

Implementation Case Study: Shirley Ave.

CONTEXT AND FRAMING

The Shirley Ave. neighborhood serves as an example of a mixed-use, mixed-income neighborhood with strong community participation developed, in part, through previous planning efforts that lay the groundwork to implement some of the recommendations from the Master Plan. Other neighborhoods in Revere, such as Beachmont, could play a similar role in serving as key sites in which to implement recommendations.

Proactive planning is key to the future of Shirley Ave., as it has been in other neighborhoods with similar characteristics: ethnic and socioeconomic diversity, current and expected development in close proximity to and within the neighborhood. While the history of planning and the existence of a neighborhood group are not the sole, reliable indicators of strong and sustained community capacity and civic infrastructure in the neighborhood, they can serve as a point from which to build capacity to plan for the future.

This section will frame the opportunities to implement recommendations from the Master Plan, building on previous planning efforts as well as a current planning effort led by Utile.

Shirley Avenue Description

The Shirley Ave./Ward 2 neighborhood is analogous to Census Tract 1707.02, the geographic unit of analysis for the 2014 Action Plan data, and this 2019 update. The data provided below reflect the best available information from 2013-2017 American Community Survey estimates.

Community Characteristics

There are approximately 6,100 residents in the immediate area around Shirley Avenue (American Community Survey 2013-2017). More than half of the population is foreign-born (60%), representing countries and regions from around the world. Approximately 72% do not speak English as their primary language at home. Of those over 25 years old, only 36% have attained education beyond a high school degree. (American Community Survey 2013-2017)

For the approximately 2,100 households, the median income is \$50,434, an increase from \$46,638 in 2010. An estimated 70% (up from 64% in 2010) are employed. Most residents in the Shirley Avenue area work in service occupations (38%) or sales and office occupations (19%). The bulk of these jobs are consistent with lower levels of educational attainment among residents, with almost 64% having a high school degree or less. A growing percentage of residents (16%, compared to 13% in 2010) work in management, business, science, and the arts. (American Community Survey 2013-2017)

The majority of the residential buildings in the Shirley Avenue neighborhood are three or four family in contrast to the single-family homes prevalent in the rest of the city. Significant new infill construction has reduced the percentage of properties built before 1939 from 80% in 2010 to 68% in 2017. Approximately 9% of the units are vacant, down from 11% in 2010. Approximately 70% of the housing is renter occupied. Within the Shirley Avenue neighborhood, approximately 51% of owners and 50% of renters are cost-burdened, meaning that they spend more than 30% of their gross income on housing. (American Community Survey 2013-2017)

Business District Growth

Over 60 businesses offer a variety of goods and services, with most of these operating along the Shirley Avenue corridor. Professional offices, restaurants, convenience stores, and personal care services primarily set the character of the district, which benefits from significant foot traffic and connections to the MBTA Blue Line and Revere Beach. Since 2014, the neighborhood has welcomed a range of new businesses, including a bubble tea shop, multiple bakeries, a pharmacy, and Revere's first yoga studio. Public infrastructure improvements have included the installation of new parking meters, rehabilitation of the municipal parking lot, and upgraded lighting all along Shirley Avenue. The redevelopment of properties along Shirley Avenue, Dehon Street, and North Shore Road has also introduced new ground-floor units as part of a growing trend of mixed-use developments in the neighborhood.

The district's geography and multicultural composition supported its designation in 2015 as one of the state's ten Transformative Development Initiative (TDI) Districts, which enabled partners to utilize technical assistance to support real estate, urban design, and small business development planning (see Appendix). In 2018, these efforts helped to secure a \$2 million MassWorks Infrastructure Program grant from the state for public infrastructure improvements such as new sidewalks, enhanced lighting, and rehabilitation of public spaces. The MassWorks proposal also included commitments from the City of Revere to upgrade the district's metal halide bulbs to energy-efficient LED lighting (completed in 2019) and expand the City's storefront and signage improvement program from Broadway to include Shirley Avenue. As of 2019, seven district businesses have completed or are in the process of participating in the program, which receives primary funding through the Community Development Block Program. Many of these initiatives are outlined in a 2015 market analysis completed by FinePoint Associates with funding from NeighborWorks America and conducted in partnership with a resident and business task force. The report is publicly available and includes analysis of demographic trends, discussion of opportunities and constraints, and extensive resources and recommendations for strengthening the district through small business technical assistance, real estate investments, and urban design improvements.

