

# Appendices

Shirley Ave Action Plan Update 2019

*[To be added in final plan]* Summary of Public Comments

# Appendix I: Shirley Avenue Community Action Plan 2014-2019 Progress Report and 2020 Update

## Introduction

In May 2014, at a meeting hosted at the Garfield Elementary and Middle School, a diverse coalition of community stakeholders gathered to celebrate the completion and signing of the Shirley Avenue Community Action Plan. Culminating from over a year of collaborative planning, data analysis, and consensus-building around community values and shared priorities, the Action Plan outlines a series of integrated strategies to promote the vision of “a strong, clean, and attractive Shirley Avenue neighborhood that is welcoming to families and residents of all ages and cultural backgrounds, with a vibrant business district, inviting open spaces, and economic opportunity for businesses and residents alike.”

Most of the champions present at that 2014 signing continue to be active and engaged members of the Shirley Avenue community, and many of those local champions have grown their leadership in support of a similar vision citywide. This 2019 evaluation of the 2014 document provides an opportunity for Action Plan champions and partners, old and new - including but not limited to neighborhood residents, district businesses, community agencies, private investors, and municipal partners - to evaluate and reflect on the achievements of the past five years. Its incorporation into Revere’s master plan also provides an opportunity for those champions and partners re-commit to shared priorities for the next five years, and to do so in strategic alignment with the citywide blueprint outlined in Next Stop Revere.



## ACTION PLAN HISTORY

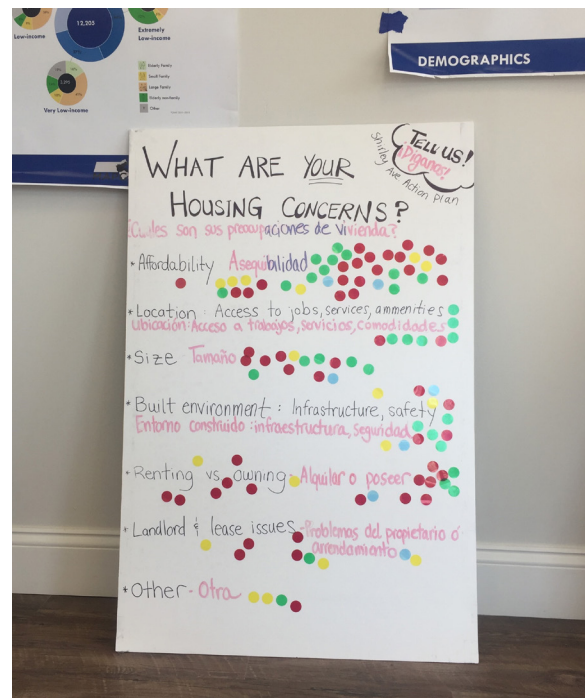
The 2014 Community Action Plan emerged from a growing awareness of the need for neighborhood based advocacy and a shared commitment to positive change in the Ward 2 neighborhood. In recognition of Ward 2's history as an accessible and affordable working class and immigrant gateway neighborhood, as well as its proximity to public transit, the nation's first public beach, and key sites of regional interest such as Wonderland Track and Suffolk Downs, the resident-led Revere Community Committee empowered a Ward 2 Development Task Force "to lead an inclusive community visioning process to create a shared action plan that supports a vibrant Shirley Avenue neighborhood."

In April 2013, guided by a series of goals set by this task force, The Neighborhood Developers (TND), City of Revere, and a resident and stakeholder Steering Committee launched a community engagement and action planning process designed in partnership with Madden Planning Group. The Massachusetts Department of Housing and Community Development, NeighborWorks America, Metropolitan Area Planning Council (MAPC), and Miller Foundation provided funding support.

