



What do you think this year will be like?

Comment on this

Priority

Resource Goals	Priority	High	Medium	Low
Revenue & Profitability	High	High	Medium	Low
Customer Satisfaction	Medium	High	Medium	Low
Operational Efficiency	Low	High	Medium	Low
Market Expansion	High	High	Medium	Low
Product Development	Medium	High	Medium	Low
Human Resources	Low	High	Medium	Low
Technology Investment	High	High	Medium	Low
Environmental & Social Governance	Medium	High	Medium	Low
Risk Management	Low	High	Medium	Low
Compliance & Legal	High	High	Medium	Low
Research & Innovation	Medium	High	Medium	Low

More activities to be completed by Q3

Low

High

Medium

Low

High

Medium

Low

High

Medium

Low

High

Medium

Low

High

Medium

Low

## 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.

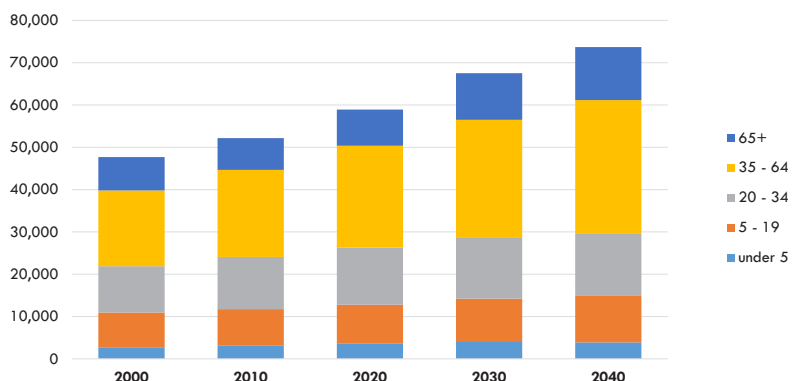
However, based on MAPC population projections, it is essential to note that Revere residents over the age of sixty-five are the cohort that will experience the most growth between now and the year 2040,

### POPULATION CHARACTERISTICS



**53,864 RESIDENTS**

### Population and Projections by Age

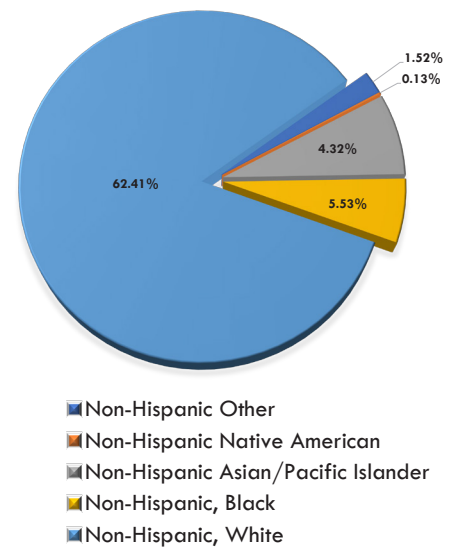


### Population and Projections by Age

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%

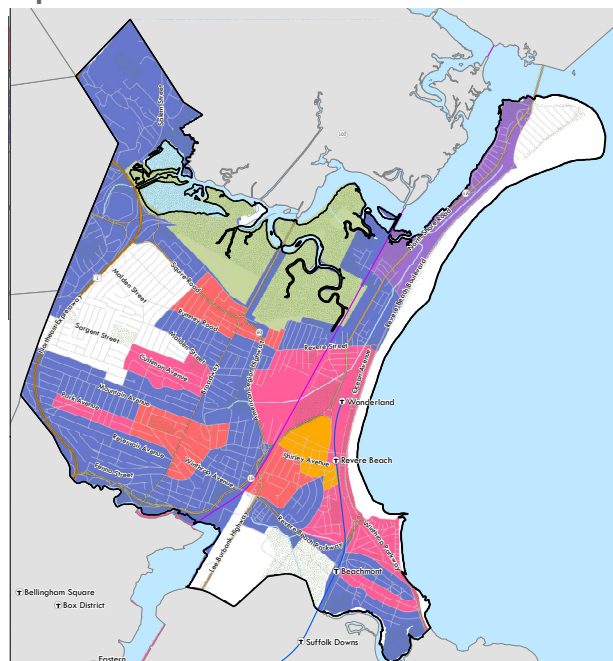
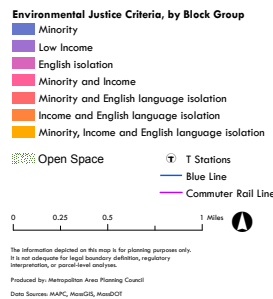
given that the senior population is expected to increase by 67% from the population level in 2010. In that same time period, the cohort of residents between thirty-five and sixty-four will also experience a significant increase of 54% over 2010 levels. Such demographic shifts have implications for every 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.

