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# Public Facilities and Services

“The next city will include much that is new, but to succeed it cannot ignore what came before. Linking the past with the present, and seeing the old anew, has always been part of our improvised urban condition.”

— Witold Rybczynski<sup>1</sup>

In many ways, the character of our communities can be reflected in the quality and appearance of its civic facilities.

## Introduction

Civic institutions, such as parks, libraries, city halls, schools, religious institutions, and cultural facilities function as gathering places and key anchors in the community. At their best, they nurture and define a community's identity by instilling a greater sense of pride, they foster frequent and meaningful contact between citizens, they provide comfort in their public spaces and they encourage an increasingly diverse population to use them.

The public facilities and services element of a Master Plan helps to guide decisions and develop a plan relevant to public buildings, utilities, and infrastructure in order to meet future needs of the community. Public facilities make it possible for municipal employees and volunteers to provide services for the public good. The adequacy of Revere's municipal facilities for the functions they serve is largely determined by four factors:

- The form, size, and organization of the City's local government;
- Projected population and economic growth;
- The city's land-use pattern; and,
- The expectations of the city's population.

The City's ability to provide adequate facilities depends on effective capital planning and a commitment to implementation, asset management policies, and the amount of revenue available for local government operations. This chapter includes information about City administration; services that keep the City running including: Public Works, Facilities, Public Safety, and Community Services; properties owned by the City of Revere or the Revere Public School District; and strategies for how the City can maintain and improve its public services and facilities.

Additionally, while there are public facilities such as the Department of Conservation and Recreation's new maintenance facility that are geographically located in Revere this chapter only includes public facilities that are owned, operated or under the jurisdiction of the City of Revere.

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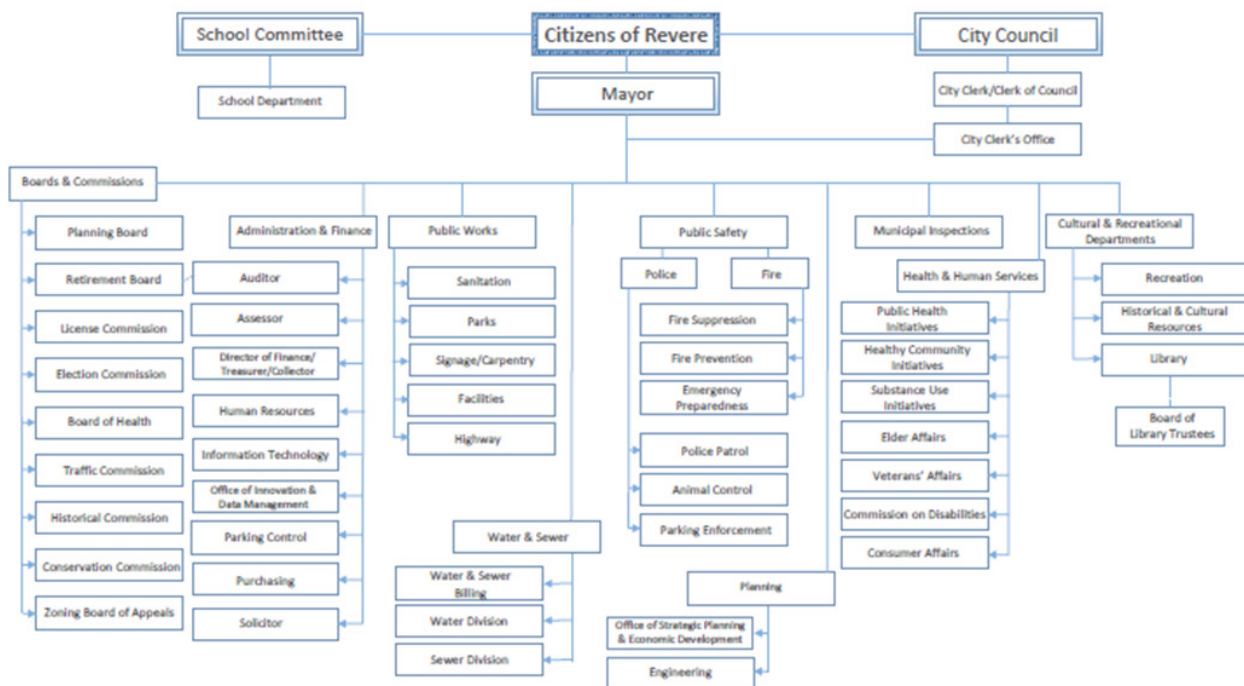
1 “Makeshift Metropolis: Ideas About Cities,” 2010

## City Administration

Revere is governed by the Mayor-council form of government. The Mayor is elected for a four-year term of office and serves as the Chief Executive Officer and administrative head of the city and chairman of the School Committee. The Mayor appoints most City department heads, and members of the various boards and commissions, which are subject to City Council confirmation. After consultation with department heads, the Mayor submits the annual fiscal budget to the City Council for approval. The Mayor approves all municipal payrolls, vouchers, contracts and financial instruments, and recommends bond issues, legislation and orders to the City Council.

The City Council is the legislative branch of City government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary for the operation of the City. The City Council approves, disapproves, or reduces appropriation recommendations by the Mayor. The Council considers recommendations submitted by the Mayor and petitions from the public. The City Council also has the power to enact Ordinances, review and approve zoning changes as well as development projects that require Special Permits or Planned Unit Development (PUD) approvals – which include most, if not all major development projects. A majority of the City Council constitutes a quorum, and the affirmative vote of a two-thirds majority of all the members of the Council is necessary for the adoption of any motion, resolution, or ordinance.

The City provides general governmental services for the territory within its boundaries, including police and fire protection, the Metro North Regional Emergency Communications Center (MNRECC) which is operated as a combined 911 emergency dispatch center for the City of Revere and Town of Winthrop, disposal of solid waste, public education, street maintenance, parks, and recreational facilities, and water and sewage services. The Revere Housing Authority is responsible for managing 902 units of low-income housing for the City. Buildings are either owned by the Authority or are part of the rental subsidy program or the voucher program.





## Capital Improvement Plan

The City has an established capital improvement planning process in place, overseen by auditors who monitor progress. Over the next five years, the City of Revere plans to invest \$62.4 million in funds for 115 capital improvements projects citywide, including the construction of the DPW facility, DCR facility, and Point of Pines fire station. Energy/Climate auditors are currently being conducted for school facilities, including information submitted to the Massachusetts School Building Authority for the new high school.

These projects range in size from \$25,000 to update and replace current parking signage, to \$22.5 million for the new DPW facility. After investing nearly \$7.2 million in FY2019, the FY2020 plan lays out an additional \$11.6 million, including over \$9 million for the Point of Pines fire station. The City's Capital Improvement Plan (CIP) for FY2019 to FY2023 strives to balance many significant and competing infrastructure needs, including vehicle and equipment acquisitions, parks and open space, public buildings and facilities, and roadways and sidewalks. The goal of the plan is to thoughtfully allocate the limited resources that are available while taking into account the many needs identified by City departments and the School District.