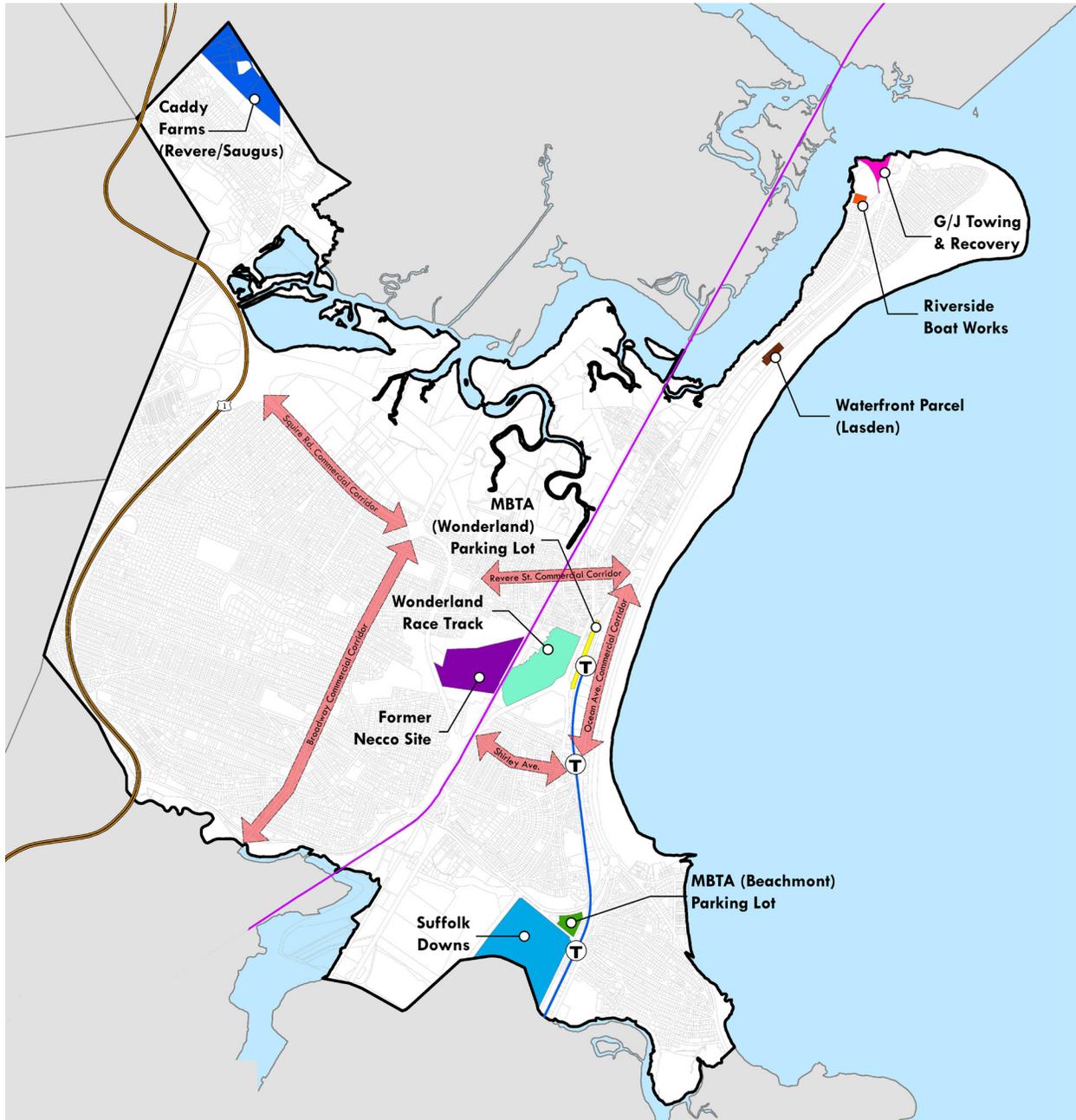


Figure 2: Shirley Ave and key transit routes and key opportunity sites.

Development Context in Relation to Shirley Avenue

The Shirley Avenue neighborhood is located in close proximity to several key opportunity sites, the development of which will significantly impact the Shirley Avenue neighborhood.

- The 151-acre Suffolk Downs site at the southern border of the neighborhood has completed a master planning process that will result in the redevelopment, over a period of 15-20 years, of its 53 acres in Revere into millions of square feet of new commercial, residential, and open space.

- In 2012, the MBTA completed construction of a \$53 million parking garage and pedestrian bridge at the Wonderland Station, in the process freeing up nine acres of beachfront land for a master-planned Waterfront Square development. Nine-hundred residential units, a 100-room hotel, 145,500 sf of office, and 28,000 sf of retail are envisioned as part of this development.
- The former Wonderland Dog Track, which is directly adjacent to Wonderland Station and the neighborhood, underwent a complete demolition in 2019. Though its future use has yet to be determined, property owners and the City are in the early stages of planning and zoning to reflect priority development goals for the site. The Wonderland Marketplace, a large shopping center that once included a grocery store anchor, has since become home to two restaurants, a discount warehouse, a large fitness center, and a credit union that has relocated from Shirley Avenue.
- Redevelopment of the former Shaw's Supermarket site, once home to a grocery anchoring the neighborhood, will be completed in 2020. The site will host two new hotels, including one extended-stay hotel, featuring 152 total rooms and an on-site restaurant.
- The nearby NECCO factory, which had an uncertain future in 2014, ceased operations in summer 2018. In October 2019, the City announced that the site had been leased by its owners to e-commerce Amazon, with plans to build a state-of-the-art Distribution Center station and create up to 600 full-time and part-time jobs during peak seasons.

Opportunity Zones

The two Opportunity Zones, principally include Ward 2/the Shirley Ave. neighborhood. Established as part of the U.S. Tax Cut and Jobs Act of 2017, the Opportunity Zone program aims to provide financial incentives for investment in low-income communities. Opportunity Zones align with Census Tract geography and function to provide individuals with favorable tax treatment on their capital gains by investing those funds (through a privately-created Opportunity Fund) into economic activities in these Census Tract areas. When combined with other funding sources, Opportunity Zones can catalyze private development.

PLANNING EFFORTS IN THE SHIRLEY AVENUE NEIGHBORHOOD

As mentioned in the Economic Development Chapter, the City, State, and other partners have invested significant resources in infrastructure and planning in the district. In 2014, the City, in collaboration with The Neighborhood Developers (TND) and MAPC, engaged neighborhood stakeholders in a planning process that resulted in the 2014 Shirley Avenue Neighborhood Action Plan [See Appendix, etc. for more details].

As described earlier, the Shirley Avenue corridor was designated as a Transformational Development Initiative district through MassDevelopment in 2015, which enabled district partners, including the City, the Neighborhood Developers, and others to conduct several studies on urban design, zoning, and development capacity. As noted, a market analysis was also completed in that year.

In 2019, MassDevelopment funded a study led by Utile to analyze development options for several key parcels. The City also received funding from the State MassWorks program to make infrastructure improvements in the district.

ACTION PLAN UPDATE RESULTS

An action plan progress report was conducted in 2019.

Shirley Avenue and Next Stop Revere

The 2019 launch of *Next Stop Revere*, Revere's citywide master planning process, presented a unique opportunity for Shirley Avenue Action Plan partners to not only reflect on the progress and challenges experienced since 2014, but to consider future efforts in a citywide context.

