

#NextStopRevere

Today you are
That is true
There is no
you-er than you

Your deeds
are your
MONUMENTS
R. J. Palumbo

WHEN GIVEN
CHOICE
BEEN
BEING
KIND OR BEING
RIGHT
CHOOSE KIND

Implementation

The Implementation Chapter is based on the goals and strategies of this Master Plan and the data that was collected and analyzed. This chapter summarizes the recommendations from each of the Master Plan elements. The Planning Board, City Council and other City Boards, Commissions and Committees, with the assistance of the City staff, should use this Master Plan as a guide and policy document for the time period of 2020 to 2040.

It is important to note that planning is a dynamic process and priorities can shift over time. Likewise, the areas of emphasis within the master plan may evolve to accommodate significant shifts including but not limited to regional changes, migration, or technological advancements. Such shifts in priorities will require partnership and planning with the regional and state entities mentioned throughout the plan, in order to coordinate investments to achieve local and regional goals. Such coordination is particularly relevant for the implementation of the Transportation strategies, as well as other strategies related to management of public assets, such as Revere Beach.

As a result, the intent of the Master Plan Steering Committee is to update sections of the plan as new data becomes available. This update and review process allows for issues to be acknowledged while keeping each specific recommendation on the table unless a situation dictates that it be reconsidered. This regular follow-up will allow the Master Plan to remain current and address concerns or events as conditions change.

Although the Master Plan Steering Committee played an advisory and oversight role as the plan was being drafted, it will be important to consider the establishment of a separate entity to coordinate implementation of the Plan. The Planning Board will be responsible for several of the Plan's recommendations, so a separate Committee can help move forward recommendations that are beyond the Planning Board's authority. The appointment of a Master Plan Implementation Committee could assist in the oversight and coordination of the Master Plan's implementation. Ideally, this Committee should be as broadly representative of the city as the Steering Committee was, but should also include City staff and officials charged with implementing the strategies as identified in the matrix below. In order to ensure success for the Committee, it should be given a directive as to its purpose and role in the process. The Committee should review progress in implementing the plan at least on an annual basis and should report on progress to the City Council. The City should leverage its increased technological capabilities to actively monitor and report on its activities to facilitate the Committee's work to monitor progress.

Specific strategies identified for each of the plan elements are incorporated in the matrix the follows as part of the implementation program. They are organized by goal for each element and then broken down and reorganized into one of three different categories: Programming, Partnerships & Internal City Operations, Planning; and Land Use and Regulatory. Most of the Land Use and Regulatory strategies will ultimately require the attention, discretion, and judgments of the Planning Board. As the City moves forward with implementation of this Master Plan, the Master Plan Implementation Committee should consider ongoing planning efforts, time sensitive opportunities, and momentum-building activities as it prioritizes these

strategies. The implementation plan intends to deliver on the promise of the goals and strategies expressed throughout this process, with a program of tangible steps for the City to take over the next ten years and beyond. There is a high level of activity required on these issues, based upon the input received during the planning process.

The table below summarizes the specific recommendations found at the end of each of the Master Plan chapters. The timing for implementation of the recommendations is estimated by a range of years (near-, mid-, long-term) to assist in determining the timeframe in which each item is to be considered. Some recommendations are noted as ongoing in nature. The responsible parties are also listed. If more than one entity could be charged with implementing a particular strategy or recommendation, the “lead agency” is listed first in **bold**.

The following list identifies the acronyms used for responsible parties in the table:

- 311 – Office of Innovation and Data Management
- CC – City Council
- CoC – Chamber of Commerce
- ConCom – Conservation Commission
- DPW – Department of Public Works
- EA – Elder Affairs
- Eng - Engineering
- FD – Fire Department
- HCI – Healthy Community Initiative (Revere on the Move)
- IS – Inspectional Services
- Lib – Library
- M – Mayor’s Office
- PB – Planning Board
- PD – Police Department
- PH – Public Health Division
- Planning – Strategic Planning and Economic Development
- P&R – Parks and Recreation Department
- SD – School Department/School Committee
- W&S – Water & Sewer Department
- ZBA – Zoning Board Appeal

The following list identifies the acronyms for technical assistance and funding opportunities described in the implementation program:

- AARP – American Association of Retired Persons
- CPA – Community Preservation Act ¹
- DOER – Department of Energy Resources
- EEA – Executive Office of Energy and Environmental Affairs
- LAND – Local Acquisitions for Natural Diversity
- MAPC – Metropolitan Area Planning Council
- MPPF – Massachusetts Preservation Projects Fund
- MVP – Municipal Vulnerability Program
- PARC – Parkland Acquisitions and Renovations for Communities

The chart below presents the implementation timeline, including the responsible parties and resources needed.

¹ The Community Preservation Act only applies if adopted

Implementation Matrix

▶ HISTORIC AND CULTURAL RESOURCES

Historic and Cultural Resources (Pages 17-49) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1. Increase cultural equity and inclusion in Revere.			
Strategy 1.1. Document and share the stories of indigenous communities in Revere.	RSCHP	M	Revere Cultural Council
Strategy 1.2. Document and share the stories of immigrant communities in Revere.	RSCHP, RPS	Ongoing	Revere Cultural Council
Strategy 1.3. Inventory historic resources with cultural significance to Revere's historic immigrant communities.	Planning, RSCHP	M	Revere Cultural Council
Strategy 1.4. Translate all arts, culture, and historic preservation funding opportunities into Revere's most commonly spoken languages and promote through cultural organizations and networks.	Mayor's Office, Planning, Revere Cultural Council	N	
Strategy 1.5 Create a Complete Count Census Committee with representation of stakeholders from the various cultural and socioeconomic groups in Revere, to promote a complete and accurate census count.	Mayor's Office, Election Commission	N	MassCounts, MA Census Equity Fund
Strategy 1.6 Encourage participation among residents of all neighborhoods, ages, and backgrounds in municipal planning for arts, culture, and historic preservation	Mayor's Office, Planning, RSCP, HCI, Parks & Rec	N	
Goal 2. Improve access to historic resources and cultural facilities for all Revere residents.			
Strategy 2.1. Use Massachusetts Historic Commission inventory forms to document historic cultural facilities with adaptive reuse potential for new cultural and community use.	Planning, Parks and Rec, RPS	M	
Strategy 2.2. Translate interpretive signage and historical narratives into the most commonly spoken languages in Revere.	Mayor's Office, Planning	M	
Strategy 2.3. Host cultural programming that serves Revere's immigrant communities within the Revere Society for Cultural and Historical Preservation museum and public historic facilities. Explore the feasibility of documenting and celebrating significant people from Revere's history.	?	N	RSCHP
Strategy 2.4. Expand public art program, such as the underpass mural installations, and work with key partners to develop criteria for determining content, development, and maintenance of such public art.	Planning, DPW, HCI	N	Neighborhood groups, Mass Cultural Council, Revere On The Move Mini-Grants
Strategy 2.5. Facilitate coordination among historic preservation and cultural organizations to identify shared priorities.	Planning	M	RSCHP, Cultural Council, Rumney Marsh Burial Ground, Revere Public Library
Strategy 2.6. Identify opportunities for matching funds to enable application for Cultural Facilities Fund grants for planning and upgrading of Revere cultural facilities.	Planning, Mayor's Office, RPS	Ongoing	

Historic and Cultural Resources (Pages 17-49) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 2.7. Prioritize the development of new community spaces that meet the cultural facilities needs of Revere residents.	Planning	Ongoing	
Strategy 2.8. Explore feasibility of establishing municipal staff position with responsibility for supporting arts and culture in Revere by helping coordinate efforts by individuals and organizations, identifying potential revenue sources to support arts and culture, and other roles as appropriate.	Mayor's Office, Planning	M	MOTT
Goal 3. Expand access to arts education for all Revere residents			
Strategy 3.1. Explore partnerships with local and regional arts organizations to develop extra-curricular arts education opportunities by including spaces and staffing in community centers and after-school programs for instruction in visual and performing arts, media arts, fiber arts, and crafts like woodworking and metalworking, for Revere residents of all ages and abilities.	RPS, Planning, Parks & Rec, COE/Elder Affairs	Ongoing	Mass Cultural Council
Strategy 3.2. Explore opportunities to establish public/private partnerships to expand arts education in Revere Public Schools through in-school curricula, staffing, and enrichment activities through partnerships with parents and local arts and culture organizations.	RPS, Planning	Ongoing	
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 and abilities.	Planning, Mayor's Office	M	
Goal 4. Increase funding for Revere's historic and cultural resources.			
Strategy 4.1. Explore matching fund opportunities through partnerships with state agencies and arts and culture organizations such as Massachusetts Cultural Council, MassDevelopment, MassHumanities, Mass Historical Commission, Arts Learning, etc., in order to build the capacity and impact of local cultural organizations.	Planning		
Strategy 4.2. Adopt the Community Preservation Act.	Planning, Mayor's Office, City Council, PB		RSCHP, BIC, TND, Revere Public Library
Strategy 4.3. Strategy 6.2. Explore municipal Percent-for-Art Ordinance to raise funds for arts and culture in Revere, incorporating the principles articulated in the Creative District vision and advancing diversity and cultural inclusion.	Planning, Mayor's Office, City Council, PB		
Goal 5. Preserve and celebrate Revere's historic legacy as a destination for culture and entertainment.			
Strategy 5.1. Explore the development of a Municipal Preservation Plan as a way to expand participation in preserving historic and cultural resources, establishing a systematic approach to preservation, and initiating work of documenting Revere's cultural communities.	Planning	M/L	
Strategy 5.2. Coordinate planning for Revere Creative District with cultural organizations active in the Shirley Avenue Commercial District, and expand principles of Creative District vision to the city as a whole by incorporating public art funding and cultural space into development priorities across the city.	Planning	Ongoing	MassDevelopment, TDI Program, MA & Revere Cultural Councils
Strategy 5.3. Expand access to funding for arts and cultural events and programming for local artists and organizations.	Revere Cultural Council	M	CDBG, MAPC, Barr Foundation