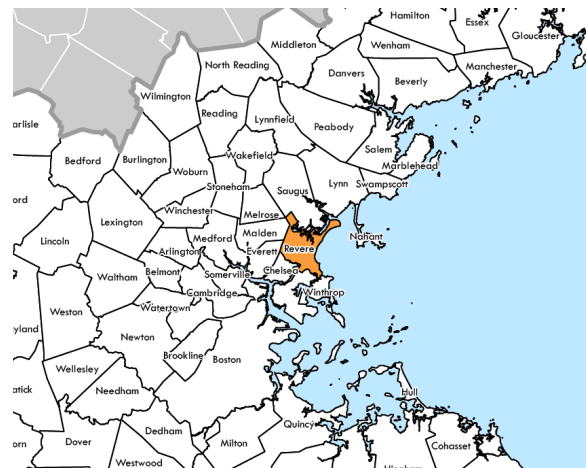
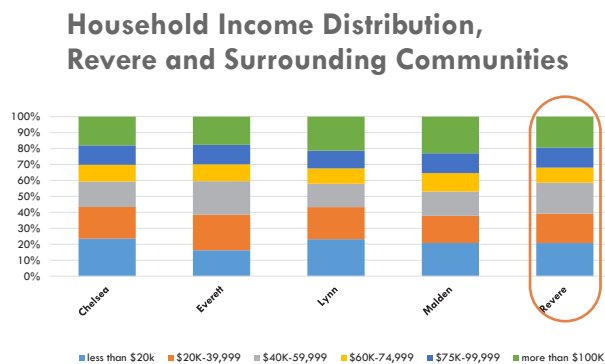
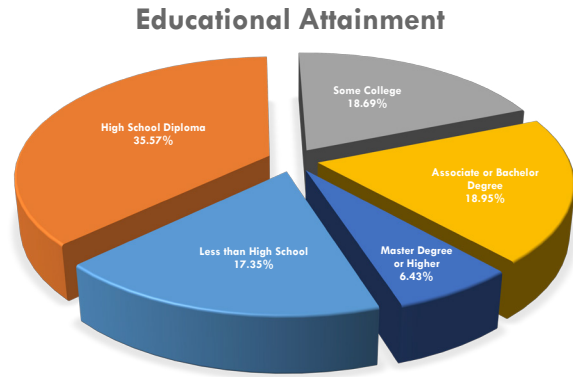
The MAPC team compared Revere to four neighboring communities, Chelsea, Everett, Lynn, and Malden. These communities were also used in the Revere Open Space & Recreation Plan Update that was completed by MAPC in June 2018, and these communities will be referred to as “context communities” throughout 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.