In coordination with master plan outreach efforts, TND, with technical assistance from the City of Revere and MAPC, conducted a series of stakeholder outreach activities to re-engage 2013-2014 Action Plan process participants as well as encourage residents' participation in citywide visioning efforts. Additional analysis of neighborhood changes was conducted by MAPC and the City, including evaluation of progress on Action Plan items, relevance to Next Stop Revere recommendations, and a preliminary review of demographic and neighborhood indicators cited in the 2014 study.

Over the course of 2019, TND, the City, and MAPC coordinated the following:

- April 2019: an Action Plan progress inventory among the Revere Community Committee;
- Summer 2019: a scan of existing and new institutional stakeholders in the neighborhood;
- August-September 2019: online surveys and follow-up interviews with several key informants;
- September 16-18, 2019: three "pop-up" events along Shirley Avenue designed to capture feedback on transportation, economic development and jobs, and housing themes; and
- September 20, 2019: an open house located in a vacant Shirley Avenue storefront inviting residents and patrons to provide additional feedback on the three "pop-up" themes.

Community input from the above efforts were compiled and incorporated into the Shirley Avenue Action Plan Update (see Appendix).

Progress report (2014-2019)

Since 2014, the Shirley Avenue neighborhood has been bustling with activity and investments supporting the vision set forth in the Action Plan. Over this five year period, the community's composition has evolved, resident-led initiatives have flourished, and new homes and businesses have opened their doors.



Figure 3: Shirley Avenue context

Key themes from the progress report include:

- Growth of the Shirley Avenue business district: Significant planning, public and private investment, and resident-led activations have helped to position Shirley Avenue as a distinct multicultural neighborhood business district reflecting the cultural heritages of its residents.
- Resident leadership: Community programs, ranging from cultural festivals to cleanups, public art, and placemaking interventions, have not only enhanced the neighborhood's sense of identity but involved hundreds of residents, businesses, and visitors of diverse ages and backgrounds.
- Improved access to municipal services: The launch of the City's 311 constituent service center and improved communications across agencies have helped to improve, though not resolve, resident concerns about access to information about resources and services.
- Infrastructure improvements: Through a variety of local and state funding sources, pedestrian infrastructure has improved around key nodes such as the Garfield School and Shirley Avenue, though pedestrian safety continues to be a significant concern at Bell Circle.
- Housing construction: Increased housing demand, combined with the relative affordability of the neighborhood's generally older housing stock located near transit, has contributed to relatively low levels of vacancy, new affordable housing construction, and small-scale infill development.
- Organizational and community infrastructure needs: "Visionary goals" for a comprehensive financial opportunity center, multi-service center, or business support organization have not yet come to fruition, though services have been piloted or are under development.

▶ UTILE ANALYSIS SUMMARY²

In 2019, through funding from the MassDevelopment Transformative Development Initiative (TDI), Utile conducted a study of the Shirley Avenue neighborhood to illustrate how improvements in the public realm and the development of key underutilized sites can enhance the identity and development of the Shirley Ave neighborhood, with the goal of offering a wider variety of housing options while maintaining the character and identity of existing small businesses that define the neighborhood.

Utile identified three key elements that define the Shirley Ave. neighborhood:

- Diversity of small businesses, with product and serving offerings from a range of ethnic cultural backgrounds
- As stated earlier in the Housing Chapter, Shirley Ave. is located between two MBTA stations, is adjacent to the public beach and is also in close proximity to future developments at Wonderland and Suffolk Downs.
- Shirley Ave. has also been the site of several planning processes (described below).

Utile developed a series of recommendations based on those sites and presented potential options for zoning considerations. The full report is available from the City of Revere, with key themes and recommendations excerpted below.

² Text used with permission from Utile. Full report is included in the Appendix.



Figure 4: Existing landscape on Shirley Avenue

Streetscape and Public Realm

Utile defined several key goals for improving these elements of the Shirley Ave. neighborhood:

- Enhance the distinct character of businesses
- Celebrate and support the culture and diversity of the neighborhood
- Improve the streetscape through sidewalks, lighting, planting and seating
- Promote use of underutilized parcels for community programming
- Connect neighborhoods and increase access to Shirley Avenue

Utile presented two options to achieve these goals (described in detail in the report in the Appendix).

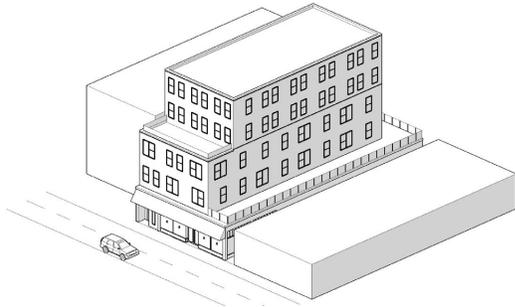
- Option 1: The Meander: Reclaims some of the ambiguous spaces in the current one-way travel lane and concentrates them along a slightly angled scheme.
- Option 2: The Oases: Uses a tactical approach to displace select parallel parking spaces to accommodate added trees and public space.

Development Scenarios

Utile created three development scenarios which incorporate ground floor retail with a range of two to three floor of residential units above.

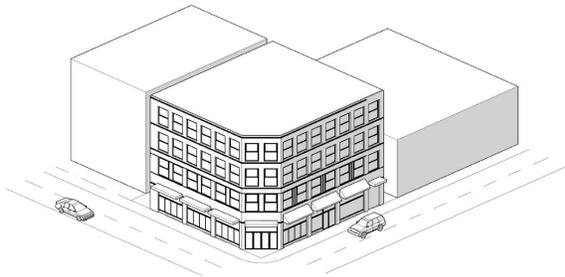
Lot Types

The development scenarios were presented in the context of three distinct lot types along Shirley Ave.



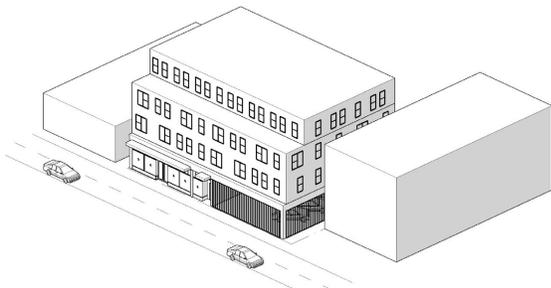
Infill sites: Proportionally deep and situated mid-block between existing buildings.