Historic and Cultural Resources (Pages 17-49) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 5.4. Explore benefits of using a district management strategy for Revere’s creative district and its naturally occurring cultural districts in its Shirley Avenue Commercial District and Downtown Civic District, looking at Main Street districts, Business Improvement Districts, and designated cultural districts as potential approaches.	Planning, PB	M/L	
Strategy 5.5. Explore feasibility of establishing local cultural district programming that provides annual funding to support cultural programming in city- or state-designated cultural districts and prioritized funding for improvements to the pedestrian realm and pedestrian and bicycle access points to districts.	Planning, HCI, Parks & Rec	M	
Strategy 5.6 Explore the development of a travel and tourism plan, including a visitors' center, focused on capitalizing on Revere’s unique assets and leveraging the expected increase in visitors to Revere.	Planning, Mayor's Office, RSCHP	Ongoing	MOTT, RBP, developers
Strategy 5.7. Evaluate current zoning regulations for compatibility with entertainment and cultural uses and explore amendments to incentivize more entertainment and cultural activities.	Planning, PB, Mayor's Office, City Council	N	MOTT, MAPC
Strategy 5.8. Formalize development and use vision for Revere Beach Creative District through zoning ordinance.	Planning, PB, City Council, Solicitor	M/L	
Goal 6. Improve pedestrian access to cultural resources.			
Strategy 6.1. Invest in pedestrian and bicycle improvements at key points of access to walkable districts of historic and cultural resources.	Planning	Ongoing	MassDOT Complete Streets
Strategy 6.2. Create city-wide wayfinding templates that help unify distinct neighborhood identities across the city.			
Strategy 6.3. Collaborate with arts and culture organizations in Revere to incorporate linguistically and visually accessible design components, socially-engaged public art, and community-led creative placemaking into wayfinding strategies to improve pedestrian and bicycle mobility and strengthen the identity of cultural destinations.	Planning, HCI	N/M	Commonwealth Places, Cultural Council
Strategy 6.4 Survey neighborhood origins and travel models of participants to existing community facilities to inform needed improvements. Explore the feasibility of conducting walk radius analyses.	Planning, HCI, Parks and Rec	N/M	Higher ed partners

▶ HOUSING

Housing (Pages 51-86) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing								
Strategies	Goal 1: Create and preserve deed-restricted Affordable Housing	Goal 2: Mitigate displacement pressures and create greater housing stability for vulnerable residents	Goal 3: Increase access to a variety of homeownership opportunities for moderate and low-income households	Goal 4: Strengthen and expand the naturally occurring affordable housing stock	Goal 5: Help residents afford new market-rate housing	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Programming and Partnership Strategies								
Work with regional partners to implement the goals and recommendations of the North Suffolk Comprehensive Health Needs Assessment	x	x		x	x	Planning	Ongoing	MGH, TND, CAPIC, CRC
Strengthen the existing first-time home-buyers program with additional funding strategies	x	x	x	x	x	Planning	N	TND, CRC, HOME, CHIP (MGH \$)
Establish a dedicated staff role to lead housing stability initiatives and advocate for an Office of Housing Stability		x			x	Planning, Mayor's Office, City Council	M	RHA
Offer home improvement loans + grants with affordability conditions for small multi-family property owners	x	x		x		Planning	Ongoing	CDBG, HOME
Offer home improvement loans for income-eligible homeowners		x		x		Planning	Ongoing	HOME
Facilitate employer-assisted housing partnerships	x	x	x	x	x	Planning	M (L)	Amazon, MGH/CHIP; RPS in future
Promote existing housing programs for seniors and veterans		x	x	x	x	Planning, COE, Veterans	Ongoing	CRC, TND, HYM, Mystic Valley Elder Services, RHA
Provide Technical Assistance and expedited permitting for housing cooperatives	x	x	x		x	Planning, Building Dept, Mayors Office, City Council, Solicitor	M	MAPC, Planning Office for Urban Affairs
Provide or help public partners access technical assistance to create a community land Trust	x	x	x		x	Planning	L	Trust for Public Land, Lincoln Institute for Land Policy, Greater Boston Cmty Land Trust Network, Higher Ed
Increase housing voucher standards		x			x	Planning	N/M	
Planning and Production Strategies								
Adopt a state-certified Housing Production Plan (HPP)	x	x	x	x	x	Planning, Mayor's Office, City Council, Assessors	N (M)	MAPC

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

▶ TRANSPORTATION

Transportation (Pages 89-118) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Continue to prioritize transportation safety improvements at high crash corridors and intersections.			
Strategy 1.1: Implement the Complete Streets prioritization plan and pursue project funding that addresses safety concerns on high-use, high-crash corridors, and intersections. Consider Suffolk Downs Complete Streets implementation as an example for future major development projects.	DPW, Engineering, HCI, Planning	Ongoing	
Strategy 1.2: Continue to work with neighboring communities and state agencies on major roadway safety projects, such as planned efforts on Route 1 with Saugus.	Planning, Mayor, HCI	N/Ongoing	
Strategy 1.3: Re-evaluate signal timing at City-owned intersections (as is being done on Broadway) and determine whether any changes can be made to ensure pedestrians are able to comfortably and safely move through intersections.	DPW, RPD, HCI	Ongoing	
Strategy 1.4: In coordination with the Police and Public Health Department, adopt a Vision Zero ordinance that outlines a strategy to reduce traffic fatalities.	Traffic Commission, RPD, DPW, HCI	N	
Goal 2: Continue to improve and expand on- and off-street walking and biking infrastructure in Revere.			
Strategy 2.1: Pilot potential project ideas to build support for additional walking and biking infrastructure and to test ideas with the public.	HCI, Planning	Ongoing	
Strategy 2.2: Continue to work with neighboring communities, including Saugus and Lynn, to expand upon regional off-street cycling connections, such as the Northern Strand Trail.	HCI, Planning	N	
Strategy 2.3: Install pedestrian-scale street lighting, using dark sky friendly fixtures, at key locations to improve the sense of security along public ways and to enhance safety at pedestrian crossings.	Planning, HCI, DPW	Ongoing	
Strategy 2.4: Develop a bicycle and pedestrian master plan to document existing local infrastructure, determine gaps in the pedestrian and cycling network, and prioritize future infrastructure investment decisions.	HCI, Planning	N	
Strategy 2.5: For future development projects, consider Suffolk Downs multimodal plan as an example of integrating City's transportation goals into new developments.	HCI, Planning	Ongoing	
Strategy 2.6: In alignment with local bicycle planning efforts, adopt an ordinance that requires bicycle lane striping when roadway reconstruction projects occur.	HCI, Traffic Commission	N	
Goal 3: Require new residential developments and new large employers to provide activities, incentives, and infrastructure improvements to encourage residents and visitors to travel by public transit, walking, and biking.			

Transportation (Pages 89-118) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 3.1: Adopt a transportation demand management ordinance to require commercial and residential developments of a certain scale to invest to measures to alleviate traffic congestion, such as offering transit pass subsidies, requiring bike parking on-site, and joining a transportation management association.	Planning, HCI, Mayor's Office	Ongoing	
Strategy 3.2: Expand the existing Community Trust Fund program by allowing developers to pay a fee-in-lieu of parking if they construct less than the amount of parking required on-site. Specifically, this revenue should be allocated to a fund designated to support transportation-related improvements in the city.	Planning, HCI, Mayor's Office	N	
Goal 4: Consider modifying parking regulations to make sure parking spaces are being used efficiently and effectively in the downtown, on the waterfront, and in residential neighborhoods.			
Strategy 4.1: Consider piloting removal of parking lane at certain times of day to accommodate a shared bus/bike lane on high-use, high-delay corridors.	HCI, Planning, City Council, Traffic Commission, Parking Dept	M	
Strategy 4.2: 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 4.3: Conduct a parking management study on Broadway to determine existing on-street and off-street parking utilization and determine whether any changes to parking regulations are necessary. As part of this study, consider whether any nearby residential corridors would benefit from striping to better delineate the number of spaces available and ensure most efficient use of space.	Planning, HCI, Engineering, Parking Dept	N	
Strategy 4.4: Adopt a shared parking ordinance that would allow for less parking to be constructed on-site at mixed-used sites where the principal uses have demonstrated different peak demand times.	Traffic Commission, City Council, Parking Dept	N/M	
Strategy 4.5: Modify parking requirements at a district-level based on neighborhood type and transit accessibility to limit the over-construction of parking at multifamily developments. Work in coordination with the Zoning Board of Appeals so that changes in parking requirements reflect common issues addressed in recent local parking variance decisions.	Traffic Commission, Site Plan Review Cte PB, Parking Dept	N/M	
Strategy 4.6: Allow developers to count off-site parking spaces toward a parking minimum provided residents/commercial tenants are legally able (through lease, easement, or other means) to utilize those off-site spaces and they are located a reasonable distance (500-1,000 feet) from the site.	SPRC, PB, Parking Dept, City Council	M	
Goal 5: Continue to partner with the MBTA to bring improvements to the Blue Line, Commuter Rail and local bus service.			
Strategy 5.1: Assess whether there are any high-use, high-delay bus corridors that would benefit from dedicated bus lanes, improvements to signal timing or other related bus improvements.	HCI, Planning, Traffic Commission, Engineering, Parking Dept	N	
Strategy 5.2: As was the case with Suffolk Downs, for any large scale transit-oriented developments that are anticipated to add significant demand to the Blue Line, continue to work with the MBTA to determine whether the developer can offset this impact by contributing to improved operations or additional train service.	HCI, Planning, SPRC, PB,	N/M	Private Partnerships