Over the course of the next year, 144 residents, business owners, City staff, and other stakeholders participated in a series of visioning exercises, surveys, data analysis, and six community meetings aimed at sharing knowledge and building consensus about the neighborhood's housing, economic, and quality of life priorities. That process culminated in a Community Action Plan document that outlines a shared vision of the neighborhood, seven key strategies for advancing that vision, and a series of related actions for implementation among action item "champions" and partners, such as local agencies or resident groups. Since its signing in 2014, this plan has guided activities and investments by TND, the City of Revere, residents and local partners serving the Shirley Avenue commercial district and surrounding residential neighborhood.

## SHIRLEY AVENUE AND NEXT STOP REVERE

The 2019 launch of Next Stop Revere, Revere's citywide master planning process, presented a unique opportunity for Shirley Avenue Action Plan partners to not only reflect on the progress and challenges experienced since 2014, but to consider future efforts in a citywide context. The goals of this report, therefore, are two-fold: to evaluate the past five years of progress towards Action Plan goals, and to incorporate an appendix to the Action Plan that places the shared vision of the Shirley Avenue neighborhood into its 2019 context. This section outlines the process for compiling this update, presents key findings from the past five years, and connects the ongoing work of the Shirley Avenue Community Action Plan with the short to mid-term goals referenced within Revere's citywide master plan, Next Stop Revere.



## PROCESS

In coordination with master plan outreach efforts, TND, with technical assistance from the City of Revere and MAPC, conducted a series of stakeholder outreach activities to re-engage 2013-2014 Action Plan process participants as well as encourage residents' participation in citywide visioning efforts. Additional analysis of neighborhood changes was conducted by MAPC and the City, including evaluation of progress on Action Plan items, relevance to Next Stop Revere recommendations, and a preliminary review of demographic and neighborhood indicators cited in the 2014 study.<sup>1</sup>

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

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

Community input from the above efforts were compiled and incorporated into *Table 1: Five Year Progress Report: 2014-2019*; and the identification and evaluation of ongoing goals and those newly identified in *Next Stop Revere* are outlined in *Table 2: Action Plan Update: 2020-2025*.

## PROGRESS REPORT: 2014-2019

Since 2014, the Shirley Avenue neighborhood has been bustling with activity and investments supporting the vision set forth in the Action Plan. Over this five year period, the community's composition has evolved, resident-led initiatives have flourished, and new homes and businesses have opened their doors. Progress toward 2014 Action Plan goals are outlined in Table 1, which provides an extensive though not necessarily exhaustive inventory of achievements by community champions and partners.

Key themes from the progress report include:

- Growth of the Shirley Avenue business district: Significant planning, public and private investment, and resident-led activations have helped to position Shirley Avenue as a distinct multicultural neighborhood business district reflecting the cultural heritages of its residents.
- Resident leadership: Community programs, ranging from cultural festivals to cleanups, public art, and placemaking interventions, have not only enhanced the neighborhood's sense of identity but involved hundreds of residents, businesses, and visitors of diverse ages and backgrounds.
- Improved access to municipal services: The launch of the City's 311 constituent service center and improved communications across agencies have helped to improve, though not resolve, resident concerns about access to information about resources and services.

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1 The 2014 Action Plan identified a study area of Census Tract 1707.02, an area of about 150 acres that is roughly consistent with Ward 2 and bounded by VFW Parkway/Route 1A, Revere Beach Parkway/Route 145, and North Shore Road.

- Infrastructure improvements: Through a variety of local and state funding sources, pedestrian infrastructure has improved around key nodes such as the Garfield School and Shirley Avenue, though pedestrian safety continues to be a significant concern at Bell Circle.
- Housing construction: Increased housing demand, combined with the relative affordability of the neighborhood's generally older housing stock located near transit, has contributed to relatively low levels of vacancy, new affordable housing construction, and small-scale infill development.
- Organizational and community infrastructure needs: "Visionary goals" for a comprehensive financial opportunity center, multi-service center, or business support organization have not yet come to fruition, though services have been piloted or are under development.