- Potential for mid-rise mixed-use structure with an active retail edge
- Stepped setbacks to preserve scale of development along street



Corner sites: Situated on block corners and have two main street-facing facades. Development on these lots allows for maximum opportunities for ground floor frontage

- Partner-controlled parcels
- Opportunity to define the corner
- Potential sites for gateway development or key second-floor commercial use



Anchor sites: Large or square lots located either on the corner or mid-block. They are defined by their scale and their prominence along Shirley Avenue and are large enough to support anchor tenants and development.

- Best opportunity to guide design decisions
- Closes a key gap in the street-wall
- Potential to consolidate parking for the district?

Extending the Storefront Zone

Given the wide range of street level retail on Shirley Ave., Utile presented development options that would extend the storefront zone in order to provide ground floor retail to add to the street’s consistent active commercial character.



Figure 5: Defining the storefront zone

ZONING IMPLICATIONS

The Shirley Avenue District lies within the General Business District zoning, which allows up to five stories and 50 feet of building height, with a maximum Floor Area Ratio of 1.5. Regulations also stipulate side and rear setbacks of 20 feet and parking ratios of two spaces per dwelling unit and one space for every 200 square feet of general retail.

The development scenarios presented by Utile would require a modification to the zoning code as presented below:

	Existing Zoning	Revised Zoning
Max Height	50 feet (5 stories)	50 feet (5 stories)
Max FAR	1.5	Up to 3.0
Front setback	0 feet	0 feet (storefront zone is variable between 0 and 5 feet)
Open Space	No on-site open space required	No on-site open space required
Side and rear setbacks	20 feet	0 feet
Parking ratios	Apartment: 2.0/unit General retail: 1/200 GSF	Apartment: 0/unit General retail: 0/GSF

MASTER PLAN IMPLEMENTATION IN THE SHIRLEY AVE NEIGHBORHOOD

Informed by the analysis done by Utile and the analysis completed as part of the Master Plan process, the following recommendations could be tested in the Shirley Avenue neighborhood:

Economic Development

- Continue to facilitate storefront improvements
- Support existing small businesses, with a focus on immigrant and minority-owned businesses.
- Facilitate open streets days in collaboration with local community groups.
- Review and update zoning based on analysis above
- Others TBD

Historic and Cultural

- Facilitate increased public art and placemaking
- Incentivize the development of arts spaces in new construction and adaptive reuse projects
- Expand resources to support cultural programming
- Others TBD

Housing

- Preserve the affordability of expiring deed-restricted units
- Allow other naturally occurring affordable housing types
- Adopt regulations for short-term rental that limit the impact on the housing market.
- Create deed-restricted Affordable Housing
- Review and update zoning based on analysis above
- Others TBD.

Open Space and Recreation

- Pocket parks
- Others TBD.

Transportation

- Multimodal improvements
- Review of parking regulations (see zoning notes above)
- Others TBD.

Appendices

Shirley Ave Action Plan Update 2019

[To be added in final plan] Summary of Public Comments

Appendix I: Shirley Avenue Community Action Plan 2014-2019 Progress Report and 2020 Update

Introduction

In May 2014, at a meeting hosted at the Garfield Elementary and Middle School, a diverse coalition of community stakeholders gathered to celebrate the completion and signing of the Shirley Avenue Community Action Plan. Culminating from over a year of collaborative planning, data analysis, and consensus-building around community values and shared priorities, the Action Plan outlines a series of integrated strategies to promote the vision of “a strong, clean, and attractive Shirley Avenue neighborhood that is welcoming to families and residents of all ages and cultural backgrounds, with a vibrant business district, inviting open spaces, and economic opportunity for businesses and residents alike.”

Most of the champions present at that 2014 signing continue to be active and engaged members of the Shirley Avenue community, and many of those local champions have grown their leadership in support of a similar vision citywide. This 2019 evaluation of the 2014 document provides an opportunity for Action Plan champions and partners, old and new - including but not limited to neighborhood residents, district businesses, community agencies, private investors, and municipal partners - to evaluate and reflect on the achievements of the past five years. Its incorporation into Revere’s master plan also provides an opportunity for those champions and partners re-commit to shared priorities for the next five years, and to do so in strategic alignment with the citywide blueprint outlined in Next Stop Revere.



ACTION PLAN HISTORY

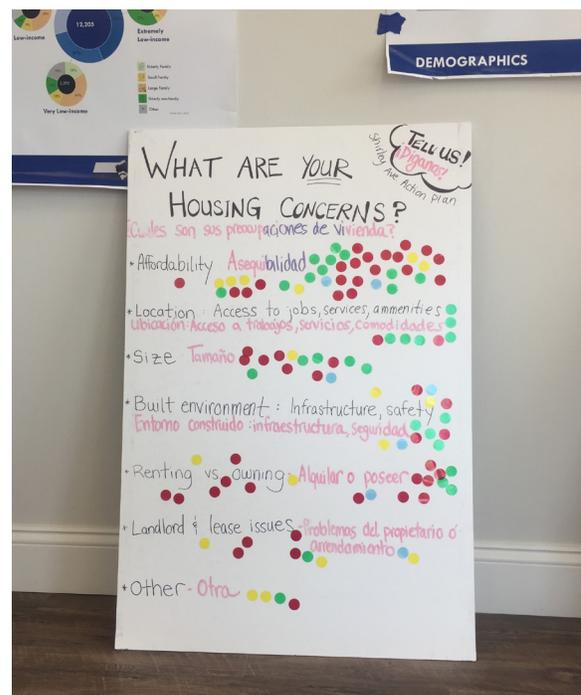
The 2014 Community Action Plan emerged from a growing awareness of the need for neighborhood based advocacy and a shared commitment to positive change in the Ward 2 neighborhood. In recognition of Ward 2's history as an accessible and affordable working class and immigrant gateway neighborhood, as well as its proximity to public transit, the nation's first public beach, and key sites of regional interest such as Wonderland Track and Suffolk Downs, the resident-led Revere Community Committee empowered a Ward 2 Development Task Force "to lead an inclusive community visioning process to create a shared action plan that supports a vibrant Shirley Avenue neighborhood."