Transportation (Pages 89-118) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 5.3: Advocate for local and regional improvements at MBTA Fiscal and Management Control Board meetings, MassDOT board meetings, and other venues.	HCI, Planning, Mayor's Office, Cty Council	Ongoing	Private Partnerships
Strategy 5.4 Advocate for a new commuter rail station in Revere	HCI, Planning, Mayor's Office, Cty Council	N/M	
Strategy 5.5 Advocate for increased frequency and fare adjustments along the purple line running between Lynn and Revere.	HCI, Planning, Mayor's Office, Cty Council	N/M	
Strategy 5.6 Advocate for the Blue Line/Red Line connector.	HCI, Planning, Mayor's Office, Cty Council	M	
Strategy 5.7 Advocate for signalization improvements on the Blue Line to improve efficiency and capacity.	HCI, Planning, Mayor's Office, Cty Council	N	
Goal 6: Continue to work closely with MassDOT, DCR, and neighboring communities on highway projects on state-owned roadways in Revere.			
Strategy 6.1: Coordinate with DCR to have parking meters installed on Revere Beach Boulevard and Ocean Avenue.	Mayor's Office, City Council, Planning	M	
Strategy 6.2: Continue work with neighboring communities on regional traffic studies and implementation of such studies, such as the Route 1 study being completed in partnership with Saugus.	Planning, Mayor's Office, RPD,	N	
Strategy 6.3: Advocate for improvements in commuter rail services by participating in the Commuter Rail Communities Coalition to promote greater accessibility to Revere by region's workforce.	HCI, Planning, Mayor's Office, Cty Council	Ongoing	
Goal 7: Continue advocacy for regional transportation improvements to alleviate regional traffic congestion and minimize its local impacts.			
Strategy 7.1: Hire a transportation planner to have a dedicated staff person to work in close coordination with the MBTA, MassDOT, DCR, Massport, transportation planning staff from neighboring communities, and other stakeholders to advance local and regional transportation goals.	Mayor's Office, City Council, Planning	N	
Strategy 7.2: Attend and participate in Boston MPO meetings to advocate for local and regional projects during the development of the Transportation Improvement Program (TIP) and Long-Range Transportation Plan (LRTP).	Planning, Mayor's Office	Ongoing	

ECONOMIC DEVELOPMENT

Economic Development (Pages 121-148) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Improve Revere residents' employment opportunities through workforce development programming and policies			
Strategy 1.1: Explore the potential for leveraging the HYM Innovation Center or other potential infill sites towards a workforce training facility.	Planning, RPS	N/M	TA: HYM, MassHire, CONNECT/TND
Strategy 1.2: Encourage continued partnership between Revere High School and local and regional employers to facilitate internship opportunities, and support the promotion of initiatives such as partnerships with YearUp, One Goal, Inversant, and North Shore and Bunker Hill Community Colleges.	RPS, Planning	Ongoing	TA: Chamber of Commerce, MGH; \$: Urban Agenda-EOHED
Strategy 1.3 Explore the potential to create workforce training programs for climate-related careers, such as climate-resilient construction and other emerging industries.	Planning	M/L	TA: MassHire, MAPC
Strategy 1.4: Partner with existing training providers to increase access to hospitality training programs preparing workers for employment at new hotels under development in Revere.			
Strategy 1.5: In collaboration with CONNECT, the Revere Chamber of Commerce, Revere CARES, the Revere Community School, MassHire MetroNorth, Revere High School and Women Encouragement Empowerment and other partners create a workforce development skills pathway strategy that can guide the City's actions and investment in workforce infrastructure.	Planning, RPS	N	TA: MAPC DLTA/PMTA, MassHire, Northeast Metro Tech
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.	RPS, Planning	M	TA: Higher Education, Amazon, HYM, MOBD
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.	Planning, Health Dept, RPS	N	TA: North Suffolk Public Health Collaborative, MGH
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.	Planning	M	TA: NSCC, RPS
Strategy 1.9: Mandate that new developments over a certain square footage threshold hire locally and provide living wages.	Planning, Mayor's Office, City Council, PB	M/L	
Goal 2: Support small business retention, growth, and expansion in Revere's commercial corridors (Broadway, Beachmont/Donnelly, Revere Beach, Revere Street, Shirley Avenue, Squire Road)			
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.	Planning	M	\$: CDBG
Strategy 2.2: Host City-organized open streets days in the commercial corridors and the Revere Beach Creative District in collaboration with local community groups and artists.	Parks and Rec, HCI, Planning	N	TA/\$-Chamber of Commerce, developers, Revere Beach Partnership, RSCHP
Strategy 2.3: Make City licensing, permitting, and informational materials available in Spanish, Khmer, Arabic, Portuguese, and Haitian-Creole. (See Goal 4).	Mayor's Office, 311, Licensing	N	TA-Revere Public Schools

Economic Development (Pages 121-148) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 2.4: Partner with North Shore Community College, Bunker Hill Community College and other small business service providers to create small business training programs for local businesses with a focus on businesses that could take space in the forthcoming Suffolk Downs development 10% set aside of commercial space for locally owned businesses. (See Goal 4)	Planning, RPS	M	TA-Chamber of Commerce, MGCC, Bunker Hill CC, North Shore CC
Strategy 2.5 Support and expand Revere on the Move, a joint program of the City and Mass General Hospital, to promote healthy food access at local businesses, through a subsidized grocery caddy program and training for MBTA drivers to accommodate people with groceries (DELETE)	HCI, Health Dept	Ongoing	
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.			
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.	Planning	M	"TA: Chamber of Commerce; \$: CDBG"
Strategy 2.8: Conduct a citywide business survey to solicit input from businesses on what they need from the City.	Planning	N	"TA: Chamber of Commerce; \$: CDBG"
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.	Planning, Licensing Commission	N	TA: Chamber of Commerce, MBOD, MGCC; \$: CDBG
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.	Planning	N	TA: Chamber of Commerce
Strategy 2.11: Work with DCR to enable more food vending opportunities (food trucks and other vending opportunities, seasonal retail) along Revere Beach.	Planning, Mayor's Office	M	TA: Revere Beach Partnership
Strategy 2.12: Conduct an East / West connection visioning exercise to identify pathways to connect the Broadway Corridor with both sides of the city.	Planning, HCI	M	
Strategy 2.13 Develop and adopt an ordinance to allow food trucks	Planning, HCI	M	
Strategy 2.14: Review zoning in the commercial corridors for the feasibility of incorporating mixed-use developments.	Planning	M	
Goal 3: Attract established businesses to Revere in the technology, scientific and innovation industries			
Strategy 3.1: Incentivize the construction of new high-quality office spaces as part of TOD developments such as Suffolk Downs and Wonderland Park.	Planning, City Council, Mayor's Office	Ongoing	
Strategy 3.2 Partner with property owners and developers to address barriers to attraction of such businesses, such as transportation and housing options for employees.	Planning	Ongoing	EOHED, DHCD, MGH, TND

Economic Development (Pages 121-148) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 4: Support and expand job dense businesses in the industrial sectors (manufacturing, transportation, warehousing, construction, wholesale trade)			
Strategy 4.2: Convene a working group of local construction companies to identify needs and goals for the sector.		M	MAPC, MassHire
Strategy 4.3: Coordinate workforce strategies in the industrial sector with MassHire Metro North and other community partners to offer Commercial Driver's License (CDL) training, OSHA training, and lean manufacturing practices.			
Strategy 4.1: Create an industrial business support overlay district in the Railroad Street area that would support and protect industrial business development and limit commercial or retail development in the industrial business sectors.	Planning, PB, City Council	M	
Goal 5: Build local entrepreneurship models for home-based workers, consultants, food entrepreneurs, and local microenterprises			
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.	Planning, Licensing, HCI	M	
Strategy 5.2: Make City licensing, permitting, and informational materials available in Spanish, Khmer, Arabic, Portuguese, and Haitian-Creole (See Goal 1).	SAME	N/M	
Strategy 5.3: Work with local and national philanthropic organizations to start a community entrepreneurship grant program.	Planning, Mayor's Office, RPS	M	Chamber
Strategy 5.4: Partner with North Shore CC Bunker Hill Community College and other small business service providers to create small business training programs for local businesses.	Planning, RPS	M	SSU Enterprise Center
Strategy 5.5 Provide space in municipal and school buildings with full kitchens (e.g., incubator) to support the start-up of small food-based businesses.	Planning, RPS, Licensing	M/L	
Strategy 5.6: Utilize the Revere Farmers Market as a launch point for food entrepreneurs	HCI, Licensing	Ongoing	MGH
Strategy 5.7 Develop and adopt an ordinance to allow food trucks	SAME	M	