**FIVE YEAR PROGRESS REPORT: 2014-2019 (TABLE 1)**

<b>1. PURSUE VISIONARY GOALS TO SUSTAIN A THRIVING NEIGHBORHOOD</b>		
	<b>Action</b>	<b>Achievements</b>
1.1	Establish a comprehensive financial opportunity center in the Shirley Avenue neighborhood	CONNECT satellite location opens in 2018, with limited office hours, to provide more convenient access to services for Revere residents. See Action 2.3.
1.2	Develop a multi-service center in the Shirley Avenue neighborhood that serves all ages	In 2019, the George V. Colella Community Center opens at the Garfield School as a citywide pilot program operated by Revere's Parks and Recreation Department.
		In 2018, Revere Youth In Action, The Neighborhood Developers, and UMass Boston's Asian American Studies Program partner to launch a pilot study center in the 525 Beach Street Community Room. Programming includes leadership development, homework help, and college prep.
1.3	Attract a grocery retailer and pharmacy to develop in the Shirley Avenue neighborhood	Seaside Pharmacy, a small independent pharmacy, opens at 169 Shirley Avenue in 2014.
		In 2014, Sayar Market opens at 3 Everett St., offering an extensive selection of Halal-friendly groceries.
1.4	Redesign Bell Circle to better serve multi-modal transit, pedestrian and bicyclist needs	The Revere Beautification Committee and the Comfort Inn partner to bring significant landscaping improvements to Bell Circle.
		The Suffolk Downs Redevelopment master plan includes mitigation measures to improve traffic circulation in Bell Circle, such as new and enhanced pedestrian crossings and improved signalization. The leasing of the former Necco site for an Amazon distribution center will also include traffic mitigation planning.

<b>1. PURSUE VISIONARY GOALS TO SUSTAIN A THRIVING NEIGHBORHOOD</b>		
	<b>Action</b>	<b>Achievements</b>
1.5	Cultivate a business support organization for Shirley Avenue that builds local business skills, provides resources, offers engagement and promotional activities	In 2015, FinePoint Associates completes a Shirley Avenue business district analysis in consultation with a Shirley Avenue Task Force and with funding through NeighborWorks America.
		A Shirley Avenue Working Group forms in 2015 as part of the Transformative Development Initiative designation, with periodic involvement from district business owners in broader planning initiatives.
		In 2016, MassDevelopment commissions a study, completed by Karl Seidman Consulting Services, of possible district governance models for the Shirley Avenue district.

<b>2. CONNECT RESIDENTS TO INFORMATION, RESOURCES, EDUCATION, AND JOBS</b>		
	<b>Action</b>	<b>Achievements</b>
2.1	Develop a communication strategy to disseminate relevant public health, housing, municipal policy, and cultural event information to residents of the Shirley Avenue neighborhood	Agency stakeholders, including Revere On the Move/MGH, Women Encouraging Empowerment, and The Neighborhood Developers cross-promote resources, services, and programming through social media.
		Neighborhood locations including small business storefronts, bulletin boards, and Little Free Libraries serve as opportunities to post information.
		The City of Revere launches its 311 system in 2016, establishing a call-in center with multilingual support along with a mobile application for residents to report concerns and access information. See Action 2.2.
		A revamped Revere website, <a href="http://www.revere.org">www.revere.org</a> , is launched in 2019 with enhanced translation capabilities for multiple languages. See Action 2.2.
2.2	Commit to high standards of inclusive communication in the Shirley Avenue neighborhood	City of Revere communications platforms and staffing enhance residents' engagement with municipal services, and City 311 staff visit neighborhood meetings to provide 311 reporting tutorials for residents.
		Outreach materials for major neighborhood events (such as the annual Cultural Festival) and citywide events (Revere's master planning process) are made available in up to five non-English languages.