Funding for FY2020 expenditures will be provided from an array of local, grant, and enterprise funds including:

- \$9.2 million in general fund debt;
- Approximately \$1.2 million in Pay as You Go capital;
- \$778,000 in Chapter 90 roadway improvement funds.
- \$170,000 from the Urban Areas Security Initiative (UASI) Program
- \$55,000 in parking receipts
- \$200,000 in parks grant funds

### What is a Capital Improvements Plan?

A capital improvements plan (CIP) is a road map for planning and funding public facilities and infrastructure. It typically incorporates both the construction of new facilities and the rehabilitation or replacement of existing capital. Typically, a CIP covers a period of three to six years (Revere's is a rolling five-year plan) and serves as a declaration of intent by a locality to make capital expenditures on the schedule indicated. A CIP may or may not consider multiple forms of funding (Revere includes an array of potential funding sources).

Significant additional funding comes from development fees through the Community Improvement Trust (CIT), Inflow and Infiltration (I&I) enterprise funds, Community Mitigation Funds from the Massachusetts Gaming Commission (MGC), MassWorks, and other state sources including those related to transportation and environmental bond bills.

## Public Facilities

The City manages 15 buildings that serve a multitude of purposes. Additionally, the City also has offices in a number of shared-use facilities, such as the Substance Use Disorder Initiatives (SUDI) building and the Post Office, which houses the Office of the Parking Clerk. The Revere Housing Authority properties represent a key element of the City’s public facilities and are described in detail in the Housing chapter.

It should be noted that an Accessibility study was recently completed. The audit examined accessible entry/exit ramps and parking access and provided specifications for upgrades that would bring the facilities into compliance. The recommendations included in the report should be reviewed and prioritized, to determine the best course of action to ensure that upgrades can be done in a timely, cost-effective manner.

Revere City Facilities	
Facility	Location
City Hall	281 Broadway
Public Library	179 Beach Street
Rossetti-Cowan Senior Center	25 Winthrop Avenue
American Legion Building	249 Broadway
Revere Historical Society	108 Beach Street
McKinley School	65 Yeamans Street
Police Department	400 Revere Beach Parkway
Fire Department	(Locations below)
Fire Station #1	360 Revere Beach Parkway
Fire Station #2 (Decommissioned)	Point of Pines
Fire Station #3 (shared with City of Malden)	3 Overlook Ridge Drive
Fire Station #4 (headquarters)	400 Broadway
Fire Station #5	4 Freeman Street
Fire Department storage	929 Winthrop Avenue
DPW Building	321 Rear Charger Street
Recreation Offices	150 Beach Street

## CITY HALL

Built-in 1897, City Hall is located in the heart of Revere's commercial corridor at 281 Broadway. In addition to housing administrative offices and meeting rooms, the 2.5 story brick Colonial Revival building once housed the City's public library. Both buildings were placed on the National Register of Historic Places in 2012. Today, several City Departments operate out of City Hall with offices on the lower level, ground floor, second floor, and mezzanine level. The City recently allocated \$3.9 million for the renovation of City Hall in its FY2018-FY2022 Capital Improvement Plan. Facility improvements completed in August 2019 included accessibility upgrades, façade restoration, and a new roof. Many of the repairs to this building were required as a result of damage from a tornado in the summer of 2014. The City is also planning for office upgrades and additional ADA-compliant upgrades.

City Hall is open Monday through Thursday 8:15 am-5 pm, Friday 8:15 am-12:15 pm and at other times when there are posted meetings. In the summer of 2019, the City retrofitted a surplus shuttle van and launched its Mobile City Hall (MCH). The MCH has already been programmed into multiple community events and allowed residents to do everything from pay a bill to get a library card. City departments have the option to request/reserve the MCH for public engagement/information efforts so residents will not only have access to city services but an opportunity to ask questions and gain a better understanding of the services City Hall offers.

## REVERE PUBLIC LIBRARY

First established in 1880, the Revere Public Library strives to foster the intellectual and cultural life of the community of Revere by providing quality literature, media, programming, and access to technology for residents of all ages.

The current facility located at 179 Beach Street, was built in 1903 with a \$20,000 grant from the Andrew Carnegie Foundation. The 5,444 square-foot Georgian Revival-style building remains one of the few Carnegie buildings to have never undergone expansion. In the late '80s, early '90s, a plan was developed to renovate and expand the library. The City filed for a grant from the state to fund the project however, the financial support needed from the City to bond the project fell through. The City should move forward with submitting a new grant application to secure funding to do the planned renovation. A well-designed addition to the existing facility would accommodate the library's increasing collection and offer a modern library facility for Revere residents.

The Library procures books and media and shares with other member libraries of the North of Boston Library Exchange, and other libraries statewide. The Library also sponsors children's, young adult, and adult programs, including author talks and signings and movie nights. The Revere Public Library is operated by a Library Director with oversight provided by the Library Board of Trustees.

## ROSSETTI-COWAN SENIOR CENTER

The Rossetti-Cowan Senior Center is located at 25 Winthrop Avenue in the former New England Telephone and Telegraph building. This facility houses the City's Department of Elder Affairs and the Council on Aging. The Senior Center's mission is to support the independence of seniors within the city of Revere by advocating for services, programs, and activities to meet their needs, provide a healthy meals program, and offer safe, low-cost transportation to them while ensuring they are welcomed at the senior center in an inviting, positive, fun, safe, environment that enriches their quality of life.



The Council on Elder Affairs, through the Rossetti-Cowan Senior Center facility, provides a variety of social, recreational, health and educational programs for Revere's 60 plus population. One of the more popular activities enjoyed by seniors is the center's bocce court. Recently, the City has expressed interest in making improvements to the center to include a gentle exercise facility. The Senior Center produces a monthly newsletter called Revere Senior Power, which lists all the programs, services and activities that seniors can take advantage of each month. The facility has recently undergone extensive renovations and upgrades, including resurfacing of the parking lot, enhancements to the front entrance and building façade, and the installation of a sump pump to reduce flooding in the basement. The Rossetti-Cowan Senior Center is operated by the Director of Elder Affairs and a Board of Directors appointed by the Mayor.

### AMERICAN LEGION BUILDING

The historic American Legion Post 61 building, originally constructed in 1930, is located downtown across from City Hall at 249 Broadway. The 4,042 square foot building is owned by the City of Revere and houses several City departments, including the Inspectional Services Department, Human Service Department, and the Public Health Department. The grounds in front of the American Legion Building are an important site of local events and culture. The Revere Farmer's Market and Revere's Summer Music Series turn the small park into a gathering space and cultural activity hub.

### REVERE HISTORICAL SOCIETY

The Revere Historical Society and Museum is located at 108 Beach Street. Founded in 1994, the Society seeks to provide and preserve facilities and locations which develop, exhibit, and preserve the city's history. The building is owned by the City and leased to the Society at a nominal cost. The Society renovated the 100-year-old former Immaculate Conception rectory to house a cultural and historic center. This architecturally significant building was saved from the wrecking ball and has been restored to the Colonial Revival period. This elegant building includes 14 rooms and a kitchen facility and has also been placed on the National Register of Historic Places. There is no admission for members, and a \$3 donation is suggested for non-members. The City was recently awarded funding from the Massachusetts Cultural Council, which, combined with other public and private funds, will allow the interior and exterior renovation of the property, thereby improving its safety and security as well as its accessibility and attractiveness.