▶ OPEN SPACE AND RECREATION

Open Space and Recreation (Pages 151-167) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Implement the Master Plan consistent with the current Open Space and Recreation Plan.			
Strategy 1.1 The City recently completed its Open Space and Recreation Plan for 2018-2025. Many of the needs, goals, and objectives in that plan overlap with this Master Plan, and they should be reinforced and expanded, particularly in reference to this Open Space and Recreation section and in the Public Facilities and Services, Historic and Cultural Resources, Energy and Climate, Public Health and Transportation sections of this Master Plan.	Planning	N	CIT, CDBG, PARC, LWCF, GCI, LAND, TE, RTGP, MDI, MET, DCR
Goal 2: Protect and maintain the natural environment			
Strategy 2.1 Continue efforts to upgrade park and recreation facilities for all users and to meet applicable ADA standards as improvements are made.	Planning	Ongoing	
Strategy 2.2 To provide better access in underserved and densely populated neighborhoods, use findings from the 2019 Pocket Park Suitability Analysis to identify opportunities to create new parks, open spaces, and recreational facilities where they can best provide climate resilience, social and health benefits.	HCI, Planning	N	CDBG, CIT, MGH
Strategy 2.3 Support the development of a fully ADA-accessible open/recreational space, in addition to the accessible space planned for the Suffolk Downs development.	Planning, Disabilities Commission	Ongoing	
Strategy 2.4 Explore ways to add shared space for walkers, motorists, and cyclists at locations such as the Central Avenue Parking Lot.	Planning	N	CDBG, MassDOT
Goal 3: Develop facilities and programs that promote fitness and health.			
Strategy 3.1 Create a multi-lingual website or a feature within the City website and publish/promote, which was recently revamped to emphasize user-friendliness and accessibility that will aggregate local and cultural events like sports, concerts, and festivals from disparate sites into a central repository. This invaluable resource would allow members of the community to access and disperse information from a central location and reach broader segments of Revere's diverse community.	OIDM	N	
Strategy 3.2 Support local arts and cultural resources by increasing awareness of cultural events in Revere and support funding streams for arts and cultural resources (such as the Revere Cultural Council--REMOVE)			
Strategy 3.3 Use data gathered from the Recreation Department's Garfield pilot program to help define the needs of a future indoor recreational facility.	Parks and Rec	N	
Strategy 3.4 Consider the development of a City owned, sustainable multi-use, multi-generational community center, including an indoor/outdoor swimming pool, to provide a variety of cultural and recreational activities throughout the year.	Parks and Rec	M	
Goal 4: Maintain, enhance, and maximize the quality of existing parks, playgrounds, trails, and recreation areas.			

Open Space and Recreation (Pages 151-167) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 4.1 Support ongoing efforts to improve parks, open spaces, and recreational facilities identified in the 2018 OSRP Seven Year Action Plan to provide Revere residents with the active recreation facilities, urban gathering spaces, and natural open spaces and trails they seek.	Planning, HCI, DPW	N	
Strategy 4.2 Continue to develop safe walking paths that connect existing open spaces and parks; and incorporate such paths into newly planned open spaces. New paths should be handicapped-accessible and multi-use, serving walkers, runners, bicyclists, and wheelchairs, following examples of such improvements at Gibson Park, Harmon Park, and Harry Della Russo Stadium.	HCI, DPW, Planning	Ongoing	
Strategy 4.3 Investigate the possibility of staggered Parks and Recreation employee work shifts to ensure weekend and seasonal coverage of recreational events, rather than all full-time employees working Monday through Friday. Community feedback suggested that special events are a popular role of Revere's parks and open spaces. Yet, special events are also a strain on Parks and Recreation staff and require weekend diligence and significant clean-up.	PR	Ongoing	
Strategy 4.4 Consider hiring a volunteer coordinator to recruit volunteers, maximize volunteer potential, formalize park Friends Groups, and develop corporate sponsorships.	PR	Ongoing	
Strategy 4.5 Explore partnerships with local businesses to help improve park maintenance and create revenue-generating opportunities in parks. For example, contracting or offering incentives to businesses to establish sponsorships and sustainable revenue streams to help defray maintenance costs.	PR	N	
Strategy 4.6 Consider additional staffing and funding to properly protect and maintain all open spaces and natural resources throughout the City.	DPW	Ongoing	
Strategy 4.7 Continue to pursue funding for park projects through Capital Improvement Plan, Parkland Acquisitions and Renovations for Communities (PARC), Local Acquisitions for Natural Diversity (LAND), CDBG, CIT, and other grant opportunities.	Planning	N, Ongoing	
Strategy 4.8 Explore the feasibility of acquiring additional open space at opportunity sites or proximate to existing open space.	Planning	Ongoing	
Strategy 4.9 Reconsider adopting the Community Preservation Act (CPA) to augment financial resources for not only open space and recreation but also affordable housing and historic preservation.	Planning	M	
Goal 5: Coordinate with DCR and other state and regional entities that operate and maintain open spaces. Maintaining these critical partnerships provide a relational vehicle for open space and recreational opportunities to be realized.			
Strategy 5.1 Proactively work with DCR to ensure that the condition of Revere's state-owned public facilities continues to improve, addressing issues related to park and recreation facilities, including necessary maintenance and upgrades. (For example, sections of the seawall along Winthrop Avenue are failing and in need of repair.)	Planning, DPW, HCI	Ongoing	

Open Space and Recreation (Pages 151-167) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 5.2 Improve the working relationship between the City, private, and community-based organizations and DCR to streamline the recreation permitting process. Doing so will reduce scheduling barriers and provide residents with more opportunities to enjoy programmed events on DCR owned land	Planning	Ongoing	
Strategy 5.3 Explore possibilities for new funding for the DCR reservation to support maintenance and programming in the shared interest of Revere and state entities.	Planning, DPW	N	
Goal 6: Promote pocket park development on city-owned land in neighborhoods with limited park access, and where they can best provide climate resilience, social, and health benefits.			
Strategy 6.1 Publish the Revere Pocket Parks Report on the City of Revere website and other platforms.	HCI, Planning	N	
Strategy 6.2 Identify the City of Revere department(s) that will coordinate Pocket Park implementation activities in coordination with civic, neighborhood, and business groups. Secure funding for the City staff time toward this.	HCI, Planning	M	
Strategy 6.3 Identify 5-10 priority sites found suitable for pocket park development in the Revere Pocket Parks Report.	HCI, Planning	N	CIT, CDBG, MGH
Goal 7: Encourage ongoing public education and direct sponsorship of pocket park development among civic, neighborhood, and business groups.			
Strategy 7.1 Via the designated City of Revere department(s), develop a program that supports civic, neighborhood, and business groups in developing pocket parks. The City of Boston "Grassroots and Open Space Development" program may serve as a model from which to build the City of Revere program. This program should be coupled with or include 1) clear pathways to articulating community need and interest for priority sites to the City of Revere; 2) educational and capacity-building workshops on the benefits of pocket parks and the City of Revere program; and 3) technical assistance and funding resources to realize pocket parts on priority sites where community interest has been articulated.	HCI, Planning	M	

PUBLIC HEALTH

Public Health (Pages 169-201) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Create indoor and outdoor spaces, linked with programming, to strengthen community connectedness and promote physical activity and healthy eating among residents of all ages.			
Strategy 1.1 Designate spaces in existing community buildings for physical improvements, using universal design principles and age-friendly and dementia-friendly elements, to pilot intergenerational programming, such as the pilot Community Center at the Garfield School and ongoing improvements of Revere City and the Revere Historical Society. The design of the new Revere High School should consider recreational and community spaces.	Parks & Rec, Planning, RPS	Ongoing	
Strategy 1.2 Expand availability of indoor and outdoor public space for youth programming (existing and planned spaces, such as the new Revere High School or a future community center) for youth programming to increase physical activity and prosocial behavior. Such space should be designed with lessons learned from the Colella Community Center, and should provide flexibility to serve a variety of uses, such as cultural, artistic, active recreation, and other uses. The spaces should be evaluated consistently to determine effectiveness.	Parks & Rec, Planning, RPS	Ongoing	
Strategy 1.3 Provide additional public land for community gardens to provide residents with space for the safe production of food and potential local distribution (e.g., schools).	HCI, Planning, RPS	Ongoing	CDBG
Strategy 1.4 Conduct bi-annual creative placemaking events to highlight the cultures of city residents.	HCI, Parks & Rec	N	Revere Cultural Council
Strategy 1.5 Work with private developers to ensure increased public amenities, such as the innovation center and youth center proposed for Suffolk Downs.	Planning, Mayor's Office, Site Plan Review Cmt	Ongoing	
Strategy 1.6 Identify vacant lots or surface parking lots for temporary or permanent interventions (cleaning and greening) that are facilitated through volunteer efforts of neighbors and city residents.	HCI, Planning, DPW	M	Neighborhood groups
Goal 2: Use the built environment, policy, and programmatic interventions that improve and sustain the behavioral and mental health of all residents.			
Strategy 2.1 Apply crime prevention through environmental design (CPTED) (natural surveillance, access control, territorial enforcement, maintenance, and management) and age-friendly and dementia-friendly principles in the design of publicly accessible open spaces to increase perceptions of safety and increase the sense of community.	Planning, ISD (Public Health Division), DPW, RPD	Ongoing	
Strategy 2.2 Foster community-wide, family-based social and emotional health across the lifespan for all residents, including specific efforts to eliminate stigma.	Health Dept, SUDI Office, HCI	Ongoing	
Strategy 2.3 Continue participation in the Greening the Gateway Cities Program to increase tree canopy cover in the city.	Planning, DPW	Ongoing	
Strategy 2.4 Install pedestrian-scale street lighting, using dark sky friendly fixtures, at key locations to improve the sense of security along public ways and to enhance safety at pedestrian crossings.	DPW, Planning	Ongoing	
Strategy 2.5 Enforce current ordinance that restricts the location and concentration of alcohol and tobacco retailing and provides restrictions on street-level advertising.	ISD (Health, Building)		