2. CONNECT RESIDENTS TO INFORMATION, RESOURCES, EDUCATION, AND JOBS		
	Action	Achievements
		Spanish interpretation and child care are offered as part of outreach by community partners, including TND and Revere Public Schools. Occasionally, Arabic and Portuguese are also available.
2.3	Connect residents to resources and economic opportunities to improve financial stability and prosperity	CONNECT, Women Encouraging Empowerment, and the Revere Community School provide and expand access to programming such as free tax preparation, benefits screening, financial coaching, workforce training, and ESOL and HiSET preparation. See Action 1.1.

3. IMPROVE HOUSING CONDITIONS AND ACCESS TO HOUSING		
	Action	Achievements
3.1	Collaborate to increase funding and expand availability of home rehabilitation loan and grant programs	The City's planning process for its 2020-2025 Consolidated Plan, which is developed in consultation with 7 other communities in the North Suburban Consortium and submitted to the Department of Housing and Urban Development, is exploring local and regional opportunities to increase available funding.
3.2	Develop more housing for a range of income levels and household sizes and ages	The Neighborhood Developers constructs 30 units of deed-restricted affordable housing at 525 Beach Street, including a range of 1, 2, and 3-BR apartments at a formerly vacant industrial auto body site.
		Private developers add market-rate units to the housing stock through the rehabilitation or new construction of dozens of studios and 1-BR units at infill sites along Shirley Avenue and Dehon Street.
		Rising Community & Housing constructs 30 units of veteran-preference studio and 1-BR apartments at 123 Shirley Avenue, the location of the former Congregation Tifereth Israel.
		With support from MassDevelopment, the City partners with Utile and a Shirley Avenue working group to conduct an analysis of existing zoning constraints and opportunities to incorporate residential units into future mixed-use development.

4. ORGANIZE ACTIVITIES THAT BUILD RELATIONSHIPS BETWEEN NEIGHBORS		
	Action	Achievements
4.1	Organize activities that build relationships between neighbors and strengthen neighborhood pride	Since 2014, the Shirley Avenue Cultural Festival has been planned by residents in partnership with The Neighborhood Developers and Ward Councillor Ira Novoselsky, and with significant financial and in-kind support from the City of Revere, volunteers, businesses, and community agencies.
		Two significant cultural celebrations are held on an annual basis: Cambodian New Year is hosted by the Wat Ratanarangsey Buddhist Temple on Thornton Street; and Moroccan Cultural Day is hosted by Moroccan American Connections in Revere (MACIR).
		Since 2018, the City's Healthy Community Initiatives and Parks & Recreation Departments have co-hosted the Revere Summer Nights series, an open-streets style festival in Sandler Square.
		Multiple neighborhood clean-ups take place during the annual Beautify Revere event as well as throughout the year, led by members of the Revere Community Committee and Friends of Costa Park.
		In 2019, a Costa Park Refresh Week is led by The Neighborhood Developers and supported by a Republic Services Neighborhood Promise grant, which provides funding for ongoing programming, equipment upgrades, and new art installations at Costa Park.
4.2	Develop and implement educational activities on neighborhood cultures, histories, and shared issues	In 2014, a temporary Faces of Shirley Ave mural and a permanent Shirley Avenue Gateway mural are installed near the Revere Beach MBTA Station, in partnership with the Garfield School and Community Design Resource Center. Both murals incorporate the people, place, and/or history of Shirley Avenue.
		UMass Boston's Asian American Studies Program, in addition to its work with Revere Youth In Action, continues partnering with residents on digital storytelling and participatory art processes.
		In 2018, the Garfield School PTO organizes neighborhood tours of Shirley Avenue as part of professional development for teachers at the Garfield Elementary and Middle Schools.