### MCKINLEY SCHOOL

The McKinley School building located at 65 Yeamans Street was built in 1904. The 115-year-old building served as an elementary school until closing in 2014. The former McKinley School, which suffered from space deficiencies and lacked adequate kitchen and restroom facilities, was replaced by Sargent James J. Hill Elementary. According to the FY2018-FY2022 Capital Improvement Plan, the City received \$2.5 million from the School District for the renovation of the former school building. The City is now in the process of preparing a Request for Interest (RFI) from private developers for the sale and redevelopment of this surplus property for a mix of senior-oriented medical, social, and limited residential uses that will also return this property to the tax rolls. As a result, there are no plans to upgrade the facility.

The Department of Public Works current uses some of the rooms for storage, as well as for the carpentry and sign shop while a new DPW facility is developed. The building also serves as the location for archiving paperwork from several City departments.



## ▶ OTHER CITY FACILITIES

### **Winthrop Avenue Fire Station**

The decommissioned fire station at 931 Winthrop Avenue is a City-owned surplus facility located in the Beachmont neighborhood. The Beachmont Improvement Committee has long advocated for restoring the facility to an active community use. The City is currently considering this property for a request for information (RFI) process that would involve a mix of various community-oriented office and commercial uses, with limited residential options.

### **HYM Innovation Center at Suffolk Downs**

Although privately owned, HYM Investment Group, the developers of the new Suffolk Downs project will be investing in a series of public facilities that will be publicly accessible and/or otherwise beneficial to the City of Revere.

These facilities include the complete network of streets, sidewalks, crosswalks, pathways, and bikeways that will serve the new Suffolk Downs neighborhoods, as well as street furniture, lighting, and signage. HYM will also invest in almost forty acres of parkland and open spaces, thirteen acres of which will be in Revere, designed to complement existing Revere parkland and open-space systems, all of which will be publicly accessible to Revere residents.



## Public Services

### REVERE POLICE DEPARTMENT

According to the City's website, the City of Revere's Police Department is dedicated to meeting the needs of the community in the delivery of quality police services in an effective, responsible and professional manner. The department is committed to maintaining order while affording dignity and respect to each and every individual and promoting a safe and secure community for all.

The Revere Police Department provides public safety services, including Uniformed Patrol, Foot Patrol, Traffic Enforcement, Major Crimes Investigation, Special Operations, and Emergency Management to the people of the city of Revere. The Department is broken down into several divisions, each with a specific function. This includes one hundred and fifteen full-time employees, including one hundred and seven sworn officers and eight civilian clerks. The Department is also a member of the nine communities around the city of Boston that compose the Urban Area Security Initiative (UASI) of the Department of Homeland Security.<sup>1</sup>

The Police Department operates out of its headquarters located at 400 Revere Beach Parkway, which was constructed in 2007 and includes a community room for public meetings. The Department also maintains police substations at 6 Pleasant Street, across from City Hall and the ground floor of the new Veterans preference residential development at 123 Shirley Avenue. During 2013 (the most recent year for which data was available) the department made 851 arrests, issued 3,232 citations and responded to 654 accidents.

The Police Department currently has a fleet of twenty-two marked vehicles, thirty-four support vehicles, and four motorcycles.<sup>2</sup> In 2017, the Revere Police Department formed a Community Service Division to more proactively engage residents and collaboratively solve community problems. In 2018 the City received state grant funds to purchase new laptops for police cruisers and other equipment. The department recently installed speed radar signs along ten heavily traveled roads throughout the city to help reduce speeding and motor vehicle crashes. The Revere Police Department also owns and operates a number of public safety cameras, particularly in public spaces and parks.

### REVERE FIRE DEPARTMENT

The City of Revere's Fire Department's mission is to protect the lives and property of the citizens and visitors of Revere. The Fire Department provides fire suppression, fire prevention (through inspections and code enforcement as well as fire safety and education), emergency medical response, rescue, auto extrication, hazardous material response, and related services to the city. The Fire Department includes 107 uniformed personnel consisting of four fire suppression groups and administrative staff.

The Metro North Regional Emergency Communications Center (MNRECC), is a separate entity serving as a combined 911 civilian emergency dispatch center that serves Revere and Winthrop. The MNRECC pays rent to the police department and operates out of the Revere Police Station located at 400 Revere Beach Parkway. The MNRECC currently employs 20 full time, 3 part-time, and 3 per diem employees. The Fire Department also operates the City of Revere Emergency Operations Center at Central Station and oversees the City's Shelter Operations.

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1 City of Revere, FY 2018 Proposed Budget, 187

2 City of Revere, FY 2020 Proposed Budget, VIII-9

The City of Revere was recently awarded a \$1.1 million-dollar Staffing for Adequate Fire and Emergency Response (SAFER) grant from the U.S. Department of Homeland Security. This grant allowed the Revere Fire Department to hire four new firefighters. Ensuring that the Fire Department is sufficiently staffed helps to improve service levels, emergency response times and ensures that the department can adequately serve the nearly 54,000 residents in Revere.

The Revere Fire Department maintains four fire stations: Broadway Central Fire Station (Engine 4, Ladder 2) located at 400 Broadway, Freeman Street Fire Station (Engine 5) located at 4 Freeman Street, East Revere Fire Station (Engine 1, Ladder 1) located at 360 Revere Beach Parkway, and West Revere Fire Station (Engine 3) which is shared with the City of Malden and located at 3 Overlook Ridge Drive.

Additionally, the City owns a 0.3-acre lot at 140 Lynnway, the site of the former Alden A. Mills Fire Station in the Point of Pines neighborhood. In 2018 the City approved funding for a feasibility study to determine whether the decommissioned station should be upgraded or if the construction of a new facility was more appropriate. The feasibility study was completed in May 2019 by Winter Street Architects and the City has secured funding to demolish the decommissioned station and rebuild a new one. The Fire Department's Headquarters and Fire Prevention Office recently underwent renovations that include repairs to the building's interior stairs and the replacement of the building's roof.

The Fire Department has a fleet of four fire engines, two ladder trucks, and one Deputy Chief Command Car that operate out of four fire stations. The department has one spare engine and one spare ladder truck. The remainder of the motor vehicle fleet consists of a Mechanics truck, Emergency Management truck, and Command 2 Car, a Fire Investigation SUV, and several fire prevention vehicles.

Additionally, the department operates the following water craft: twenty-five foot Fire/Police Rescue Boat, two Rubber Zodiac Inflatable Rafts, and a jet ski. The Department also has a spill trailer stocked to respond to Hazardous Material spill incidents threatening our roads, water ways, and environment.

The department submitted project requests in the FY19 Budget totaling \$5.3 million for the replacement of two aging Fire Department ladder trucks and two pumpers. In a collaboration with the Office of Innovation and Data Management, the Department recently launched an E-Permitting system in the office of Fire Prevention. The system is live and has helped improve the ease, efficiency, and workflow of permitting between ISD and the Fire Department. The Department also received a \$9,716 grant to relaunch a fire safety education program for students and seniors.

## DEPARTMENT OF PUBLIC WORKS

Revere's Department of Public Works (DPW) strives to support and enhance the highest quality of life for the city's residents, businesses and visitors by providing well planned environmentally sensitive, cost-effective infrastructure and services that promote good public health, personal safety, transportation, economic growth, and civic vitality. The Department provides professional-quality maintenance, repair, and construction services while maintaining streets, parks, playgrounds, street lighting, and public areas.