Public Health (Pages 169-201) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 2.6 Develop and distribute resources about tenant protection (e.g., available legal services) to inform and connect residents about their rights as tenants in the city and the Commonwealth.		N	
Strategy 2.7 Develop partnerships with “non-traditional” institutions such as hair salons and barbers, religious institutions, funeral homes, and banks and financial services to help establish connections and informally identify the potential risk of social isolation and need for outreach.	ISD (Public Health, Health Inspections)		
Strategy 2.8 Support efforts of the North Suffolk iCHNA Action Plan to increase access to behavioral and mental health providers and programming focused on resiliency within Revere Public Schools.	Health Dept	N	
Goal 3: Address environmental exposures that affect the physical health of residents.			
Strategy 3.1 Install mitigation measures at sensitive uses such as schools, childcare centers, recreation spaces, and housing that are proximate (within 500 feet) to existing stationary and mobile sources of air pollution.	SPRC, Building Dept		
Strategy 3.2 Work with landlords to protect renters against the hazards of lead-based paint and to improve the air quality in older homes where mold, mildew, and other contaminants may be present.	Building Dept, Health Dept (both ISD), Safe Housing Task Force		
Strategy 3.3 Provide age-friendly home remodeling guidance (e.g., AARP HomeFit guide, universal design guide) through the Building Department and pair with lower permitting fees, expedited permitting, or low interest municipal to assist older residents with affording to make these changes.	Building Dept, Planning, Safe Housing Task Force		
Strategy 3.4 Develop sensitive use location guidelines to require new facilities be at least 500 feet from high traffic roadways. Identify recommendations for mitigation, including design standards and ventilation systems.	Planning, SPRC, Building Dept	M/L	
Strategy 3.5 Continue work with neighboring communities on regional traffic studies, such as the Route 1 study being completed in partnership with Saugus.	Planning	Ongoing	
Strategy 3.6: Advocate for local and regional bus, subway and commuter rail improvements at MBTA Fiscal and Management Control Board meetings, MassDOT board meetings, and other venues.	Planning, Mayor's Office, HCI	Ongoing	
Strategy 3.7 Work with MassPort to reduce the environmental impacts of airport operation and traffic congestion related to airport access/egress.	Planning, Health Dept		CHNA/North Suffolk Public Health Collaborative
Strategy 3.8 Assess housing stock in relation to anticipated climate change effects and target low-income homeowners in high-risk locations with programming to make changes that reduce the risk of climate-induced flooding and thermal impacts.	Building Dept, Health Dept (both ISD), Safe Housing Task Force		
Strategy 3.9 Adopt zoning changes that include site layout and physical interventions to mitigate air pollution exposure in new residential developments and proposed outdoor recreational spaces.	Planning, SPRC, Health Dept, HCI, Parks & Rec	M/L	
Strategy 3.10 Revisit, and where needed, update noise control and disturbance regulations to move towards meeting environmental noise guidelines as set by the World Health Organization.	Health Dept		

Public Health (Pages 169-201) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 4: Prioritize healthy eating and active living investments to reduce risk of acute chronic disease, injury and premature mortality.			
Strategy 4.1 Direct public and private sector investments along key walking and biking corridors to include transit shelters, benches, shade trees, and lighting and at key destinations also include water fountains, bicycle parking, and publicly accessible restrooms.	Planning , SPRC, HCI, DPW	Ongoing	
Strategy 4.2 Adopt a data-driven traffic safety practice to identify locations with high crash potential and prioritize capital investments for interventions to reduce the risk of crash-related fatalities and injuries.	Planning , RPD, HCI, Traffic Commission		
Strategy 4.3 Use MAPC Local Access Scores to prioritize bicycle and pedestrian capital investments along corridors (e.g., Broadway, Squire Road) that connect to healthy destinations such as grocery stores, commercial districts, recreation destinations, childcare, transit stations, and schools.	Planning , HCI, DPW, Traffic Commission	N/M	MGH, MassDOT, MassWorks
Strategy 4.4 Conduct a review of pedestrian and bicycle elements at signalized intersections to improve lighting, audible pedestrian signals, crossing times, and use of evidence-based interventions (e.g., leading pedestrian interval) to improve safety for users.	HCI, Planning , Traffic Commission	Ongoing	MassDOT
Strategy 4.5 Update local traffic guidelines to enable greater mobility for older adults (e.g., FHWA Designing Roadways for Aging Population) as well as persons with disabilities and residents who do not drive.	Planning , COE, Disabilities Commission, Traffic Commission	M/L	
Strategy 4.6 Continue pursuit of funding for multi-modal intersection, street, crosswalk, and sidewalk enhancements to improve the sense of security along public ways and to enhance the safety of bicyclists and pedestrians.	Planning , HCI	Ongoing	
Goal 5: Assure a high performing municipal public health system which promotes the health and equity of residents in local decision-making, including decisions made by non-health sectors.			
Strategy 5.1 Support municipal public health services transition to the Public Health 3.0 model that includes the role of the Chief Health Strategist to support more holistic place-based planning and health-promoting interventions.	Mayor's Office	N	
Strategy 5.2 Develop channels of communication and collaboration between local health officials and planners through the use of quarterly check-ins, involvement in pre-development meetings, or use of shared planning process.	Health Dept, Planning	M	
Strategy 5.3 Schedule bi-annual meetings, at a minimum, to foster partnerships with outside organizations seeking to address the social determinants of health such as MGH/Revere Cares and North Suffolk Mental Health.	Health Dept, HCI	N	
Strategy 5.4 Adopt, at a minimum, a streamlined site plan checklist (e.g., Plan for Health Toolkit checklist) to evaluate building envelope and development site conditions for opportunities to enhance and promote the health of residents in nearby neighborhoods as well as future residents.	SPRW, Health Dept, Planning		
Strategy 5.5 Continue collaboration between the Revere Public School Health Services, MGH and the City Health Office to pursue funding for vaccine storage and vaccines for children's programs to reduce barriers to care for new students.	Health Dept	Ongoing?	

Public Health (Pages 169-201) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 5.6 Based on expected future residential development, evaluate the feasibility of partnering with existing health facilities, and regional anchor institutions to expand health care delivery throughout the city.	Planning, Mayor's Office	Ongoing	

► ENERGY AND CLIMATE

Energy and Climate (Pages 203-223) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Reduce energy use and GHG emissions across the community			
Strategy 1.1 Create an Energy and Climate Committee that can advise on issues of climate mitigation (reduction of Green House Gas (GHG) emissions and energy savings), as well as climate preparedness and resilience.	Planning, HCI, Mayor's Office, Bldg Dept, City Council	M	EOEEA
Strategy 1.2 Develop and adopt a citywide Climate Action Plan to reduce Greenhouse Gas Emissions (GHC) for all sectors (including buildings, transportation, waste, etc.). Set ambitious, specific, and measurable municipal goals for GHG reductions over time.	Planning, Mayor's Office, City Council, DPW	N	EOEEA
Strategy 1.3 Adopt zoning and design guidelines that help reduce GHG through energy efficiency and clean energy in new development and retrofits.	DPW, Site Plan Review, Planning Board, Inspectional Svcs	M	
Goal 2: Increase access for residents, businesses and non-profits to clean energy for electricity and heating/cooling needs.			
Strategy 2.1 Lead a Solarize+ campaign that includes clean heating and cooling options.	Planning, Consumer Affairs	M	
Strategy 2.2 Provide residents and businesses with resources for consumer protection on renewable energy options in coordination with the Consumer Affairs Department, a regional office based in Revere.	Consumer Affairs	M	
Strategy 2.3 Participate in a Community Choice Aggregation or Green Municipal Aggregation program to provide a higher percentage of clean energy. In these programs, municipalities contract with a competitive electricity supplier to provide additional clean energy to local customers through the existing electricity grid. Often these programs supply clean energy for a reduced cost, and participants may see cost savings.	Planning, HCI, Mayor's Office	N/M	National Grid
Strategy 2.4 Increase municipal solar PV, particularly at the schools, in order to reduce energy costs and GHG emissions. Consider pairing with energy storage for resilience benefits.	Bldg Dept, DPW, RPS, HCI	N/M	

