



Revere Development
What is your vision?

Site	
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.

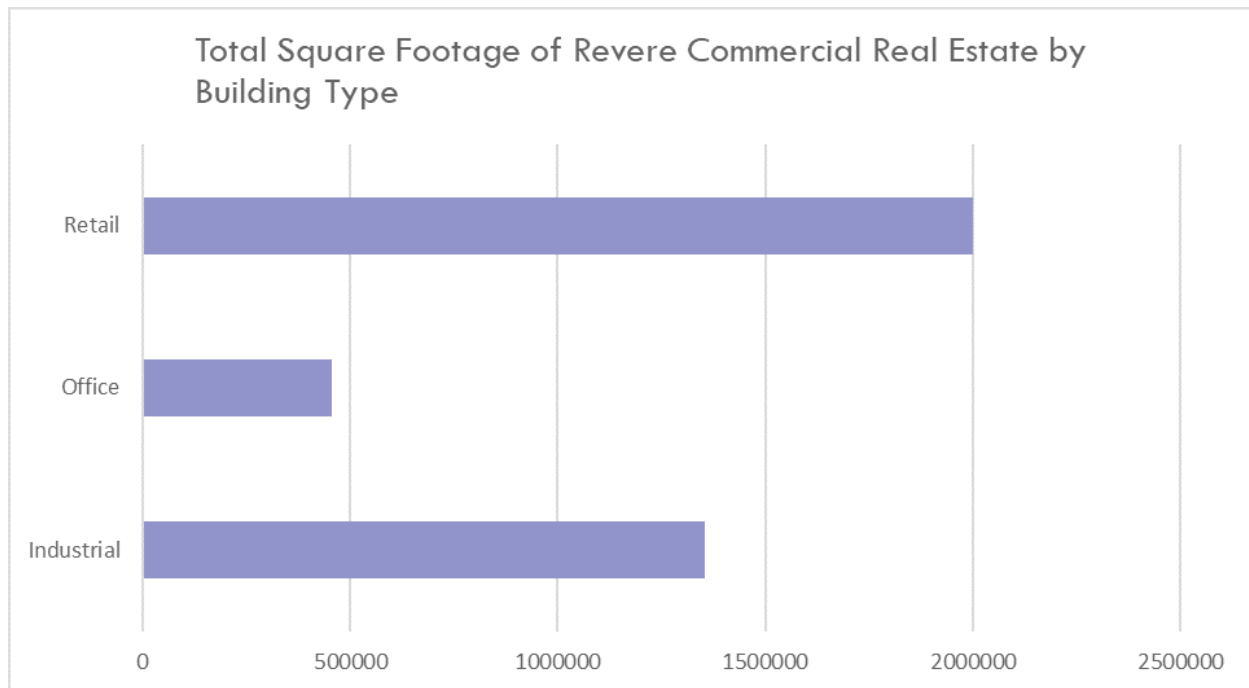


Figure 1: Total Square Footage of Revere Commercial Real Estate by Building Type, Source: CoStar, Accessed 9/2/2019. Retail N = 198, Office N = 51, Industrial N = 32

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.