The DPW is responsible for the ongoing maintenance of water mains, sewer mains, pumping stations, and City vehicles and equipment. The DPW also maintains all roads in Revere with the exception of roads under the jurisdiction of Mass DOT and DCR, which includes roadway maintenance, sweeping of streets, signage and traffic controls including traffic signalization. The DPW is also responsible for rapid response to all snow, ice, and other severe weather emergencies and conditions.

In addition, DPW maintains all trees on public land, including street trees and trees within parks and other open space. The DPW provides maintenance for all athletic fields and playgrounds, and maintains all public buildings with the exception of the schools. The DPW also provides support for all city events and events held by various non-profit organizations and neighborhood groups. Finally, the DPW also manages trash and recycling programs.

The Department is divided into the following divisions: Public Works Administration, Highway, Sanitation, Water & Sewer, and Parks. The department has a combined total of 30 FTE employees, seven of which are administrative positions.

Operations for the Public Works Department takes place in the DPW Building at 321 Charger Street. The City is currently in the process of constructing a new \$22 million DPW facility on site of the existing facility which was built in 1975 and last renovated in 1987. Preliminary design for the facility was completed in FY2019. The new 47,458 square foot facility will house all DPW working groups and include an administrative area, a locker room, and storage for equipment.

The DPW has twenty-three labor force employees and three full time administrative staff and 1 part-time clerical staff. The DPW is broken up into sub departments with supervisors and foreman for each: sanitation (street sweeping , trash removal , trash and recycle programs); highway department (roadway maintenance); parks/forestry (parks, playgrounds and trees); and public facilities (building maintenance). All work is completed by a combination of city employees and private contractors who are managed by DPW employees.

### **Roads, Sidewalks and Lighting**

Revere has approximately one hundred and seventeen miles of public and private roadways, the majority of which (approximately eighty-four miles) are locally owned. The vast majority of the remaining roadway is owned by the state—nearly fifteen miles are MassDOT owned, and just over seven miles are owned by the Department of Conservation and Recreation.

Major arterials such as Route 60 (Squire Road and American Legion Highway), Route 1A (North Shore Road), and Route 16 (Revere Beach Parkway) are maintained by the state and function as part of the regional highway system. The City's DPW Highway Division is responsible for the maintenance and repair of sidewalks, curbs, streets, and roads in the city of Revere. Regular road maintenance by the Highway Division is limited to public streets under the City's jurisdiction.

Division operations include pothole repair, asphalt patching, street sweeping, catch basin cleaning and reconstruction. Residential streets and main roads are cleaned regularly by issued street sweeping vehicles and during winter months, the Division works with staff from other divisions of the DPW to conduct snow and ice removal throughout the City.

While many streets have curbs and sidewalks consistent with City standards, a sizeable number do not. The streets between Squire Road and Malden Street stands out as not having curbs or sidewalks, but there are many other streets in similar condition. Curbs are an important component of the storm drainage as they channel water into culverts and sidewalks are important for pedestrian safety.

The City is also planning for significant improvements to public stairs, through conducting engineering assessments to determine needed improvements, budget, and timeline for such improvements. Prior to May 2017, no comprehensive assessment of city streets had been done, although staff has done citywide surveys of street conditions to inform infrastructure investment priorities, including crosswalks.



However, in 2018 the City contracted with StreetScan to analyze the condition of every local road in Revere. The report provided the City with the information needed to plan a street repair and replacement program. The study estimates that as much as 40% of Revere's streets may not be up to appropriate standards. In the summer of 2018, the City spent more than \$200,000 on sidewalk repairs, working through a 5-year backlog of requests. That figure increased substantially in 2019 when the City spent well over \$300,000 on sidewalk repairs. In 2019, WorldTech consultants provided a survey of street conditions for the City's Complete Streets Plan.

The City is actively working to improve project coordination between transportation agencies, utilities, and other agencies that may need to do construction or scheduled work in the public right-of-way. Better coordination of projects includes significant cost savings and reduce traffic disruptions from road work. Each year, the Massachusetts Department of Transportation (MassDOT) allocates Chapter 90 funds to cities and towns for road maintenance and construction and equipment. According to the FY2018-FY2022 Capital Improvement Plan, the City of Revere will expend \$3.95 million in Chapter 90 funds for roadway and sidewalk improvements. Note that road infrastructure is not discussed at length in this chapter, for a more detailed discussion of these facilities and recent improvements, please refer to the Transportation & Circulation chapter of this Plan.

Municipalities have direct control over energy use in their municipal facilities including, buildings, vehicle fleets, open space and recreational facilities, traffic lights, water and sewer systems. While municipal energy use typically only makes up a small portion of the total energy use within a community, municipal leadership on energy efficiency and renewable energy can be critical to elevating the issue and incentivizing change by leading by example. Energy efficiency efforts can help save the City money by reducing costs from energy usage.

The electricity utility provider for Revere is National Grid. Through an energy savings program, the company has committed to replacing all of the city's existing streetlights with high-efficiency light-emitting diode (LED) lighting. Anticipated energy cost savings for the City from these new LED lights is estimated at well over \$100,000 annually.

Energy issues are closely linked to several chapters of *Next Stop Revere*, for a more detailed discussion of municipal energy conservation and efficiency and renewable energy sources please refer to the Energy & Climate chapter of this Plan.

HYM Investment Group will also be building, the underground utility and water and sewer infrastructure that will serve the Suffolk Downs neighborhood. It will be designed and built to link to the current Revere water and sewer systems. Once constructed, this water and sewer infrastructure will be turned over to the City of Revere to become an integral part of the City's system. The estimated value of these combined improvements for the Suffolk Downs project as a whole is \$350 million, not counting an additional \$50 million of off-site transportation improvements.

### Trash & Recycling

The Sanitation Division of DPW is responsible for collecting household waste, yard waste, curbside recycling, and white goods. These collections help to maintain a healthy and clean environment for the city. Revere has a service agreement with Wheelabrator Technologies Inc., under which Wheelabrator is required to accept the city's municipal solid waste for disposal at its Saugus incineration facility. Private commercial properties and facilities are responsible for the cost of their own trash and recycling needs.

According to the FY2020 budget, the collection and disposal of solid waste and recyclables in Revere has

risen to nearly \$4 million. A Solid Waste/Recycling Enterprise fund was proposed in the City's FY2019 budget, this fund will allow for the City to segregate and monitor the business of collecting and disposing of the city's solid waste and recyclable materials.

In the case of collecting and disposing of the city's solid waste and recycling, there is a significant subsidy needed for the City to provide this service. In fact, only \$350,000 in projected revenues will be generated to offset the nearly \$4 million cost of providing the service.<sup>3</sup> This escalating cost, most notably the increasing and volatile costs of administering and disposing of single-stream recycling, has many communities scrambling to fund the costs. Currently, the City is paying more per ton to dispose of single-stream recycling than it does to dispose of trash.<sup>4</sup> It is a frightening reality and the administration is paying close attention to this situation.

In 2018, the City rolled out its uniform cart program and committed funds to supply more than 16,000 new, heavy-duty trash cans to each residential property. This new trash system, along with a new focus on recycling, will not only save the community money in the long-term but will also help keep the city clean and rodent-free. Additionally, the DPW has an educational program in place designed to help residents learn the basics of recycling as well as what items can be recycled.