Energy and Climate (Pages 203-223) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 2.5 Ensure that new municipal facilities, including schools, are net-zero buildings or meet the highest energy efficiency standards possible.	Site Plan Review, Bldg Dept, Engineering, Mayor's Office, Planning	Ongoing	
Strategy 2.6 Reduce municipal barriers and streamline processes to adopting solar, including reviewing zoning code to determine any barriers to solar installation and providing clear materials to residents regarding the permitting and inspection process.	PB, Site Plan Review, Bldg Dept	M	
Goal 3: Ensure that built infrastructure is protected or adapted from natural hazards and climate change impacts.			
Strategy 3.1 Explore opportunities to acquire and protect land within the floodplain, as well as open space opportunities to be paired with flood storage to enhance flood management.	Planning, Conservation C	N/M	
Strategy 3.2 Ensure that any existing or proposed capital improvements incorporate resilient design standards that will mitigate the impacts of climate change and strengthen resilience.	Bldg Dept, Planning, Site Plan Review	Ongoing	
Strategy 3.3 Incorporate cost-effective green infrastructure strategies and best management practices in the construction, renovation, and maintenance of all municipal public buildings and facilities to expand energy efficiency, renewable energy, environmental stewardship, help mitigate stormwater runoff and the impacts of climate change.	Bldg Dept, Planning, Site Plan Review	Ongoing	
Strategy 3.4 Continue participation in the Greening the Gateway Cities Program to increase tree canopy cover in the city.	Planning, HCI, DPW	Ongoing	
Strategy 3.5 Develop a shoreline protection plan that includes both grey and green infrastructure solutions to manage sea-level rise and storm surge.	Planning, Engineering	N	
Strategy 3.6 Develop a plan and guidelines for using open space and green infrastructure to combat urban heat island impacts, including setting goals for increase urban tree canopy by certain percentages annually.	Planning, DPW	N	
Strategy 3.7 Partner with State agencies and utility providers that own and operate key assets in the city, including MBTA, DCR, and energy utilities, to plan and coordinate infrastructure improvements, following successful participation in other regional coalitions such as the Mystic Valley Watershed Association and other coalitions.	Planning, Mayor's Office	M	
Strategy 3.8 Adopt Resilient Flood Overlay district (or update existing flood overlay) to plan for future sea-level rise projections and establish design guidelines and best practices for both traditional built infrastructure as well as green infrastructure that used natural systems to provide services.	Planning, City Council, Mayor's Office	N/M	
Goal 4: Implement programs to increase education, awareness, and access to climate resilience for all community members, including those most vulnerable to climate change impacts.			
Strategy 4.1 Establish a "resilience hub" for community members to use during an emergency and provide other community services (including storm shelter and cooling center). Ideally, the site will have energy storage and can operate during a grid outage.	Planning	N/M	
Strategy 4.2 Ensure that materials on climate change are translated into multiple languages and are available to a wide diversity of groups, especially those most impacted by climate change.	Planning, HCI, 311	M	

Energy and Climate (Pages 203-223) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 4.3 Partner with local community organizations such as Revere Beach Partnership, Alliance for Health and Environment, and Point of Pines Neighborhood and houses of worship to create a neighbor helping neighbor program during extreme weather events and increase climate awareness.	Planning	N	
Strategy 4.4 Establish curriculum in local schools and after school programs to educate students about climate change mitigation and adaptation. Solar PV and other technology at schools can help provide a "living laboratory" for students.	RPS	N	
Strategy 4.5 Educate and create programs for residents and businesses to make resilience improvements to their private property, including floodproofing and coordinate with the Consumer Affairs Department to disseminate information to residents and businesses.	Planning	N	
Strategy 4.6 Expand recycling programs, such as the "pink bag" textile recycling program, and explore the possibility of offering a composting program.	DPW, Planning	Ongoing	
Strategy 4.7 Assess housing stock in relation to anticipated climate change effects and target low-income homeowners in high-risk locations with programming to make changes that reduce the risk of climate-induced flooding and thermal impacts.	Planning, Bldg Dept, Engineering	M	
Strategy 4.8 Explore ways to incentivize the use of electric vehicles, such as through educational outreach, designated parking and installation of charging stations.	HCI, Planning, Parking Dept, DPW	N	
Strategy 4.9 Continue to coordinate with the Northeast Homeland Security Regional Advisory Council (NERAC) to ensure proper evacuation preparation measures are in place, with particular attention to residents dependent upon public transit.	RPD, Fire Dept, Disabilities Commission, COA, 311	Ongoing	

PUBLIC FACILITIES AND SERVICES

Public Facilities and Services (Pages 225-250) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Goal 1: Ensure adequate resources for Revere's public services			
Strategy 1.1 Ensure staffing levels are adequate to fulfill departmental duties, and resources are efficiently distributed.	Mayor's Office, HR, City Council		
Strategy 1.2 Ensure adequate funding and staffing for Public Safety (police and fire) services. These critical services help keep residents safe and as Revere continues to change and grow, expansion of these services is necessary.	Mayor's Office, City Council, RFD, RPD		

Public Facilities and Services (Pages 225-250) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 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.	Mayor's Office, Budget Office, City Council		
Goal 2: Strengthen effective communication and collaboration within City government and with the public.			
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.	OIDM, Mayor's Office, RPS	N	
Strategy 2.3 Improve internal communications and coordination between City boards, commissions, and departments.	Mayor's Office, OIDM	Ongoing	
Strategy 2.4 Given Revere's diverse population, maximize efforts to provide an enhanced and coordinated program of wrap-around services involving civic associations, schools, and non-profit community resources.	Mayor's Office, OIDM, Planning, RPS		
Strategy 2.5 Continue to improve coordination and communication with DCR to ensure that the public amenities owned by DCR are well marketed to residents of Revere.	Planning, Mayor's Office		
Goal 3: Ensure facilities and services meet community and departmental needs			
Strategy 3.1 Identify and proactively address maintenance concerns that do not yet rise to the level requiring capital improvement funding.	DPW	Ongoing	
Strategy 3.2 Provide adequate funding for school renovations and new facilities as recommended by the School Committee. Potential funding sources include but are not limited to the Massachusetts School Building Authority (MSBA) and the United States Department of Education's Educational Facilities Clearinghouse (EFC).	RPS, Mayor's Office		
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, Site Plan Review Committee, Mayor's Office, Parks & Rec		
Strategy 3.4 Continue the development and implementation of the City's five-year Capital Improvement Plan and reassess priority projects annually.	Planning, DPW, Mayor's Office	Ongoing	
Strategy 3.5 Encourage and support the continued pursuit of grant funding and other financing strategies to address routine maintenance and capital improvement projects.	DPW, Planning, Mayor's Office, Auditing/ Budget Office		

Public Facilities and Services (Pages 225-250) Timeline: Near-term: 1-3 years; Mid-term: 4-6 years; Long-term: 7+ years; Ongoing			
Goal/Strategy/Action	Parties Responsible	Timeline	Potential Resources (Technical assistance and/or funding opportunities)
Strategy 3.6 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.	Planning, Mayor's Office		
Strategy 3.7 Pursue grant funding through the Massachusetts Public Library Construction Program (MPLCP) to move forward with the existing plan to renovate and expand the Revere Public Library.	Planning, Revere Public Library		
Goal 4: Promote sustainability in municipal operations and facilities.			
Strategy 4.1 Incorporate cost-effective green infrastructure strategies and best management practices in the construction, renovation, and maintenance of all municipal public buildings and facilities to expand energy efficiency, renewable energy, environmental stewardship, help mitigate stormwater runoff and the impacts of climate change.	Building Dept, Site Plan Review Cmte, Planning, DPW, Conservation Commission	N/M	
Strategy 4.2 Continue to work with State agencies and utility providers such as MassDevelopment, National Grid, and Citizens Energy to develop and promote energy efficiency programs for residential, commercial and municipal facilities.	Planning, Mayor's Office, DPW, HCI	Ongoing	
Strategy 4.3 Establish a "resilience hub" for community members to go to during an emergency (including storm shelter and cooling center). Ideally, the facility will have energy storage and can operate during a grid outage.	Planning, Mayor's Office, DPW	M/L	
Strategy 4.4 Continue to seek ways to increase recycling and reduce solid waste disposal, including composting.	DPW, 311, Planning	Ongoing	
Strategy 4.5 Ensure that any existing or proposed capital improvements incorporate resilient design standards that will mitigate the impacts of climate change and strengthen resilience.	Building Dept, Site Plan Review Cmte, Planning, DPW	M/L	
Goal 5: Improve Stewardship of Public Properties			
Strategy 5.1 When undertaking major facility constructions or expansions, consider Revere's facilities portfolio holistically. This includes consideration of potential re-uses of the City's surplus properties (e.g. the McKinley School or Winthrop Street Fire station) as well as foreclosed or abandoned properties that come into public ownership.	Building Dept, Site Plan Review Cmte, Planning, DPW	Ongoing	
Goal 6: Explore new strategies for creating Public Facilities to gain more land and operational efficiencies			
Strategy 6.1 Explore creative financing mechanisms for crating public facilities that will be owned, operated or leased by the City of Revere, or that is otherwise developed or managed by them in partnership with a private or non-profit entity.	Planning, DPW, Mayor's Office	Ongoing	



Figure 1: Shirley Ave and key transit routes and opportunity sites

Implementation Case Study: Shirley Ave.

CONTEXT AND FRAMING

The Shirley Ave. neighborhood serves as an example of a mixed-use, mixed-income neighborhood with strong community participation developed, in part, through previous planning efforts that lay the groundwork to implement some of the recommendations from the Master Plan. Other neighborhoods in Revere, such as Beachmont, could play a similar role in serving as key sites in which to implement recommendations.

Proactive planning is key to the future of Shirley Ave., as it has been in other neighborhoods with similar characteristics: ethnic and socioeconomic diversity, current and expected development in close proximity to and within the neighborhood. While the history of planning and the existence of a neighborhood group are not the sole, reliable indicators of strong and sustained community capacity and civic infrastructure in the neighborhood, they can serve as a point from which to build capacity to plan for the future.

This section will frame the opportunities to implement recommendations from the Master Plan, building on previous planning efforts as well as a current planning effort led by Utile.

Shirley Avenue Description

The Shirley Ave./Ward 2 neighborhood is analogous to Census Tract 1707.02, the geographic unit of analysis for the 2014 Action Plan data, and this 2019 update. The data provided below reflect the best available information from 2013-2017 American Community Survey estimates.