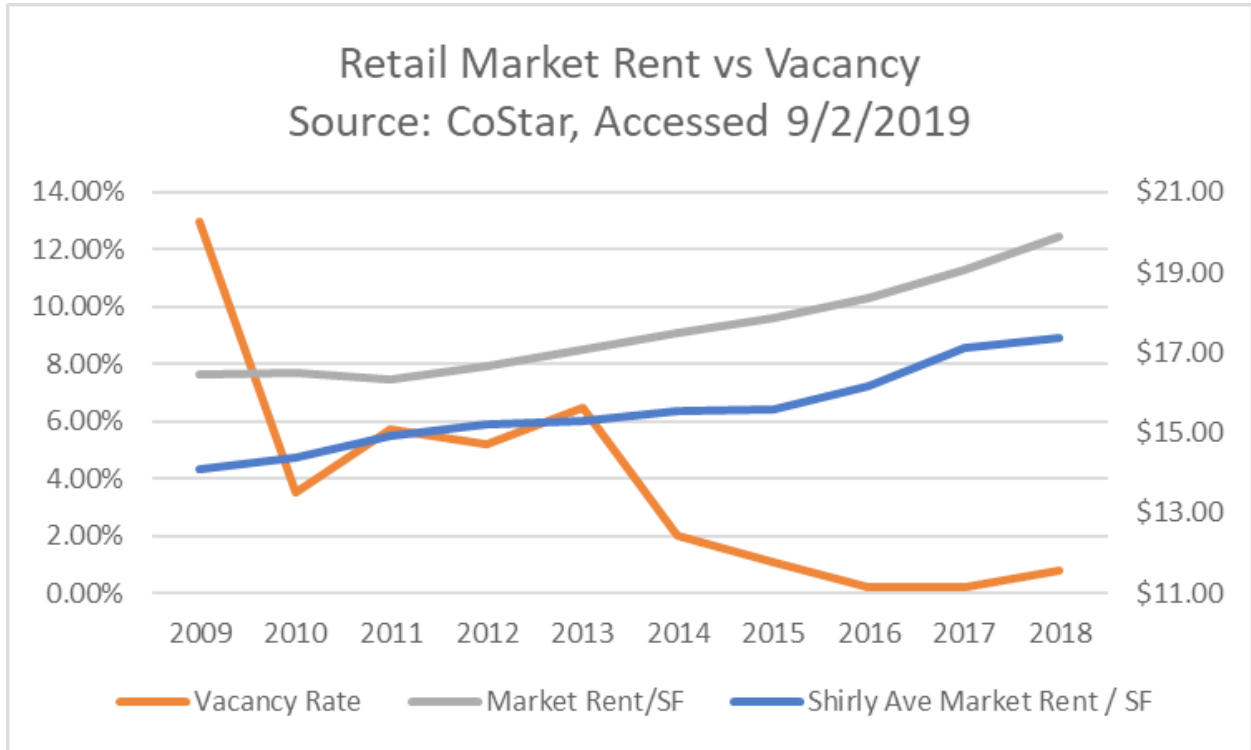


Figure 2: Retail Market Rent vs. Vacancy Source: CoStar, Accessed 9/2/2019

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,

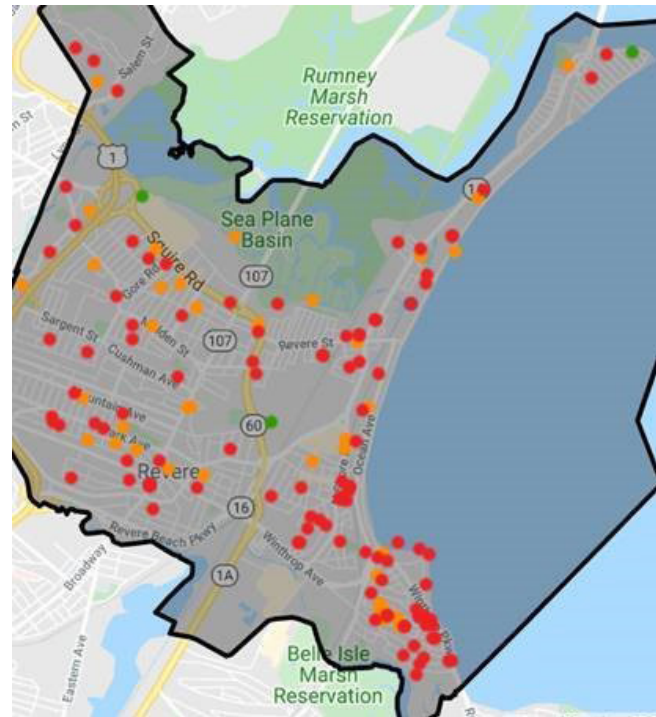


Figure 3: Location of short-term rentals. Source: City of Revere, Nov 2019

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.