In April 2013, guided by a series of goals set by this task force, The Neighborhood Developers (TND), City of Revere, and a resident and stakeholder Steering Committee launched a community engagement and action planning process designed in partnership with Madden Planning Group. The Massachusetts Department of Housing and Community Development, NeighborWorks America, Metropolitan Area Planning Council (MAPC), and Miller Foundation provided funding support.

Over the course of the next year, 144 residents, business owners, City staff, and other stakeholders participated in a series of visioning exercises, surveys, data analysis, and six community meetings aimed at sharing knowledge and building consensus about the neighborhood's housing, economic, and quality of life priorities. That process culminated in a Community Action Plan document that outlines a shared vision of the neighborhood, seven key strategies for advancing that vision, and a series of related actions for implementation among action item "champions" and partners, such as local agencies or resident groups. Since its signing in 2014, this plan has guided activities and investments by TND, the City of Revere, residents and local partners serving the Shirley Avenue commercial district and surrounding residential neighborhood.

SHIRLEY AVENUE AND NEXT STOP REVERE

The 2019 launch of Next Stop Revere, Revere's citywide master planning process, presented a unique opportunity for Shirley Avenue Action Plan partners to not only reflect on the progress and challenges experienced since 2014, but to consider future efforts in a citywide context. The goals of this report, therefore, are two-fold: to evaluate the past five years of progress towards Action Plan goals, and to incorporate an appendix to the Action Plan that places the shared vision of the Shirley Avenue neighborhood into its 2019 context. This section outlines the process for compiling this update, presents key findings from the past five years, and connects the ongoing work of the Shirley Avenue Community Action Plan with the short to mid-term goals referenced within Revere's citywide master plan, Next Stop Revere.



PROCESS

In coordination with master plan outreach efforts, TND, with technical assistance from the City of Revere and MAPC, conducted a series of stakeholder outreach activities to re-engage 2013-2014 Action Plan process participants as well as encourage residents' participation in citywide visioning efforts. Additional analysis of neighborhood changes was conducted by MAPC and the City, including evaluation of progress on Action Plan items, relevance to Next Stop Revere recommendations, and a preliminary review of demographic and neighborhood indicators cited in the 2014 study.¹

Over the course of 2019, TND, the City, and MAPC coordinated the following:

- April 2019: an Action Plan progress inventory among the Revere Community Committee;
- Summer 2019: a scan of existing and new institutional stakeholders in the neighborhood;
- August-September 2019: online surveys and follow-up interviews with several key informants;
- September 16-18, 2019: three "pop-up" events along Shirley Avenue designed to capture feedback on transportation, economic development and jobs, and housing themes; and
- September 20, 2019: an open house located in a vacant Shirley Avenue storefront inviting residents and patrons to provide additional feedback on the three "pop-up" themes.

Community input from the above efforts were compiled and incorporated into *Table 1: Five Year Progress Report: 2014-2019*; and the identification and evaluation of ongoing goals and those newly identified in *Next Stop Revere* are outlined in *Table 2: Action Plan Update: 2020-2025*.

PROGRESS REPORT: 2014-2019

Since 2014, the Shirley Avenue neighborhood has been bustling with activity and investments supporting the vision set forth in the Action Plan. Over this five year period, the community's composition has evolved, resident-led initiatives have flourished, and new homes and businesses have opened their doors. Progress toward 2014 Action Plan goals are outlined in Table 1, which provides an extensive though not necessarily exhaustive inventory of achievements by community champions and partners.

Key themes from the progress report include:

- Growth of the Shirley Avenue business district: Significant planning, public and private investment, and resident-led activations have helped to position Shirley Avenue as a distinct multicultural neighborhood business district reflecting the cultural heritages of its residents.
- Resident leadership: Community programs, ranging from cultural festivals to cleanups, public art, and placemaking interventions, have not only enhanced the neighborhood's sense of identity but involved hundreds of residents, businesses, and visitors of diverse ages and backgrounds.
- Improved access to municipal services: The launch of the City's 311 constituent service center and improved communications across agencies have helped to improve, though not resolve, resident concerns about access to information about resources and services.

1 The 2014 Action Plan identified a study area of Census Tract 1707.02, an area of about 150 acres that is roughly consistent with Ward 2 and bounded by VFW Parkway/Route 1A, Revere Beach Parkway/Route 145, and North Shore Road.

- Infrastructure improvements: Through a variety of local and state funding sources, pedestrian infrastructure has improved around key nodes such as the Garfield School and Shirley Avenue, though pedestrian safety continues to be a significant concern at Bell Circle.
- Housing construction: Increased housing demand, combined with the relative affordability of the neighborhood's generally older housing stock located near transit, has contributed to relatively low levels of vacancy, new affordable housing construction, and small-scale infill development.
- Organizational and community infrastructure needs: "Visionary goals" for a comprehensive financial opportunity center, multi-service center, or business support organization have not yet come to fruition, though services have been piloted or are under development.