In March of 2019, the City partnered with Simple Recycling to provide free curbside pickup of discarded clothing, textiles, and small household items. Revere residents receive "pink bags" that they can fill with unwanted clothing, jewelry, shoes, toys, blankets, drapes, pillows, and assorted small household items. Residents simply place the bag next to their recycling bin during regular recycling weeks, and a Simple Recycling vehicle will pick it up and leave a replacement bag for future use. The program also helps generate some revenue back to the City, approximately \$20/ton.

### **Water and Sewer Department**

The Water and Sewer Department is dedicated to maintain and improve the water in a fiscally responsible manner. The distribution system provides water and sewer services to over 50,000 residents in accordance with federal and state regulations.

The Water and Sewer Department has eighteen labor force employees and seven administrative staff. They are responsible for water, sewer and drain infrastructure throughout the city including roads under Mass DOT and DCR with the exception of some drain systems. They maintain culverts and drain water retention areas, as well as all fire hydrants throughout the city.

In addition, they maintain 27 water and sewer pumping stations, and are responsible for all the maintenance of and billing for water meters at each residence and business in the city.

As with the Department of Public Works, this work is completed by a combination of city employees and private contractors managed by Water and Sewer staff.

#### **Water**

The City of Revere maintains one hundred and seven miles of water distribution main piping that provides potable water to all occupied properties. In addition to water mains, the City owns and operates 1,630 gate valves, 823 hydrants, and 11,810 service meters. Approximately four million gallons per day of potable water is purchased from the Massachusetts Water Resources Authority

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3 City of Revere, FY 2019 Proposed Budget, I-16

4 City of Revere, FY 2019 Proposed Budget, I-17

### What is an enterprise fund?

An enterprise fund is a separate accounting and financial reporting mechanism for which revenues and expenditures are segregated into a fund with financial statements separate from all other governmental activities.

(MWRA) and enters the City's system through a series of six metered connections to the MWRA distribution system (four connections are currently active).

The Revere water distribution system consists of three separate pressure zones which are isolated using pressure reducing valves, check valves, and closed gate valves. The entire city is fed solely from the MWRA Northern High-pressure zone. The City recently decommissioned the Thomas Carroll Way Storage Facility, which was one of the last municipal water systems in the area.

In 2016, the City completed a report summarizing an evaluation of the water distribution system. This report also describes an asset management program needed to determine and report on the water system improvements required to address existing system deficiencies (including pressure, flow and water quality). The report further evaluates future water demand projected through the year 2035 and identifies the water distribution system piping and facility improvements that are required to adequately serve Revere's needs over the next twenty years. The asset management component of the report provides the City with a long-term plan for system improvements that is based on the risk and consequence of failure for each asset in the City's distributing system, and to use risk and consequence factors to rank each asset. The report outlines a series of annual capital improvements that consist primarily of removing old pipes and replacing them with new mains, valves, and hydrants. In addition, the City has outlined the need to remove the old reservoir no longer in use and to upgrade the City's potable water pumping system in the first years of the CIP3

The City recently completed the installation of wireless water meters. These advanced water meters are easier to read and provide two-way real-time monitoring that alerts DPW when there are system issues who in turn, alert homeowners. Additionally, the City has identified old lead (Pb) lined pipes in the system and begun removing and replacing them free of charge.

### Sewer

The City's wastewater collection system consists of about ninety-eight miles of separated sanitary sewer with the majority of the system constructed of vitrified clay pipe with brick manholes. Pipe sizes range from 6" to 36" in diameter with some larger oval-shaped trunk sewers. About 75% of these pipes are 8" in diameter. Stormwater enters a separate drainage system, which was designed to keep stormwater and sanitary sewage separate. On average, the City of Revere produces 7.5 million gallons per day (MGD) of wastewater (or sewerage) that is sent to the MWRA Deer Island facility for treatment.

The City of Revere is one of forty-three communities in the Greater Boston Metropolitan Area included in the sanitary sewage collection system service area of the MWRA. The majority of the sewage from the municipal system flows through a 36" x 48" brick arched sewer to the MWRA twin 36" siphon near Slade's Mill. The brick arched sewer high-end portion is referred to as the Harris Street Tunnel and the entire line is the main interceptor sewer in the city. The low-lying area along Revere Beach Parkway from Vinal Street west across Broadway to Olive Street discharges through a separate 10" connection at the siphon.

A 12" connection at the MWRA system on Washington Avenue near the Chelsea line serves a portion of the southwest corner of the city. Trunk sewers extend from the brick sewer to various sections of



the city. Because the city's topography alternates between low lying and hilly, a purely gravity-based sanitary sewer system is not feasible. Instead, sanitary sewage pumping stations exist in multiple locations including on Atwood Street, Dix Street, Furlong Drive, Goldie Street, Linehurst Road, the Lynnway, Malden Street, Marshview Terrace, Milano Avenue, North Marshall Street, Salem Street (Waitt Park), Sherman Street, and Washburn Avenue. In addition, the Garfield School, Hill School, the High School, and Della Russo Stadium all have on-site pumps that elevate waste so that it reaches the City's sewer lines. Some streets still have homes with septic disposal systems. Revere Beach Parkway from Olive Street to Borden Street and some parts of North Revere and some properties on Route 1 are among the areas without municipal sewage collection.

Revere faces a significant challenge that is not unusual to older, urban cities with aging sewer systems. During heavy rains, stormwater can enter sewer pipes via cracks in pipes and sometimes direct connections between private roof drains or sump pumps, or in-street catch basins and the sewer system, which can exceed pipe capacity and cause sanitary sewage overflows at the surface and causing the sewage to enter various streams and rivers in an unpermitted manner. This environmental and public health issue has been cause for concern for the United States Environmental Protection Agency (EPA) and the Massachusetts Department of Environmental Protection (MassDEP) and, in November 2010, the EPA, MassDEP, and the City of Revere entered into a Consent Decree (CD) that requires the City to detect and eliminate sanitary sewer overflows by 2022. Failure to comply with the decree has significant financial penalties and, if the City is making progress yet fails to meet decree deadlines, escalating daily fines could still be incurred. The City is currently working with an engineering consultant to determine the cost of upgrades needed to lift the consent decree.

The City's response to the requirements of the CD has been in progress since 2010. As required each year, the City and its contractors methodically investigate sections of the City's wastewater collection system to determine if infiltration and inflow (I/I) is occurring and what improvements are needed. The construction work to resolve the problem is then scheduled shortly thereafter. Work can include adding a cured-in-place pipe liner (CIPPL) made of fiberglass into older sewer pipes, disconnecting sources of illegal inflow, and replacing collapsed pipes, replacing dilapidated old pump stations, and many other activities necessary to operate and maintain the City's sewer system. In recent years, the City Council has authorized extensive borrowing that will be repaid by water/sewer enterprise fund revenues in order to meet the CD's obligations. This recent multi-million-dollar investment is making progress toward the CD's rigorous timelines but has come after decades of limited investment in sewer and stormwater infrastructure. As the continued investigations reveal the extent of challenges facing Revere, City officials have begun to work with the EPA and MassDEP to extend the schedule of work required under the CD. If an extension is granted and the City is given more time to complete the work, the associated debt could be spread out over more time, thereby reducing the annual financial impact on city ratepayers.