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

REVERE RESIDENTS' COMMUTING PATTERNS

Source: US Census On the Map, LEHD 2016

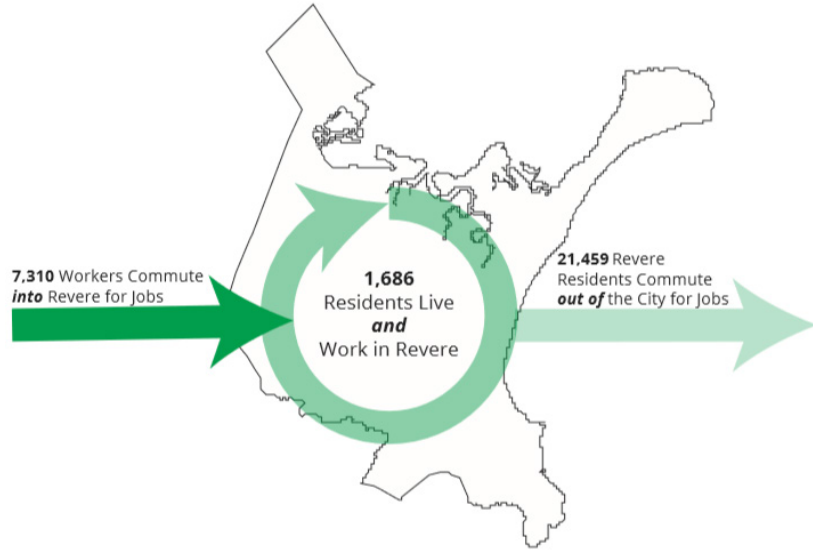


Figure 4: Revere Residents' Commuting Patterns, US Census on the Map, LEHD 2016

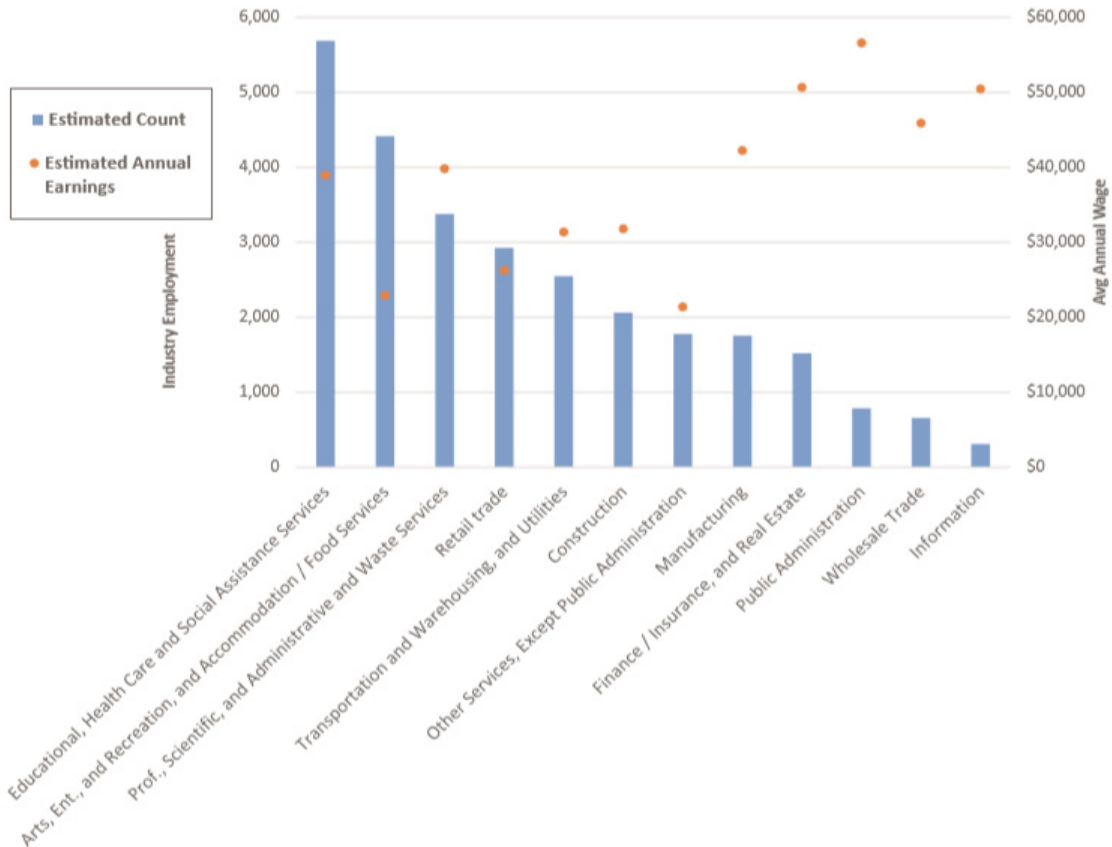


Figure 5: Revere Residents by Industry, Employment, and Annual Wage. Source: US Census ACS 5 Year 2016