FIVE YEAR PROGRESS REPORT: 2014-2019 (TABLE 1)

1. PURSUE VISIONARY GOALS TO SUSTAIN A THRIVING NEIGHBORHOOD		
	Action	Achievements
1.1	Establish a comprehensive financial opportunity center in the Shirley Avenue neighborhood	CONNECT satellite location opens in 2018, with limited office hours, to provide more convenient access to services for Revere residents. See Action 2.3.
1.2	Develop a multi-service center in the Shirley Avenue neighborhood that serves all ages	In 2019, the George V. Colella Community Center opens at the Garfield School as a citywide pilot program operated by Revere's Parks and Recreation Department.
		In 2018, Revere Youth In Action, The Neighborhood Developers, and UMass Boston's Asian American Studies Program partner to launch a pilot study center in the 525 Beach Street Community Room. Programming includes leadership development, homework help, and college prep.
1.3	Attract a grocery retailer and pharmacy to develop in the Shirley Avenue neighborhood	Seaside Pharmacy, a small independent pharmacy, opens at 169 Shirley Avenue in 2014.
		In 2014, Sayar Market opens at 3 Everett St., offering an extensive selection of Halal-friendly groceries.
1.4	Redesign Bell Circle to better serve multi-modal transit, pedestrian and bicyclist needs	The Revere Beautification Committee and the Comfort Inn partner to bring significant landscaping improvements to Bell Circle.
		The Suffolk Downs Redevelopment master plan includes mitigation measures to improve traffic circulation in Bell Circle, such as new and enhanced pedestrian crossings and improved signalization. The leasing of the former Necco site for an Amazon distribution center will also include traffic mitigation planning.

1. PURSUE VISIONARY GOALS TO SUSTAIN A THRIVING NEIGHBORHOOD		
	Action	Achievements
1.5	Cultivate a business support organization for Shirley Avenue that builds local business skills, provides resources, offers engagement and promotional activities	In 2015, FinePoint Associates completes a Shirley Avenue business district analysis in consultation with a Shirley Avenue Task Force and with funding through NeighborWorks America.
		A Shirley Avenue Working Group forms in 2015 as part of the Transformative Development Initiative designation, with periodic involvement from district business owners in broader planning initiatives.
		In 2016, MassDevelopment commissions a study, completed by Karl Seidman Consulting Services, of possible district governance models for the Shirley Avenue district.

2. CONNECT RESIDENTS TO INFORMATION, RESOURCES, EDUCATION, AND JOBS		
	Action	Achievements
2.1	Develop a communication strategy to disseminate relevant public health, housing, municipal policy, and cultural event information to residents of the Shirley Avenue neighborhood	Agency stakeholders, including Revere On the Move/MGH, Women Encouraging Empowerment, and The Neighborhood Developers cross-promote resources, services, and programming through social media.
		Neighborhood locations including small business storefronts, bulletin boards, and Little Free Libraries serve as opportunities to post information.
		The City of Revere launches its 311 system in 2016, establishing a call-in center with multilingual support along with a mobile application for residents to report concerns and access information. See Action 2.2.
		A revamped Revere website, www.revere.org , is launched in 2019 with enhanced translation capabilities for multiple languages. See Action 2.2.
2.2	Commit to high standards of inclusive communication in the Shirley Avenue neighborhood	City of Revere communications platforms and staffing enhance residents' engagement with municipal services, and City 311 staff visit neighborhood meetings to provide 311 reporting tutorials for residents.
		Outreach materials for major neighborhood events (such as the annual Cultural Festival) and citywide events (Revere's master planning process) are made available in up to five non-English languages.

2. CONNECT RESIDENTS TO INFORMATION, RESOURCES, EDUCATION, AND JOBS		
	Action	Achievements
		Spanish interpretation and child care are offered as part of outreach by community partners, including TND and Revere Public Schools. Occasionally, Arabic and Portuguese are also available.
2.3	Connect residents to resources and economic opportunities to improve financial stability and prosperity	CONNECT, Women Encouraging Empowerment, and the Revere Community School provide and expand access to programming such as free tax preparation, benefits screening, financial coaching, workforce training, and ESOL and HiSET preparation. See Action 1.1.

3. IMPROVE HOUSING CONDITIONS AND ACCESS TO HOUSING		
	Action	Achievements
3.1	Collaborate to increase funding and expand availability of home rehabilitation loan and grant programs	The City's planning process for its 2020-2025 Consolidated Plan, which is developed in consultation with 7 other communities in the North Suburban Consortium and submitted to the Department of Housing and Urban Development, is exploring local and regional opportunities to increase available funding.
3.2	Develop more housing for a range of income levels and household sizes and ages	The Neighborhood Developers constructs 30 units of deed-restricted affordable housing at 525 Beach Street, including a range of 1, 2, and 3-BR apartments at a formerly vacant industrial auto body site.
		Private developers add market-rate units to the housing stock through the rehabilitation or new construction of dozens of studios and 1-BR units at infill sites along Shirley Avenue and Dehon Street.
		Rising Community & Housing constructs 30 units of veteran-preference studio and 1-BR apartments at 123 Shirley Avenue, the location of the former Congregation Tifereth Israel.
		With support from MassDevelopment, the City partners with Utile and a Shirley Avenue working group to conduct an analysis of existing zoning constraints and opportunities to incorporate residential units into future mixed-use development.

4. ORGANIZE ACTIVITIES THAT BUILD RELATIONSHIPS BETWEEN NEIGHBORS		
	Action	Achievements
4.1	Organize activities that build relationships between neighbors and strengthen neighborhood pride	Since 2014, the Shirley Avenue Cultural Festival has been planned by residents in partnership with The Neighborhood Developers and Ward Councillor Ira Novoselsky, and with significant financial and in-kind support from the City of Revere, volunteers, businesses, and community agencies.
		Two significant cultural celebrations are held on an annual basis: Cambodian New Year is hosted by the Wat Ratanarangsey Buddhist Temple on Thornton Street; and Moroccan Cultural Day is hosted by Moroccan American Connections in Revere (MACIR).
		Since 2018, the City's Healthy Community Initiatives and Parks & Recreation Departments have co-hosted the Revere Summer Nights series, an open-streets style festival in Sandler Square.
		Multiple neighborhood clean-ups take place during the annual Beautify Revere event as well as throughout the year, led by members of the Revere Community Committee and Friends of Costa Park.
		In 2019, a Costa Park Refresh Week is led by The Neighborhood Developers and supported by a Republic Services Neighborhood Promise grant, which provides funding for ongoing programming, equipment upgrades, and new art installations at Costa Park.
4.2	Develop and implement educational activities on neighborhood cultures, histories, and shared issues	In 2014, a temporary Faces of Shirley Ave mural and a permanent Shirley Avenue Gateway mural are installed near the Revere Beach MBTA Station, in partnership with the Garfield School and Community Design Resource Center. Both murals incorporate the people, place, and/or history of Shirley Avenue.
		UMass Boston's Asian American Studies Program, in addition to its work with Revere Youth In Action, continues partnering with residents on digital storytelling and participatory art processes.
		In 2018, the Garfield School PTO organizes neighborhood tours of Shirley Avenue as part of professional development for teachers at the Garfield Elementary and Middle Schools.