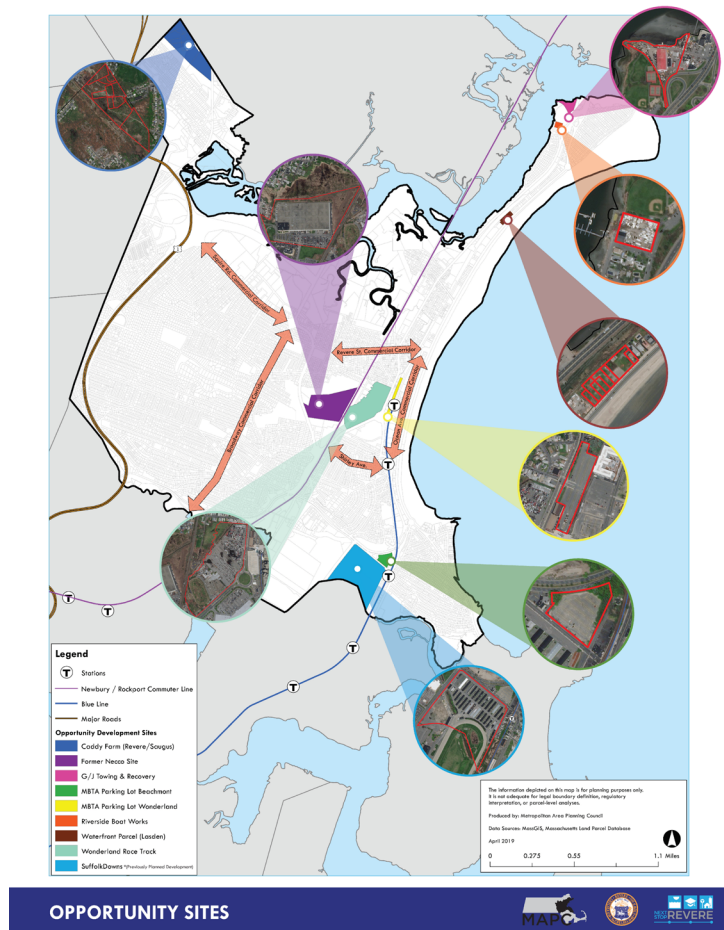


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Today, Revere's amenities such as Revere Beach, proximity to Logan Airport and transit access, have attracted new residents as well as businesses in the leisure and entertainment industries. Recently, new tech and e-commerce firms have located in Revere,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

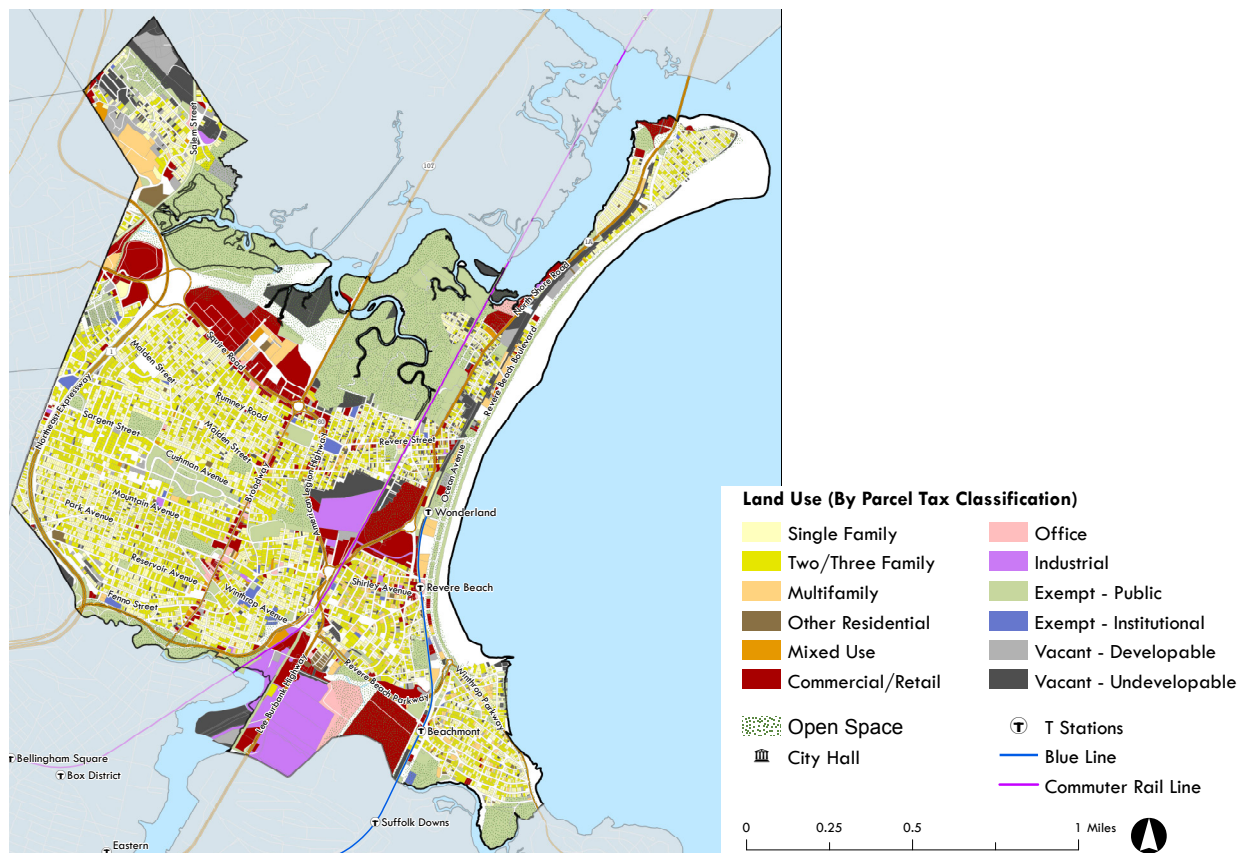
The Suffolk Downs development, although not included in the Master Plan process given that planning for the site was concluded before the launch of *Next Stop Revere*, also served as a backdrop for the plan, given the transformational nature of the project and its impact across the city.

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.

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 used 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 said 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 concerns 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

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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.

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 said, "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 said, "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.

## 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