### Stormwater Collection

Surrounded on nearly all sides by water (Belle Isle Marsh to the south, Rumney Marsh to the north, and the Atlantic Ocean to the east), the city is located partially within the Saugus River Watershed and partially within the Mystic River Watershed. Although some parts of Revere are very low lying, other areas are quite hilly. This topography, coupled with varying soil characteristics (e.g., sand, peat, clay, and ledge), and the influence of tides in the Atlantic and the two marshes affects the local water table and makes managing stormwater runoff very challenging and complex in Revere. In addition, the Town Line Brook along the northern portion of Revere is tidally influenced and carries stormwater from Revere and neighboring communities to the ocean.



The City of Revere's drainage system is primarily a gravity flow system with 13 large drainage areas containing 23 smaller sub-areas. However, pump stations owned by the City and or the Commonwealth of Massachusetts are located on many streets in Revere to lift water from low lying areas into the storm drains.

Due to the city being located in very close proximity to the ocean and in some cases at or below sea level, its infrastructure is significantly influenced by the rising and falling tides. As a result, the City and the Commonwealth of Massachusetts maintain a number of tide gates throughout Revere which open and close to facilitate a natural water flow that keeps streams and marshes healthy while also preventing flooding. The tide gates are designed to prevent high tide water from rising up into the streets and the stormwater system to prevent flooding of City and private property. Generally, the gates operate by opening and allowing water to exit the City's drainage system during low tide. Then, they automatically close when the tide starts to rise, preventing water from entering the system. The gates are set in an attempt to allow some seawater upstream in order to flush the system regularly. However, in some cases where a high tide has closed a gate and heavy rains are inundating the City's system, flooding can still occur. Eastern County Ditch and Sales Creek are part of the stormwater collection system. Tide gates included in the system are located on Route 1 (Cutler Highway inlet of Townline Brook), Martin Street (an inlet of Central County Ditch), and Oak Island (an inlet of Eastern County Ditch), among others. It is critical that all City tide gates are maintained and operate properly. It is equally important that all tributary ditches, channels, culverts, etc. are maintained and cleaned as well. The importance of the tide gates was evident when the Oak Island gate malfunctioned in December 2014 and extensive flooding occurred.

Many areas of the city of Revere, especially those areas that were at one time comprised of primarily summer residences, lack sufficient drainage facilities. As described in the City's Open Space and Recreation Plan, City staff have identified eight flood hazard areas.

- Roughan's Point – Although the Army Corps of Engineers completed a flood protection project to prevent coastal flooding in this area, a 100-year storm could still result in flooding of streets and low-lying properties. The Broadsound Avenue pump station is designed to handle flooding on Broadsound Avenue.
- Lower Revere Street and Kelley's Meadows – These areas are adjacent to the Eastern County Ditch and vulnerable to flooding caused by heavy rainfall and coinciding high tides.
- Mills Avenue – During high lunar tides, this residential neighborhood floods approximately three feet. This flooding generally recedes as soon as the tide goes out. A sea wall would offer protection for this neighborhood. Due to repeated flooding, the roadway is starting to erode.
- Rice Avenue – There is a short sea wall on Rice Avenue, but it stops at Harrington Avenue. Flooding in this area would be mitigated by completing the gap in the sea wall at Harrington Avenue.
- Garfield School – The area in the vicinity of the Garfield School floods. There are ditches maintained by the MBTA along the tracks. These ditches need to be cleaned out to restore their storage capacity. Because there was an oil spill here thirty years ago, nothing can be done in this area until the soil is removed.
- Town Line Brook – Town Line Brook near the Malden line floods. There is a set of self-regulating tide gates on Route 1A.
- DPW Yard – There is flooding that occurs at the DPW yard.<sup>5</sup>

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5 City of Revere, FY 2020 Proposed Budget, VIII-8



## Parks and Recreation

The Revere Parks and Recreation Department is committed to enhancing the quality of life for all citizens of the city of Revere by providing active recreational, educational, and cultural programming services for all age groups. The department's objective is to provide parks and recreation facilities that are safe, accessible, and aesthetically pleasing to the entire community.

The Recreation Department has a staff of seven and is led by the Recreation Director who oversees full-time, part-time and seasonal temporary staff. The department facilitates the usage of City-owned fields, parks, and school gymnasiums for a number of community organizations for recreational uses.

The Parks and Recreation Department runs some programs from their offices at 150 Beach Street and also uses all of the City parks. The department recently facilitated the installation of a basketball court for people of all abilities. The Bankshot system was installed outside the Beachmont School at Frederick Park in May 2019 and is the first of its kind in the Greater Boston area. It features basketball nets 3'-7' off the ground, instead of the standard 10', to allow for people of all abilities to play.

Ongoing maintenance of City-owned open spaces is conducted by the Parks Division of the DPW. The Parks Division provides operations, programs, and ground maintenance and repair relative to parks and playgrounds, athletic fields, recreation, forestry, and all public building grounds including street islands and memorials. It is also tasked with the maintenance and management of Revere's urban forest. While the Parks Division works hard to service the open spaces in the city, it is faced with funding and staffing constraints.

The existing Recreation Center is in need of renovations and expansion to make it ADA-compliant, as well as a new roof. A new indoor recreation facility would provide much-needed space for the Park and Recreation Department to expand and coordinate the programming it offers. Recently, the City has also expressed an interest in acquiring and refurbishing McMackin Field on Winthrop Avenue which is privately owned by the Little League organization.

The Recreation Department launched a pilot program in the Fall of 2019 utilizing the James A. Garfield school as a citywide community center to explore resident recreational programming needs and demand in planning for a more permanent community and recreational facility in the future. The Recreation Department is actively working to expand access, affordability, and variety across its programs to serve more Revere residents of all ages and abilities including adaptive sailing in partnership with East Boston; therapeutic music programming; and supporting the Special Olympics Young Athlete Program. The Garfield School will serve as a creative and cost-effective interim solution until demand needs from the pilot program can be fully assessed and a permanent recreational facility solution can be found.

Please note that additional information on the Parks and Recreation Department is addressed in the Open Space and Recreation element of this Plan.



## Schools

The City of Revere operates its own school system, with approximately 7,544 students enrolled across the District’s eleven schools in eight facilities during the 2018-2019 school year. The district is governed by the Revere School Committee, a board of six elected members, plus the mayor and managed by Superintendent of Schools. In FY19, Revere Public Schools had an appropriated budget of \$85,628,634 million and employed 879 full-time employees According to the Revere Public Schools’ website: The mission of Revere Public Schools is to provide personalized and meaningful education to all students so that they individually experience superior personal development by:

- Engaging all members of our educational community in the decision-making process
- Ensuring rigor and relevance throughout all curricular areas
- Ensuring positive relationships among all members of the school community
- Fostering resilience within all members of the school community
- Fostering and celebrating innovation throughout our system

The Revere School District operates eleven school facilities including six elementary schools, three middle schools, and two high schools. Each of these facilities includes associated play equipment and fields.