<b>5. SUPPORT THE HIGH QUALITY GROWTH OF LOCAL BUSINESSES</b>		
	<b>Action</b>	<b>Achievements</b>
5.1	Develop opportunities for networking, skill development, and financial support for business owners in the Shirley Avenue neighborhood.	Through the expansion of the City's Storefront and Signage Improvement Program from Broadway to Shirley Avenue, improved outreach between the City and district businesses results in more than a half-dozen business owners' participation in the loan/grant programs. The expansion of the program is coupled with planned infrastructure improvements to be funded by a \$2 million MassWorks grant, along with City funds for LED lighting conversions.
5.2	Create a branding and marketing plan for the Shirley Avenue neighborhood.	The Neighborhood Developers collaborates with local businesses and the Revere Community Committee to design branding materials, which leads to the installation of Urban Trail wayfinding signage and a district map at the Revere Beach MBTA Station in 2016. See Actions 1.5 and 7.5.
5.3	Improve Shirley Avenue parking locations and policies to support businesses and residents.	New parking meters are installed and regularly enforced along the Shirley Avenue business district in 2018, discouraging commuter parking and improving parking availability for district patrons and for residents with city-sanctioned parking permits.

<b>6. ENSURE A WELCOMING, CLEAN AND SAFE NEIGHBORHOOD</b>		
	<b>Action</b>	<b>Achievements</b>
6.1	A Revere Community Committee (RC) Cleanliness sub-committee leads cleanliness campaigns and increases accountability as needed	In 2018, the Revere Community Committee's "Buttler Squad" installs cigarette butlers along Shirley Avenue and leads an education campaign to encourage smokers to deposit cigarette butts into designated receptacles, with a goal of reducing litter.
		In 2019, the Friends of Costa Park group is re-established and leads routine park clean-ups,
6.2	Advocate for improvements to bulk item disposal	In 2016, the City's 311 and online e-permitting systems establish a clear reporting and ticketing process for bulk item disposal.
6.3	Establish Friends of Costa Park to steward and oversee park programming, cleanliness, and maintenance	In 2014, the Friends of Costa Park group is created; in 2019, the group is re-established through Costa Park Refresh activities.
6.4	Create a regular forum for neighbors, City officials, and police officers to discuss safety concerns and reporting	Revere Police Department representatives, including the Chief of Police, occasionally attend Revere Community Committee meetings at the invitation of residents.
		In 2019, a Revere Police Department sub-station opens at 123 Shirley Avenue.

<b>6. ENSURE A WELCOMING, CLEAN AND SAFE NEIGHBORHOOD</b>		
	<b>Action</b>	<b>Achievements</b>
6.5	Empower youth to lead community engagement and violence prevention efforts in the neighborhood	Revere Youth In Action works to increase voter registration in the neighborhood and volunteers in a variety of neighborhood events.
		MGH Revere launches the Youth Health Leadership Council to train youth to lead efforts in substance abuse prevention and mental health.

<b>7. IMPROVE THE PEDESTRIAN ENVIRONMENT IN THE NEIGHBORHOOD</b>		
	<b>Action</b>	<b>Achievements</b>
7.1	Enhance the entrance into the neighborhood with the proposed gateway plaza and sculptural arch	In 2014, local artist Alex Gerasev works with neighborhood residents to paint the Shirley Avenue Gateway mural, with funding and technical assistance from the Community Design Resource Center, The Neighborhood Developers, and Revere Cultural Council. See Actions 4.2 and 5.2.
7.2	Repurpose the end of Walnut Avenue as a community space	In 2018, Community Improvement Trust funds are committed, resulting in the project being incorporated into the design and engineering of the district-wide MassWorks Shirley Avenue Infrastructure project.
7.3	Address infrastructure improvements in identified problem areas	Through Safe Routes to School, MassWorks, Chapter 90 and other programs, various improvements are made to sidewalks, roadways, and street signage, resulting in enhanced circulation and pedestrian safety along high visibility streets within the neighborhood. See Action 5.1, MassWorks.
7.4	Identify immediate walkability improvements to pedestrian crossings, wayfinding, signage, and signal timing at Bell Circle	See Action 1.4.
7.5	Improve access and orientation to and within the neighborhood through signage and wayfinding from the beach and regional highways	The installation of the Shirley Avenue Urban Trail and a map at the Revere Beach MBTA station establishes a wayfinding route for pedestrians in and around the neighborhood. See Action 5.2.