5. SUPPORT THE HIGH QUALITY GROWTH OF LOCAL BUSINESSES		
	Action	Achievements
5.1	Develop opportunities for networking, skill development, and financial support for business owners in the Shirley Avenue neighborhood.	Through the expansion of the City's Storefront and Signage Improvement Program from Broadway to Shirley Avenue, improved outreach between the City and district businesses results in more than a half-dozen business owners' participation in the loan/grant programs. The expansion of the program is coupled with planned infrastructure improvements to be funded by a \$2 million MassWorks grant, along with City funds for LED lighting conversions.
5.2	Create a branding and marketing plan for the Shirley Avenue neighborhood.	The Neighborhood Developers collaborates with local businesses and the Revere Community Committee to design branding materials, which leads to the installation of Urban Trail wayfinding signage and a district map at the Revere Beach MBTA Station in 2016. See Actions 1.5 and 7.5.
5.3	Improve Shirley Avenue parking locations and policies to support businesses and residents.	New parking meters are installed and regularly enforced along the Shirley Avenue business district in 2018, discouraging commuter parking and improving parking availability for district patrons and for residents with city-sanctioned parking permits.

6. ENSURE A WELCOMING, CLEAN AND SAFE NEIGHBORHOOD		
	Action	Achievements
6.1	A Revere Community Committee (RC) Cleanliness sub-committee leads cleanliness campaigns and increases accountability as needed	In 2018, the Revere Community Committee's "Buttler Squad" installs cigarette butlers along Shirley Avenue and leads an education campaign to encourage smokers to deposit cigarette butts into designated receptacles, with a goal of reducing litter.
		In 2019, the Friends of Costa Park group is re-established and leads routine park clean-ups,
6.2	Advocate for improvements to bulk item disposal	In 2016, the City's 311 and online e-permitting systems establish a clear reporting and ticketing process for bulk item disposal.
6.3	Establish Friends of Costa Park to steward and oversee park programming, cleanliness, and maintenance	In 2014, the Friends of Costa Park group is created; in 2019, the group is re-established through Costa Park Refresh activities.
6.4	Create a regular forum for neighbors, City officials, and police officers to discuss safety concerns and reporting	Revere Police Department representatives, including the Chief of Police, occasionally attend Revere Community Committee meetings at the invitation of residents.
		In 2019, a Revere Police Department sub-station opens at 123 Shirley Avenue.

6. ENSURE A WELCOMING, CLEAN AND SAFE NEIGHBORHOOD		
	Action	Achievements
6.5	Empower youth to lead community engagement and violence prevention efforts in the neighborhood	Revere Youth In Action works to increase voter registration in the neighborhood and volunteers in a variety of neighborhood events.
		MGH Revere launches the Youth Health Leadership Council to train youth to lead efforts in substance abuse prevention and mental health.

7. IMPROVE THE PEDESTRIAN ENVIRONMENT IN THE NEIGHBORHOOD		
	Action	Achievements
7.1	Enhance the entrance into the neighborhood with the proposed gateway plaza and sculptural arch	In 2014, local artist Alex Gerasev works with neighborhood residents to paint the Shirley Avenue Gateway mural, with funding and technical assistance from the Community Design Resource Center, The Neighborhood Developers, and Revere Cultural Council. See Actions 4.2 and 5.2.
7.2	Repurpose the end of Walnut Avenue as a community space	In 2018, Community Improvement Trust funds are committed, resulting in the project being incorporated into the design and engineering of the district-wide MassWorks Shirley Avenue Infrastructure project.
7.3	Address infrastructure improvements in identified problem areas	Through Safe Routes to School, MassWorks, Chapter 90 and other programs, various improvements are made to sidewalks, roadways, and street signage, resulting in enhanced circulation and pedestrian safety along high visibility streets within the neighborhood. See Action 5.1, MassWorks.
7.4	Identify immediate walkability improvements to pedestrian crossings, wayfinding, signage, and signal timing at Bell Circle	See Action 1.4.
7.5	Improve access and orientation to and within the neighborhood through signage and wayfinding from the beach and regional highways	The installation of the Shirley Avenue Urban Trail and a map at the Revere Beach MBTA station establishes a wayfinding route for pedestrians in and around the neighborhood. See Action 5.2.

ACTION PLAN UPDATE: 2020-2025

Over the past five years, the Shirley Avenue Community Action Plan has provided helpful insights for new partners in the community, as well as a meaningful blueprint for the priorities and values guiding ongoing planning, activity, and investment in - and by - the neighborhood, its businesses, and its residents. The achievements to date serve as a testament to the impact of coordinated, community-based planning.

The relationship between the Action Plan and Next Stop Revere are demonstrated in the 2020-2025 Action Plan Update in Table 2, which combines ongoing or outstanding Action Plan goals with complementary actions recommended in the city’s Master Plan.

ACTION PLAN UPDATE: 2020-2025 (TABLE 2)

Key

New Action: An Action Plan item that is newly identified or consistent with the citywide Master Plan.

Renewal: An Action Plan item that was in the 2014 document and was either accomplished but needs to be done again, or was never completed.

Recommitment: An Action Plan item that was in the 2014 document in some form but has been modified to either indicate work is in progress and must be continued, or that work can be advanced to the next stage of progress.