Community Characteristics

There are approximately 6,100 residents in the immediate area around Shirley Avenue (American Community Survey 2013-2017). More than half of the population is foreign-born (60%), representing countries and regions from around the world. Approximately 72% do not speak English as their primary language at home. Of those over 25 years old, only 36% have attained education beyond a high school degree. (American Community Survey 2013-2017)

For the approximately 2,100 households, the median income is \$50,434, an increase from \$46,638 in 2010. An estimated 70% (up from 64% in 2010) are employed. Most residents in the Shirley Avenue area work in service occupations (38%) or sales and office occupations (19%). The bulk of these jobs are consistent with lower levels of educational attainment among residents, with almost 64% having a high school degree or less. A growing percentage of residents (16%, compared to 13% in 2010) work in management, business, science, and the arts. (American Community Survey 2013-2017)

The majority of the residential buildings in the Shirley Avenue neighborhood are three or four family in contrast to the single-family homes prevalent in the rest of the city. Significant new infill construction has reduced the percentage of properties built before 1939 from 80% in 2010 to 68% in 2017. Approximately 9% of the units are vacant, down from 11% in 2010. Approximately 70% of the housing is renter occupied. Within the Shirley Avenue neighborhood, approximately 51% of owners and 50% of renters are cost-burdened, meaning that they spend more than 30% of their gross income on housing. (American Community Survey 2013-2017)

Business District Growth

Over 60 businesses offer a variety of goods and services, with most of these operating along the Shirley Avenue corridor. Professional offices, restaurants, convenience stores, and personal care services primarily set the character of the district, which benefits from significant foot traffic and connections to the MBTA Blue Line and Revere Beach. Since 2014, the neighborhood has welcomed a range of new businesses, including a bubble tea shop, multiple bakeries, a pharmacy, and Revere's first yoga studio. Public infrastructure improvements have included the installation of new parking meters, rehabilitation of the municipal parking lot, and upgraded lighting all along Shirley Avenue. The redevelopment of properties along Shirley Avenue, Dehon Street, and North Shore Road has also introduced new ground-floor units as part of a growing trend of mixed-use developments in the neighborhood.

The district's geography and multicultural composition supported its designation in 2015 as one of the state's ten Transformative Development Initiative (TDI) Districts, which enabled partners to utilize technical assistance to support real estate, urban design, and small business development planning (see Appendix). In 2018, these efforts helped to secure a \$2 million MassWorks Infrastructure Program grant from the state for public infrastructure improvements such as new sidewalks, enhanced lighting, and rehabilitation of public spaces. The MassWorks proposal also included commitments from the City of Revere to upgrade the district's metal halide bulbs to energy-efficient LED lighting (completed in 2019) and expand the City's storefront and signage improvement program from Broadway to include Shirley Avenue. As of 2019, seven district businesses have completed or are in the process of participating in the program, which receives primary funding through the Community Development Block Program. Many of these initiatives are outlined in a 2015 market analysis completed by FinePoint Associates with funding from NeighborWorks America and conducted in partnership with a resident and business task force. The report is publicly available and includes analysis of demographic trends, discussion of opportunities and constraints, and extensive resources and recommendations for strengthening the district through small business technical assistance, real estate investments, and urban design improvements.

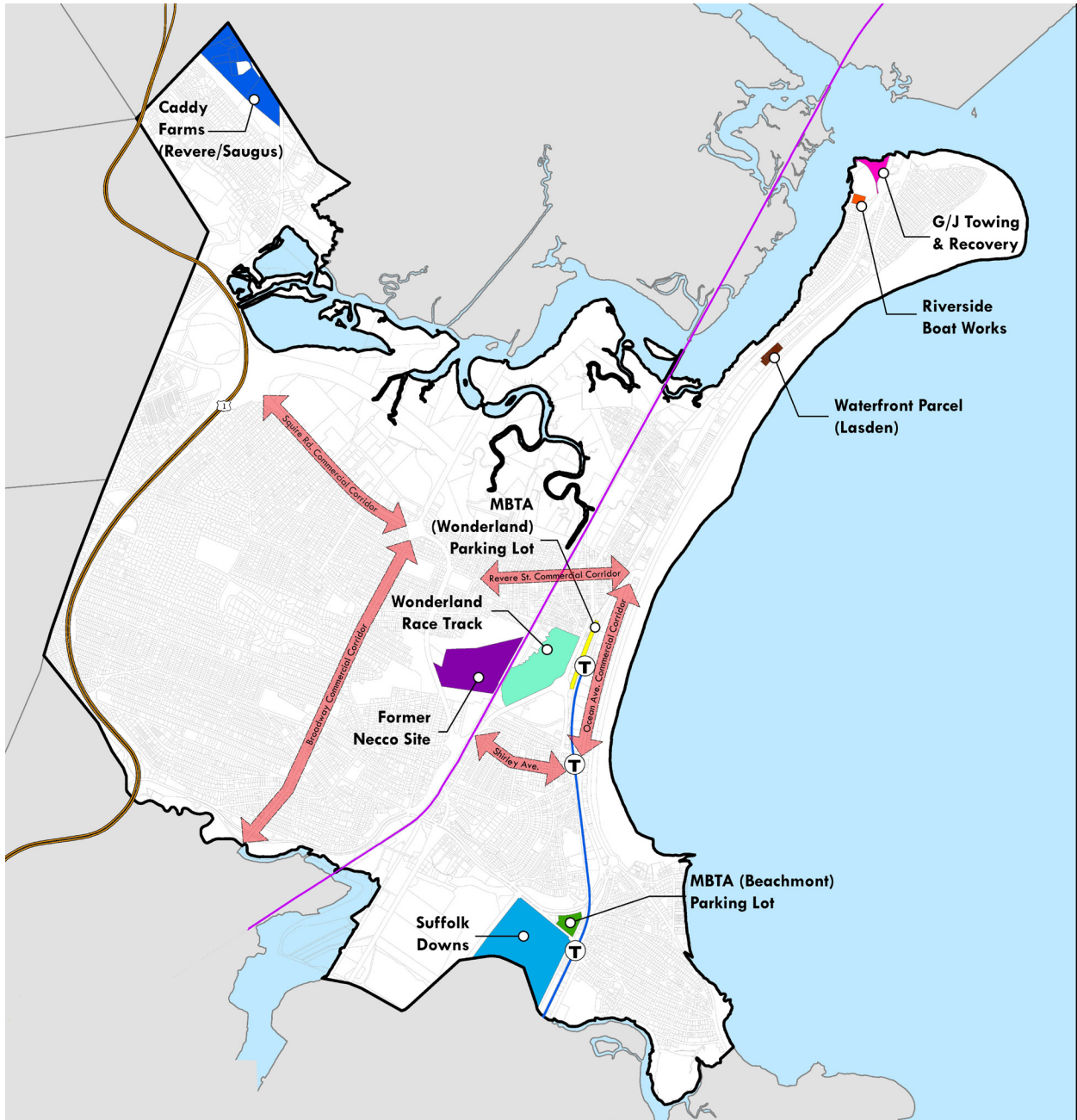


Figure 2: Shirley Ave and key transit routes and key opportunity sites.

Development Context in Relation to Shirley Avenue

The Shirley Avenue neighborhood is located in close proximity to several key opportunity sites, the development of which will significantly impact the Shirley Avenue neighborhood.

- The 151-acre Suffolk Downs site at the southern border of the neighborhood has completed a master planning process that will result in the redevelopment, over a period of 15-20 years, of its 53 acres in Revere into millions of square feet of new commercial, residential, and open space.

- In 2012, the MBTA completed construction of a \$53 million parking garage and pedestrian bridge at the Wonderland Station, in the process freeing up nine acres of beachfront land for a master-planned Waterfront Square development. Nine-hundred residential units, a 100-room hotel, 145,500 sf of office, and 28,000 sf of retail are envisioned as part of this development.
- The former Wonderland Dog Track, which is directly adjacent to Wonderland Station and the neighborhood, underwent a complete demolition in 2019. Though its future use has yet to be determined, property owners and the City are in the early stages of planning and zoning to reflect priority development goals for the site. The Wonderland Marketplace, a large shopping center that once included a grocery store anchor, has since become home to two restaurants, a discount warehouse, a large fitness center, and a credit union that has relocated from Shirley Avenue.
- Redevelopment of the former Shaw's Supermarket site, once home to a grocery anchoring the neighborhood, will be completed in 2020. The site will host two new hotels, including one extended-stay hotel, featuring 152 total rooms and an on-site restaurant.
- The nearby NECCO factory, which had an uncertain future in 2014, ceased operations in summer 2018. In October 2019, the City announced that the site had been leased by its owners to e-commerce Amazon, with plans to build a state-of-the-art Distribution Center station and create up to 600 full-time and part-time jobs during peak seasons.

Opportunity Zones

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

PLANNING EFFORTS IN THE SHIRLEY AVENUE NEIGHBORHOOD

As mentioned in the Economic Development Chapter, the City, State, and other partners have invested significant resources in infrastructure and planning in the district. In 2014, the City, in collaboration with The Neighborhood Developers (TND) and MAPC, engaged neighborhood stakeholders in a planning process that resulted in the 2014 Shirley Avenue Neighborhood Action Plan [See Appendix, etc. for more details].

As described earlier, the Shirley Avenue corridor was designated as a Transformational Development Initiative district through MassDevelopment in 2015, which enabled district partners, including the City, the Neighborhood Developers, and others to conduct several studies on urban design, zoning, and development capacity. As noted, a market analysis was also completed in that year.

In 2019, MassDevelopment funded a study led by Utile to analyze development options for several key parcels. The City also received funding from the State MassWorks program to make infrastructure improvements in the district.