## ACTION PLAN UPDATE: 2020-2025

Over the past five years, the Shirley Avenue Community Action Plan has provided helpful insights for new partners in the community, as well as a meaningful blueprint for the priorities and values guiding ongoing planning, activity, and investment in - and by - the neighborhood, its businesses, and its residents. The achievements to date serve as a testament to the impact of coordinated, community-based planning.

The relationship between the Action Plan and Next Stop Revere are demonstrated in the 2020-2025 Action Plan Update in Table 2, which combines ongoing or outstanding Action Plan goals with complementary actions recommended in the city’s Master Plan.

### ACTION PLAN UPDATE: 2020-2025 (TABLE 2)

**Key**

New Action: An Action Plan item that is newly identified or consistent with the citywide Master Plan.

Renewal: An Action Plan item that was in the 2014 document and was either accomplished but needs to be done again, or was never completed.

Recommitment: An Action Plan item that was in the 2014 document in some form but has been modified to either indicate work is in progress and must be continued, or that work can be advanced to the next stage of progress.

Transportation and Mobility		
	Action	Master Plan Elements
Renewal	In coordination with Master Plan and District Study recommendations, continue improving Shirley Avenue parking locations and policies that meet the needs of district businesses and neighborhood residents.	Transportation, Economic Development
Renewal	Update and improve signage and wayfinding from the beach and regional highways to improve access and orientation to and within the neighborhood.	Historic & Cultural Resources, Economic Development
Recommitment	Continue to promote the improvement of Bell Circle to better serve multi-modal transit, pedestrian and bicyclist needs including better wayfinding and signal timing.	Transportation
New Action	In coordination with citywide efforts, improve and expand the neighborhood's biking infrastructure, such as through the installation of painted or protected bike lanes.	Transportation

<b>Public Spaces and Community Facilities</b>		
	<b>Action</b>	<b>Master Plan Elements</b>
Renewal	Support and grow Friends of Costa Park to steward and oversee park programming, cleanliness, safety, and maintenance.	Open Space & Recreation, Public Facilities & Services
Recommitment	Collaborate among residents and partners to ensure the construction and ongoing maintenance of the Walnut Ave dead end park.	Open Space & Recreation, Public Facilities & Services
Recommitment	Support activation and maintenance of public spaces to combat accumulation of trash such as bulk items.	Public Facilities & Services
Recommitment	Work to expand pilot programs at TND and Garfield School Community Center into a more comprehensive multi-service center in the Shirley Avenue neighborhood that serves all ages.	Open Space & Recreation, Public Facilities & Services
New Action	Advocate for pocket park activations and/or development at vacant parcels or underutilized locations, such as 69 Shirley Avenue, Sandler Square, and Fitzhenry Square, in order to expand residents' access to open and/or recreational space.	Public Health, Open Space & Recreation
New Action	Incorporate seating and rest areas into public works and open space projects when possible to improve upon a commitment to accesibility and a multigenerational population.	Public Health

<b>Small Businesses and Financial Opportunity</b>		
	<b>Action</b>	<b>Master Plan Elements</b>
Renewal	Develop opportunities for networking, skill development, and financial support for business owners in the Shirley Avenue neighborhood.	Economic Development
Recommitment	Expand access to CONNECT services for Shirley Avenue residents in Revere and work towards establishing a permanent comprehensive financial opportunity center in the Shirley Avenue neighborhood.	Economic Development, Public Health
Recommitment	Connect residents to resources and economic opportunities to improve financial stability and prosperity, educational opportunities, job search assistance, and housing assistance.	Economic Development, Public Health
New Action	In coordination with citywide small business goals, work to retain and build resiliency of Shirley Avenue's small businesses.	Economic Development
New Action	Create sustainable business support for Shirley Avenue that builds local business skills, provides resources, offers engagement and promotional activities, and helps with branding and marketing for the Shirley Ave business district.	Economic Development