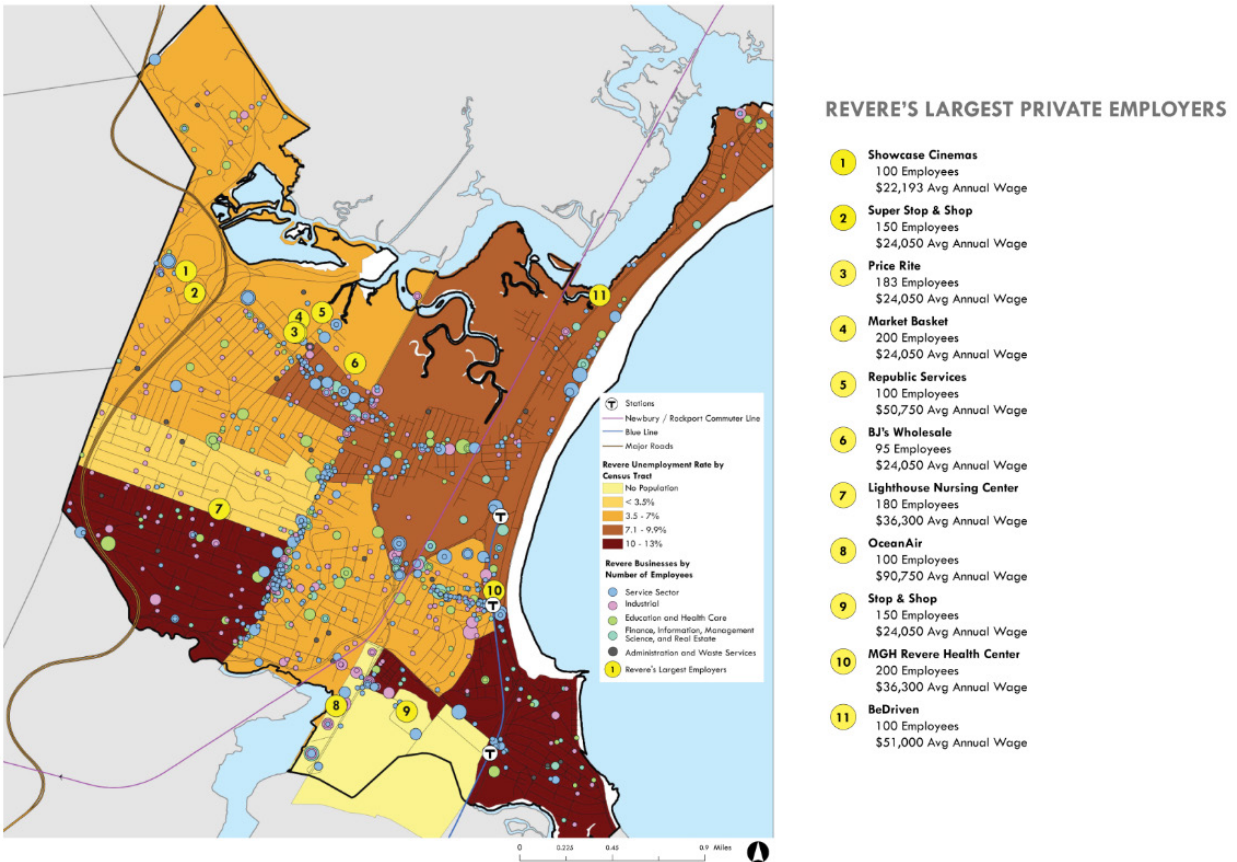


Figure 6: Revere's Largest Private Employers. Source: InfoGroup USA, 2016.

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).