City of Revere Public Schools	
School Facility	Location
<b>Elementary Schools</b>	
A.C. Whelan Elementary School	107 Newhall Street
Abraham Lincoln School	68 Tuckerman Avenue
Beachmont Veterans Memorial School	15 Everard Street
Garfield Elementary School	176 Garfield Avenue
Paul Revere School	395 Revere Street
Staff Sargent James J. Hill Elementary School	51 Park Avenue
<b>Middle Schools</b>	
Susan B. Anthony Middle School	107 Newhall Street
Garfield Middle School	176 Garfield Avenue
Rumney Marsh Academy	140 American Legion Highway
<b>High Schools</b>	
Sea Coast High School	15 Everard Street
Revere High School	101 School Street

The district's elementary school population is spread across five elementary school facilities: A.C. Whelan Elementary School, Abraham Lincoln School, Beachmont Veterans Memorial School, Garfield Elementary School, Paul Revere Innovation School, and Staff Sargent James J. Hill Elementary School.

A.C. Whelan Elementary School, located at 107 Newhall Street enrolls 786 students. The 241,299 square foot facility opened in 2006 and serves students from kindergarten through fifth grade. Abraham Lincoln School located at 68 Tuckerman Street enrolls 669 students. The 69,096 square foot facility opened in 1967 and serves students from pre-kindergarten through fifth grade. Beachmont Veterans Memorial School located at 15 Everard Street enrolls 326 students. The 135,379 square foot facility opened in 1979 and was last renovated in 2010. The school serves students from pre-kindergarten through fifth grade.

Garfield Elementary School located at 176 Garfield Avenue enrolls 732 students. The 108,216 square foot facility opened in 1991 and serves students from pre-kindergarten through fifth grade. Paul Revere Innovation School located at 395 Revere Street enrolls 478 students. The 35,624 square foot facility first opened in the first half of the 20th century. The property was demolished and a new building was constructed at the location beginning in 2009 and was completed in 2010. The school serves students from pre-kindergarten through fifth grade. Staff Sargent James J. Hill Elementary School located at 51 Park Avenue enrolls 722 students. The 103,000 square foot facility opened in 2016 and serves students from pre-kindergarten through fifth grade.

The district's middle school population is spread across three school facilities: Susan B. Anthony Middle School, Rumney Marsh Academy, and Garfield Middle School.

Susan B. Anthony Middle School located at 107 Newhall Street enrolls 593 students. The 68,968 square foot facility opened in 2006 and serves students from sixth through eighth grade. Garfield Middle School located at 176 Garfield Avenue shares a campus with Garfield Elementary School and enrolls 559 students. The 73,370 square foot shared facility opened in 1991 and serves students from sixth through eighth grade. The roof of the Garfield School was recently replaced with funding from the Massachusetts School Building Authority (MSBA). Rumney Marsh Academy located at 140 American Legion Highway enrolls 611 students. The 93,000 square foot facility opened in 2008 and serves students from sixth through eighth grade. The district's high school population is spread across two school facilities: Sea Coast High School and Revere High School.

Sea Coast High School located at 15 Everard Street enrolls 90 students. The 13,200 square foot facility first opened in 1979 and was last renovated in 2001. The school serves students from ninth through twelfth grade.



## REVERE HIGH SCHOOL

Revere High School located at 101 School Street enrolls 1,978 students. The 324,375 square foot facility was built in 1974 and was last renovated in 2008. The school serves students from ninth through twelfth grade.

Evolving demographics combined with Revere's projected growth over the next decade will increase demands for school facilities, especially for the City's high school population. Given the age and condition of the current facility, the City has submitted a statement of interest to the Massachusetts School Building Authority (MSBA) seeking funding for a new Revere High School. The City anticipates \$3 million in funding for a feasibility study in FY2021.

Developing a new high school is a high priority for the City of Revere, and for its residents, as was evident in survey responses and forum feedback. Developing a new state-of-the-art facility should be a top priority



when considering potential uses for key opportunity sites in the city. It is also important to note that the construction of a new high school facility impacts decisions regarding the future use of current facilities. As mentioned in the Economic Development Chapter, the new high school would have significant positive impacts on the Revere community, including expanded workforce development opportunities, increased public gathering spaces, as well as enhanced educational and cultural offerings for Revere students and other residents.

The following land use considerations should be considered:

- Accessibility to students across the city, as well as accessibility to transit options to other regional locations to facilitate internships and other workforce development opportunities.
- On-site or nearby workforce development options, such as hospitality (restaurants), biotech or light manufacturing companies.
- On-site or nearby recreational facilities for students and other residents of the city.

The City and School Committee are moving forward in the implementation process and major topics such as facility siting, access and circulation, parking, and the overall project timeline are currently under discussion. The tentative timeline for the construction process is expected to take place from 2020 to 2024.

## Information Technology Infrastructure

The City's information technology infrastructure includes a fiber optic-based network connecting all City-owned buildings and school facilities. Software applications used by the City of Revere include payroll, purchase orders, and the general ledger. Wi-Fi access points are currently located in City Hall, the American Legion Building (e.g., Building Department), the Park and Recreation Building, and the Senior Center. The City Network contains approximately 300 users with 16 servers currently virtualized (e.g., where the capacity of the server can be optimized in support of many users) at City Hall of a total of 20 physical servers that are in place.

In the FY2018 budget, the City authorized a plan to move out-of-date and insecure MIS servers to the Cloud, requiring a significant up-front investment, but resulting in savings, improved security, and upgrade potential in the long run.

### OFFICE OF INNOVATION & DATA MANAGEMENT

The Office of Innovation and Data Management is housed in City Hall. The department works to improve the interaction between city government and residents through improved constituent experience and works to expand the use of technology and data to drive city performance.

The department strives to make the city government more efficient, effective, transparent and responsive both internally between departments, and externally with residents. As the home of Revere 311, the department seeks to improve the relationship that Revere residents have with the Revere government.

Revere officially launched its 311 Constituent Service Center in October 2017. The office provides residents a vehicle to request City services and ask questions. In its first two years, the office received more than 30,000 phone calls. Of the requests for service received over the course of the year, about 40% are submitted online using the Revere 311 Mobile App and [revere.org/311](http://revere.org/311). The 311 team, which has Spanish and Haitian Creole speakers on staff, also provides simultaneous translation to dozens of additional languages. In addition to taking on requests and answering questions, the staff relentlessly follows up with departmental staff about open requests, to ensure quality constituent service is provided and requests are completed when possible. The increased value on constituent experience has had a positive impact on Revere residents, for City of Revere departments, and for quality of life in the city.

OIDM recently re-launched a new City of Revere website with a new design and new functionality for residents, businesses, and visitors. In September 2019, OIDM launched Results for Revere, a new data transparency initiative to portray updated departmental data on the City's website.

### ELECTION COMMISSION

The Election Department directs all Municipal, State and Federal Elections within the city of Revere. The Department operates with fairness and impartiality while adhering to Massachusetts General Laws, Campaign Finance Laws and the revised ordinances of the City of Revere when assisting candidates and residents in all aspects of the Electoral process. The Department administers Campaign Finance Law for Candidates and Committees filing on the Municipal level and promotes voter registration and participation in the electoral process.

The Election Department serves as a link to the residents of the city of Revere by conducting an Annual



City Census. Every ten years the staff in the Election Department serves as liaisons for the Federal Census. Census data is used to determine Congressional representation and Legislative Districts. Census responses provide funding for vital programs in the city.

The Election Department provides a variety of supplemental services to assist residents within the community including but not limited to proof of residence for tax abatements, Welcome Home bonuses for Veteran's, Life certificates for pension renewals, voter identification cards and Notary Public services.