ACTION PLAN UPDATE RESULTS

An action plan progress report was conducted in 2019.

Shirley Avenue and Next Stop Revere

The 2019 launch of *Next Stop Revere*, Revere's citywide master planning process, presented a unique opportunity for Shirley Avenue Action Plan partners to not only reflect on the progress and challenges experienced since 2014, but to consider future efforts in a citywide context.

In coordination with master plan outreach efforts, TND, with technical assistance from the City of Revere and MAPC, conducted a series of stakeholder outreach activities to re-engage 2013-2014 Action Plan process participants as well as encourage residents' participation in citywide visioning efforts. Additional analysis of neighborhood changes was conducted by MAPC and the City, including evaluation of progress on Action Plan items, relevance to *Next Stop Revere* recommendations, and a preliminary review of demographic and neighborhood indicators cited in the 2014 study.

Over the course of 2019, TND, the City, and MAPC coordinated the following:

- April 2019: an Action Plan progress inventory among the Revere Community Committee;
- Summer 2019: a scan of existing and new institutional stakeholders in the neighborhood;
- August-September 2019: online surveys and follow-up interviews with several key informants;
- September 16-18, 2019: three "pop-up" events along Shirley Avenue designed to capture feedback on transportation, economic development and jobs, and housing themes; and
- September 20, 2019: an open house located in a vacant Shirley Avenue storefront inviting residents and patrons to provide additional feedback on the three "pop-up" themes.

Community input from the above efforts were compiled and incorporated into the Shirley Avenue Action Plan Update (see Appendix).

Progress report (2014-2019)

Since 2014, the Shirley Avenue neighborhood has been bustling with activity and investments supporting the vision set forth in the Action Plan. Over this five year period, the community's composition has evolved, resident-led initiatives have flourished, and new homes and businesses have opened their doors.



Figure 3: Shirley Avenue context

Key themes from the progress report include:

- Growth of the Shirley Avenue business district: Significant planning, public and private investment, and resident-led activations have helped to position Shirley Avenue as a distinct multicultural neighborhood business district reflecting the cultural heritages of its residents.
- Resident leadership: Community programs, ranging from cultural festivals to cleanups, public art, and placemaking interventions, have not only enhanced the neighborhood's sense of identity but involved hundreds of residents, businesses, and visitors of diverse ages and backgrounds.
- Improved access to municipal services: The launch of the City's 311 constituent service center and improved communications across agencies have helped to improve, though not resolve, resident concerns about access to information about resources and services.
- Infrastructure improvements: Through a variety of local and state funding sources, pedestrian infrastructure has improved around key nodes such as the Garfield School and Shirley Avenue, though pedestrian safety continues to be a significant concern at Bell Circle.
- Housing construction: Increased housing demand, combined with the relative affordability of the neighborhood's generally older housing stock located near transit, has contributed to relatively low levels of vacancy, new affordable housing construction, and small-scale infill development.
- Organizational and community infrastructure needs: "Visionary goals" for a comprehensive financial opportunity center, multi-service center, or business support organization have not yet come to fruition, though services have been piloted or are under development.

▶ UTILE ANALYSIS SUMMARY²

In 2019, through funding from the MassDevelopment Transformative Development Initiative (TDI), Utile conducted a study of the Shirley Avenue neighborhood to illustrate how improvements in the public realm and the development of key underutilized sites can enhance the identity and development of the Shirley Ave neighborhood, with the goal of offering a wider variety of housing options while maintaining the character and identity of existing small businesses that define the neighborhood.

Utile identified three key elements that define the Shirley Ave. neighborhood:

- Diversity of small businesses, with product and serving offerings from a range of ethnic cultural backgrounds
- As stated earlier in the Housing Chapter, Shirley Ave. is located between two MBTA stations, is adjacent to the public beach and is also in close proximity to future developments at Wonderland and Suffolk Downs.
- Shirley Ave. has also been the site of several planning processes (described below).

Utile developed a series of recommendations based on those sites and presented potential options for zoning considerations. The full report is available from the City of Revere, with key themes and recommendations excerpted below.

² Text used with permission from Utile. Full report is included in the Appendix.



Figure 4: Existing landscape on Shirley Avenue

Streetscape and Public Realm

Utile defined several key goals for improving these elements of the Shirley Ave. neighborhood:

- Enhance the distinct character of businesses
- Celebrate and support the culture and diversity of the neighborhood
- Improve the streetscape through sidewalks, lighting, planting and seating
- Promote use of underutilized parcels for community programming
- Connect neighborhoods and increase access to Shirley Avenue

Utile presented two options to achieve these goals (described in detail in the report in the Appendix).

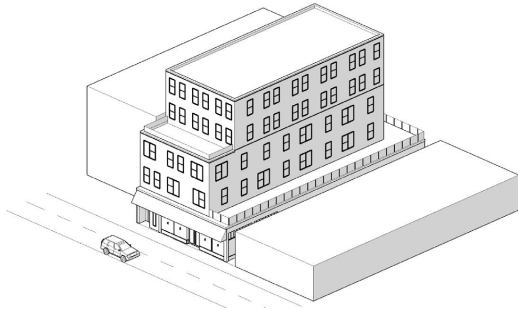
- Option 1: The Meander: Reclaims some of the ambiguous spaces in the current one-way travel lane and concentrates them along a slightly angled scheme.
- Option 2: The Oases: Uses a tactical approach to displace select parallel parking spaces to accommodate added trees and public space.

Development Scenarios

Utile created three development scenarios which incorporate ground floor retail with a range of two to three floor of residential units above.

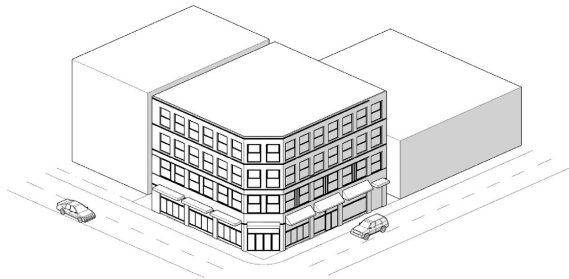
Lot Types

The development scenarios were presented in the context of three distinct lot types along Shirley Ave.



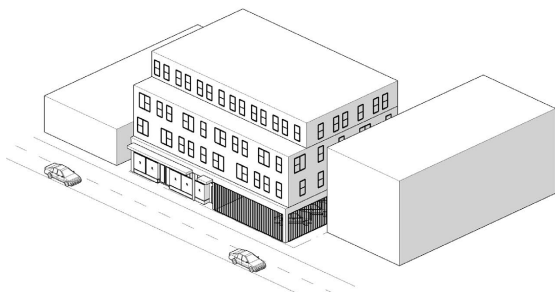
Infill sites: Proportionally deep and situated mid-block between existing buildings.

- Potential for mid-rise mixed-use structure with an active retail edge
- Stepped setbacks to preserve scale of development along street



Corner sites: Situated on block corners and have two main street-facing facades. Development on these lots allows for maximum opportunities for ground floor frontage

- Partner-controlled parcels
- Opportunity to define the corner
- Potential sites for gateway development or key second-floor commercial use



Anchor sites: Large or square lots located either on the corner or mid-block. They are defined by their scale and their prominence along Shirley Avenue and are large enough to support anchor tenants and development.

- Best opportunity to guide design decisions
- Closes a key gap in the street-wall
- Potential to consolidate parking for the district?

Extending the Storefront Zone

Given the wide range of street level retail on Shirley Ave., Utile presented development options that would extend the storefront zone in order to provide ground floor retail to add to the street's consistent active commercial character.



Figure 5: Defining the storefront zone

ZONING IMPLICATIONS

The Shirley Avenue District lies within the General Business District zoning, which allows up to five stories and 50 feet of building height, with a maximum Floor Area Ratio of 1.5. Regulations also stipulate side and rear setbacks of 20 feet and parking ratios of two spaces per dwelling unit and one space for every 200 square feet of general retail.

The development scenarios presented by Utile would require a modification to the zoning code as presented below:

	Existing Zoning	Revised Zoning
Max Height	50 feet (5 stories)	50 feet (5 stories)
Max FAR	1.5	Up to 3.0
Front setback	0 feet	0 feet (storefront zone is variable between 0 and 5 feet)
Open Space	No on-site open space required	No on-site open space required
Side and rear setbacks	20 feet	0 feet
Parking ratios	Apartment: 2.0/unit General retail: 1/200 GSF	Apartment: 0/unit General retail: 0/GSF

MASTER PLAN IMPLEMENTATION IN THE SHIRLEY AVE NEIGHBORHOOD

Informed by the analysis done by Utile and the analysis completed as part of the Master Plan process, the following recommendations could be tested in the Shirley Avenue neighborhood:

Economic Development

- Continue to facilitate storefront improvements
- Support existing small businesses, with a focus on immigrant and minority-owned businesses.
- Facilitate open streets days in collaboration with local community groups.
- Review and update zoning based on analysis above
- Others TBD

Historic and Cultural

- Facilitate increased public art and placemaking
- Incentivize the development of arts spaces in new construction and adaptive reuse projects
- Expand resources to support cultural programming
- Others TBD

Housing

- Preserve the affordability of expiring deed-restricted units
- Allow other naturally occurring affordable housing types
- Adopt regulations for short-term rental that limit the impact on the housing market.
- Create deed-restricted Affordable Housing
- Review and update zoning based on analysis above
- Others TBD.

Open Space and Recreation

- Pocket parks
- Others TBD.

Transportation

- Multimodal improvements
- Review of parking regulations (see zoning notes above)
- Others TBD.