<b>Housing and Affordability</b>		
	<b>Action</b>	<b>Master Plan Elements</b>
Renewal	Collaborate to increase funding and expand availability of home rehabilitation loan and grant programs.	Economic Development, Public Health
Recommitment	Develop more housing for a range of income levels and household sizes and ages and convert market rate housing to deed restricted apartments.	Economic Development
New Action	Support policies and organizing that will contribute to more affordable and diverse housing stock, preserve affordable units, expand and protect tenants rights, and stop resident displacement in the Shirley Avenue neighborhood.	Public Health

<b>Community and Civic Engagement</b>		
	<b>Action</b>	<b>Master Plan Elements</b>
Renewal	Create a regular forum for neighbors, City officials, and police officers to discuss safety concerns and reporting at the new Shirley Avenue Police Substation.	Public Health, Public Facilities & Services
Renewal	Empower youth to volunteer for and lead neighborhood health, education, safety, and civic engagement activities in the neighborhood.	Public Health
New Action	Improve access to healthy and affordable food through development including, but not limited to, a grocery retailer, a community kitchen, or public infrastructure to support food trucks in the Shirley Avenue neighborhood.	Public Health, Economic Development
New Action	Support community education and participation in civic engagement activities, such as public forums, development project meetings, and census participation.	Historic & Cultural Resources, Public Health

<b>Cultural Resources and Connections</b>		
	<b>Action</b>	<b>Master Plan Elements</b>
Renewal	Continue to host and support intercultural and intergenerational activities that build relationships between neighbors and strengthen neighborhood pride	Historic & Cultural Resources, Public Health
Renewal	Continue to promote community-driven public art and placemaking activities in the neighborhood to highlight community identity.	Historic & Cultural Resources, Economic Development
Renewal	Continue to work towards high standards of inclusive communication in the Shirley Avenue neighborhood.	Historic & Cultural Resources, Public Facilities & Services
Renewal	Expand the efforts to disseminate relevant public health, housing, municipal policy, and cultural event information to residents of the Shirley Avenue neighborhood outside of current e-newsletters and flyering efforts.	Historic & Cultural Resources, Public Health

## IMPLEMENTATION

Much like their neighbors citywide, Shirley Avenue residents indicated throughout the Next Stop Revere process a variety of concerns and priorities, such as more dynamic community spaces, expanded access to local jobs, and improved pedestrian safety and connectivity. Where applicable, neighborhood level action items are cross-referenced to Next Stop Revere Master Plan elements that: provide a citywide rationale for such efforts; cite valuable data or analysis relevant to neighborhood planning; and in some cases, outline a specific strategy referencing the Shirley Avenue neighborhood, the Shirley Avenue business district, or distinct interests and/or needs of the diverse residential population of the neighborhood.

Looking ahead to the next five years, the Shirley Avenue Community Action Plan will continue to serve as a valuable benchmark for progress toward community goals identified in 2014, as well as the evolution of those goals. The Next Stop Revere planning process, and many of the goals and strategies outlined in the resulting Master Plan document, provide essential context for prioritizing neighborhood-level actions and priorities for the next five years.

The completion of the Next Stop Revere Master Plan, which likewise serves as a blueprint for Revere as a whole, emphasizes the importance of coordinated, community-informed planning and implementation. Just as the Master Plan incorporates a chapter dedicated to strategic implementation of the goals and strategies outlined throughout the document, the Shirley Avenue Community Action Plan requires similar commitments -- to monitoring progress; to coordinating activities and resources for implementation; and ultimately, to ensuring accountability to residents, businesses, and other community stakeholders.