Transportation and Mobility		
	Action	Master Plan Elements
Renewal	In coordination with Master Plan and District Study recommendations, continue improving Shirley Avenue parking locations and policies that meet the needs of district businesses and neighborhood residents.	Transportation, Economic Development
Renewal	Update and improve signage and wayfinding from the beach and regional highways to improve access and orientation to and within the neighborhood.	Historic & Cultural Resources, Economic Development
Recommitment	Continue to promote the improvement of Bell Circle to better serve multi-modal transit, pedestrian and bicyclist needs including better wayfinding and signal timing.	Transportation
New Action	In coordination with citywide efforts, improve and expand the neighborhood's biking infrastructure, such as through the installation of painted or protected bike lanes.	Transportation

Public Spaces and Community Facilities		
	Action	Master Plan Elements
Renewal	Support and grow Friends of Costa Park to steward and oversee park programming, cleanliness, safety, and maintenance.	Open Space & Recreation, Public Facilities & Services
Recommitment	Collaborate among residents and partners to ensure the construction and ongoing maintenance of the Walnut Ave dead end park.	Open Space & Recreation, Public Facilities & Services
Recommitment	Support activation and maintenance of public spaces to combat accumulation of trash such as bulk items.	Public Facilities & Services
Recommitment	Work to expand pilot programs at TND and Garfield School Community Center into a more comprehensive multi-service center in the Shirley Avenue neighborhood that serves all ages.	Open Space & Recreation, Public Facilities & Services
New Action	Advocate for pocket park activations and/or development at vacant parcels or underutilized locations, such as 69 Shirley Avenue, Sandler Square, and Fitzhenry Square, in order to expand residents' access to open and/or recreational space.	Public Health, Open Space & Recreation
New Action	Incorporate seating and rest areas into public works and open space projects when possible to improve upon a commitment to accesibility and a multigenerational population.	Public Health

Small Businesses and Financial Opportunity		
	Action	Master Plan Elements
Renewal	Develop opportunities for networking, skill development, and financial support for business owners in the Shirley Avenue neighborhood.	Economic Development
Recommitment	Expand access to CONNECT services for Shirley Avenue residents in Revere and work towards establishing a permanent comprehensive financial opportunity center in the Shirley Avenue neighborhood.	Economic Development, Public Health
Recommitment	Connect residents to resources and economic opportunities to improve financial stability and prosperity, educational opportunities, job search assistance, and housing assistance.	Economic Development, Public Health
New Action	In coordination with citywide small business goals, work to retain and build resiliency of Shirley Avenue's small businesses.	Economic Development
New Action	Create sustainable business support for Shirley Avenue that builds local business skills, provides resources, offers engagement and promotional activities, and helps with branding and marketing for the Shirley Ave business district.	Economic Development

Housing and Affordability		
	Action	Master Plan Elements
Renewal	Collaborate to increase funding and expand availability of home rehabilitation loan and grant programs.	Economic Development, Public Health
Recommitment	Develop more housing for a range of income levels and household sizes and ages and convert market rate housing to deed restricted apartments.	Economic Development
New Action	Support policies and organizing that will contribute to more affordable and diverse housing stock, preserve affordable units, expand and protect tenants rights, and stop resident displacement in the Shirley Avenue neighborhood.	Public Health

Community and Civic Engagement		
	Action	Master Plan Elements
Renewal	Create a regular forum for neighbors, City officials, and police officers to discuss safety concerns and reporting at the new Shirley Avenue Police Substation.	Public Health, Public Facilities & Services
Renewal	Empower youth to volunteer for and lead neighborhood health, education, safety, and civic engagement activities in the neighborhood.	Public Health
New Action	Improve access to healthy and affordable food through development including, but not limited to, a grocery retailer, a community kitchen, or public infrastructure to support food trucks in the Shirley Avenue neighborhood.	Public Health, Economic Development
New Action	Support community education and participation in civic engagement activities, such as public forums, development project meetings, and census participation.	Historic & Cultural Resources, Public Health

Cultural Resources and Connections		
	Action	Master Plan Elements
Renewal	Continue to host and support intercultural and intergenerational activities that build relationships between neighbors and strengthen neighborhood pride	Historic & Cultural Resources, Public Health
Renewal	Continue to promote community-driven public art and placemaking activities in the neighborhood to highlight community identity.	Historic & Cultural Resources, Economic Development
Renewal	Continue to work towards high standards of inclusive communication in the Shirley Avenue neighborhood.	Historic & Cultural Resources, Public Facilities & Services
Renewal	Expand the efforts to disseminate relevant public health, housing, municipal policy, and cultural event information to residents of the Shirley Avenue neighborhood outside of current e-newsletters and flyering efforts.	Historic & Cultural Resources, Public Health

IMPLEMENTATION

Much like their neighbors citywide, Shirley Avenue residents indicated throughout the Next Stop Revere process a variety of concerns and priorities, such as more dynamic community spaces, expanded access to local jobs, and improved pedestrian safety and connectivity. Where applicable, neighborhood level action items are cross-referenced to Next Stop Revere Master Plan elements that: provide a citywide rationale for such efforts; cite valuable data or analysis relevant to neighborhood planning; and in some cases, outline a specific strategy referencing the Shirley Avenue neighborhood, the Shirley Avenue business district, or distinct interests and/or needs of the diverse residential population of the neighborhood.

Looking ahead to the next five years, the Shirley Avenue Community Action Plan will continue to serve as a valuable benchmark for progress toward community goals identified in 2014, as well as the evolution of those goals. The Next Stop Revere planning process, and many of the goals and strategies outlined in the resulting Master Plan document, provide essential context for prioritizing neighborhood-level actions and priorities for the next five years.

The completion of the Next Stop Revere Master Plan, which likewise serves as a blueprint for Revere as a whole, emphasizes the importance of coordinated, community-informed planning and implementation. Just as the Master Plan incorporates a chapter dedicated to strategic implementation of the goals and strategies outlined throughout the document, the Shirley Avenue Community Action Plan requires similar commitments -- to monitoring progress; to coordinating activities and resources for implementation; and ultimately, to ensuring accountability to residents, businesses, and other community stakeholders.