## OFFICE OF THE PARKING CLERK

The Office of the Parking Clerk advances the City's vision for efficient and effective parking solutions that support economic growth and development and provide residents, visitors, and business owners with easy to use technology, clear information and operational transparency. While parking serves as a revenue source for the City, it is important to note the vision for well-managed parking as a facilitator for other community benefits, such as economic growth at local businesses and improved quality of life for residents, which is particularly relevant to planning for new developments along the Waterfront.

The Parking Clerk manages the resident and visitor parking permit program and oversees parking payment processing. With the significant anticipated growth and attention to the city's commercial districts, as well as the parcels along the waterfront, the functions housed in this will continue to grow in scale and complexity. The Department recently installed new Smart Meters throughout the city that offer both credit card and coin payment options. The Department also contracted with a new software company that allows patrons to pay tickets and purchase resident parking stickers online.

## Community Input

### FEEDBACK FROM THE KICK-OFF EVENT

This section provides a summary of feedback received from members of the public. Input and feedback on Revere’s facilities and services were collected through interactive boards during the first open house kick-



off meeting on January 15, 2019. During the open house, participants were shown posters that provided an overview of City and school-owned buildings and were asked: “What improvements or recommendations would you make for new or existing Public Facilities and Services?”

Many participants noted the need for a new high school and a new state-of-the-art Recreation/Community Center. Others suggested a need to support the regularly scheduled maintenance and upgrades of Revere’s existing public facilities including comprehensive renovations and expansion of the public library. Several people also noted the need for roadway, sidewalk and pedestrian infrastructure improvements.

### FEEDBACK FROM THE SURVEY

The online survey administered asked participants to rank the importance of several key issues for Revere. Over 80% of respondents marked “Building a new high school” as important, very important, or extremely important. Additionally, “Providing more community spaces” was marked as important or higher by 87% of respondents. There were also several write-in comments about the importance of improving roadways, crosswalks, sidewalks, lighting and pedestrian infrastructure in the community.



## KEY THEMES

Revere faces some challenges in meeting its short- and long-term facility and service needs. The City is charged with making tough choices with diverse needs competing for money, space and community support. The following recommendations were developed based on the information provided by various City departments and public input. However, these are meant to serve as a general guide; many specific decisions are reserved for Revere residents and City administration to decide through an equitable, transparent and robust civic engagement process.

Additionally, during the January 2019 Master Plan Kickoff participants were asked to write down comments about facility and service needs. Comments, Concerns, and Suggestions expressed at the forum include:

- Making regularly scheduled updates and improvements to Revere's existing public facilities
- Building a state-of-the-art community/recreational facility
- Building a new high school
- Renovating and expanding the public library
- Increasing community parks and open spaces
- Making roadway, sidewalk and pedestrian infrastructure improvements



## Recommendations

### Goal 1

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#### Ensure adequate resources for Revere's public services

##### **Programming, Partnerships and Internal City Operations**

Strategy 1.1: Ensure staffing levels are adequate to fulfill departmental duties, and resources are efficiently distributed.

Strategy 1.2: Ensure adequate funding and staffing for Public Safety (police and fire) services. These critical services help keep residents safe and as Revere continues to change and grow, expansion of these services is necessary.

Strategy 1.3: Ensure adequate resources, such as for staffing, capital investments, and oversight, for the equitable design and enforcement of parking management strategies established or under consideration by the City.

Strategy 1.4: Evaluate needed adjustments to municipal services based on future expected commercial and residential development.

### Goal 2

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#### Strengthen effective communication and collaboration within City government and with the public

##### **Programming, Partnerships and Internal City Operations**

Strategy 2.1: Improve and expand the use of outreach channels used to inform the public of public hearings, grant opportunities, (etc.) through enhanced partnerships with public access television, local newspapers, and media tools with consideration to residents' varied accessibility needs, including deaf or hard-of-hearing, vision-impaired, limited English proficiency, or low technology access.

Strategy 2.2: Improve internal communications and coordination between City boards, commissions, and departments.

Strategy 2.3: Given Revere's diverse population, maximize efforts to provide an enhanced and coordinated program of wrap-around services involving civic associations, schools, and non-profit community resources.

Strategy 2.4: Continue to improve coordination and communication with DCR to ensure that the public amenities owned by DCR are well marketed to residents of Revere.



## Goal 3

### Ensure facilities and services meet community and departmental needs

#### Programming, Partnerships and Internal City Operations

Strategy 3.1: Identify and proactively address maintenance concerns that do not yet rise to the level requiring capital improvement funding.

Strategy 3.2: Provide adequate funding for school renovations and new facilities, as recommended by the School Committee. Potential funding sources include but are not limited to the Massachusetts School Building Authority (MSBA) and the United States Department of Education's Educational Facilities Clearinghouse (EFC).

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

#### Planning

Strategy 3.4: Continue the development and implementation of the City's five-year Capital Improvement Plan and reassess priority projects annually.

Strategy 3.5: Encourage and support the continued pursuit of grant funding and other financing strategies to address routine maintenance and capital improvement projects.

Strategy 3.6: In order to better serve the needs of the City and its residents and address inadequacies of existing facilities, such as Revere High School and the Recreation/Community Center, move forward with applicable space studies, site identification, and design to move these potential projects forward in a timely manner, in addition to pursuing the recommendations included in the Accessibility study.

Strategy 3.7: Pursue grant funding through the Massachusetts Public Library Construction Program (MPLCP) to move forward with the existing plan to renovate and expand the Revere Public Library.

## Goal 4

### Promote sustainability in municipal operations and facilities

#### Programming, Partnerships and Internal City Operations

Strategy 4.1: Incorporate cost-effective green infrastructure strategies and best management practices in the construction, renovation, and maintenance of all municipal public buildings and facilities to expand energy efficiency, renewable energy, environmental stewardship, help mitigate stormwater runoff, and the impacts of climate change.

Strategy 4.2: Continue to work with State agencies and utility providers such as MassDevelopment, National Grid, and Citizens Energy to develop and promote energy efficiency programs for residential, commercial, and municipal facilities.

Strategy 4.3: Establish a "resilience hub" for community members to go to during an emergency (including storm shelter and cooling center). Ideally, the facility will have energy storage and can operate during a grid outage.



Strategy 4.4: Continue to seek ways to increase recycling and reduce solid waste disposal, including composting.

#### Planning

Strategy 4.5: Ensure that any existing or proposed capital improvements incorporate resilient design standards that will mitigate the impacts of climate change and strengthen resilience.

## Goal 5

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### Improve stewardship of public properties

#### Planning

Strategy 5.1: When undertaking major facility constructions or expansions, consider Revere's facilities portfolio holistically. This includes consideration of potential re-uses of the City's surplus properties (e.g. the McKinley School or Winthrop Street Fire station) as well as foreclosed or abandoned properties that come into public ownership.

## Goal 6

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### Explore new strategies for creating public facilities to gain more land and operational efficiencies

Strategy 6.1: Explore creative financing mechanisms for creating public facilities that will be owned, operated, or leased by the City of Revere or that is otherwise developed or managed by them in partnership with a private or non-profit entity.

Strategy 6.2: Explore joint-use partnerships with private entities to develop facilities or programs that provide a public benefit and/or support a specific City or community function. For example, a public-private partnership could be utilized to help finance the construction of a public facility such as a Boys & Girls Club, which would be built by a private developer and leased to the City at cost.