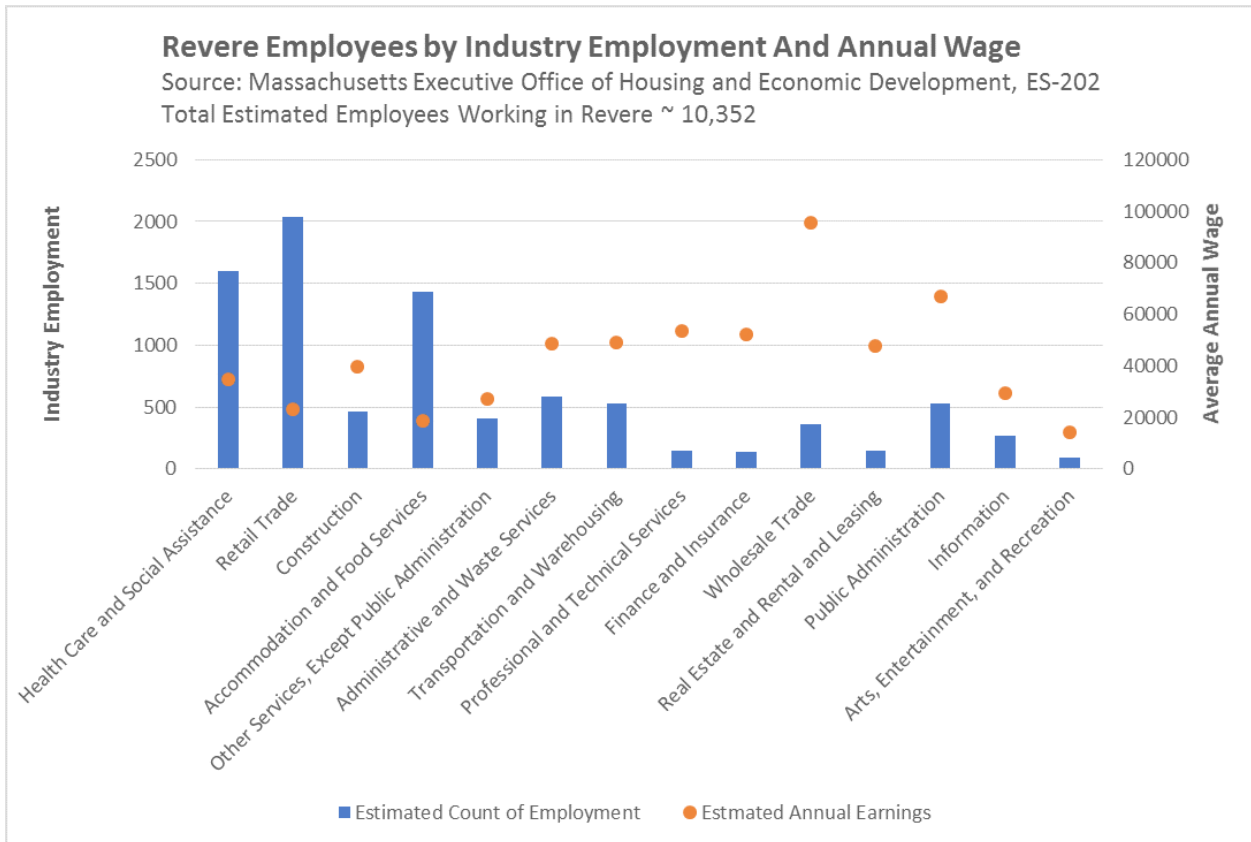


Figure 1: Revere Employees by Industry, Employment, and Annual Wage. Source: MA EOHED, ES-202.

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

7 InfoGroup USA, 2016



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

¹⁰ <https://www.itemlive.com/2018/02/27/whats-happening-wonderland-dog-track-demolition/>



- 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.

Strategy 1.4: Partner with existing training providers to increase access to hospitality training programs preparing workers for employments at new hotels under development in Revere.

Planning

Strategy 1.5: 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 1.6: 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 1.7: 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 1.8: 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 1.9: 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.

Strategy 2.6: Explore feasibility of establishing a full-time staff position within the municipality or appropriate agency to develop and promote Revere's significant travel, tourism, and recreational opportunities to local, regional, and international visitors.

Planning

Strategy 2.7: 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 2.8: Conduct a citywide business survey to solicit input from businesses on what they need from the City.

Strategy 2.9: 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 2.10: Based on the results of the small business survey, develop a plan to provide specific assistance to immigrant and minority-owned businesses.

Strategy 2.11: Work with DCR to enable more food vending opportunities along Revere Beach

Strategy 2.12: 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 2.13: Review zoning in the commercial corridors for the feasibility of incorporating mixed-use developments.

Strategy 2.14 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

