

shirley avenue neighborhood gateway initiative

CITY OF REVERE

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MASSACHUSETTS DEPARTMENT
OF HOUSING AND COMMUNITY
DEVELOPMENT (DHCD)



Acknowledgements

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INTRODUCTION

INTRODUCTION TO THE SHIRLEY AVENUE NEIGHBORHOOD GATEWAY PLANNING INITIATIVE

The Shirley Avenue Neighborhood Gateway Planning Initiative was led by the City of Revere and funded through a Gateway Plus Action Grant from the Massachusetts Department of Housing and Community Development (DHCD). The grant program “recognizes that many factors affect the viability and vibrancy of a neighborhood, including...public safety, job opportunities, appropriate business location, access to education and workforce development, downtowns responsiveness to local consumer and business needs, opportunities to attract the creative economy, options for recreation, civic amenities, adequate infrastructure, and residents with a commitment to the neighborhood.” The program provides funding for communities to develop “neighborhood improvement strategies emphasizing housing needs, quality of life, and ongoing steps to sustain and enhance community and civic engagement.”¹

Through the study, the City engaged a broad range of stakeholders in investigating neighborhood needs and developing improvement plans for the Shirley Avenue area. The City targeted three areas of need:

- Economic development and jobs
- Housing and homelessness
- Physical infrastructure and connections, including streets, sidewalks and open space

¹ Gateway Plus Action Grant. Retrieved July 27, 2009, from The Official Website of the Executive Office of Housing and Economic Development (EOHED): <http://www.mass.gov/?pageID=ehedhomepage&L=1&L0=Home&sid=Ehed>

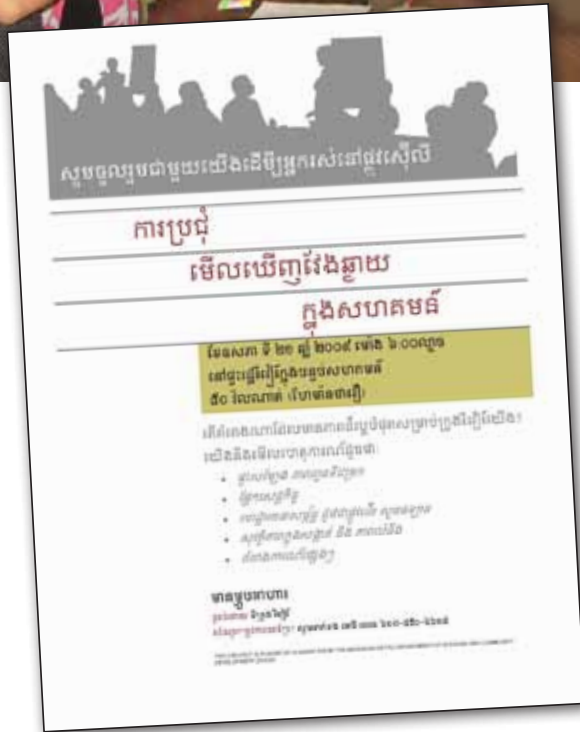
Process

The six month study began in March of 2009 and concluded in August. A team of consultants provided technical analysis of neighborhood conditions and opportunities.

The City-appointed Steering Group contributed to the process and led neighborhood outreach efforts. The group included elected officials and representatives from multiple City departments (including the planning department, the police department, the school department, inspectional services, and the parks and recreation department), the Revere Housing Authority (RHA), two non-profit housing organizations serving other parts of the region, and two non-profit organizations that are active in the neighborhood: the Revere CARES Coalition² and CAPIC (Community Action Programs Inter City)³. The Steering Group met four times during the study period.

² Revere CARES, a program of Massachusetts General Hospital (MGH) Community Benefits, is “committed to reducing substance abuse, especially among young people, and to building a safer, healthier community.” *The Revere CARES Coalition. Retrieved August 28, 2009, from Revere CARES website: <http://www2.massgeneral.org/reverecares/index.html>.*

³ CAPIC is a non-profit organization whose mission is “to identify and address the needs, problems and concerns of those in poverty and to enable the individually poor to achieve and maintain self-sufficiency.” *Welcome to CAPIC. Retrieved August 28, 2009, from Community Action Programs Inter City, Inc. website: <http://www.capicinc.org>*



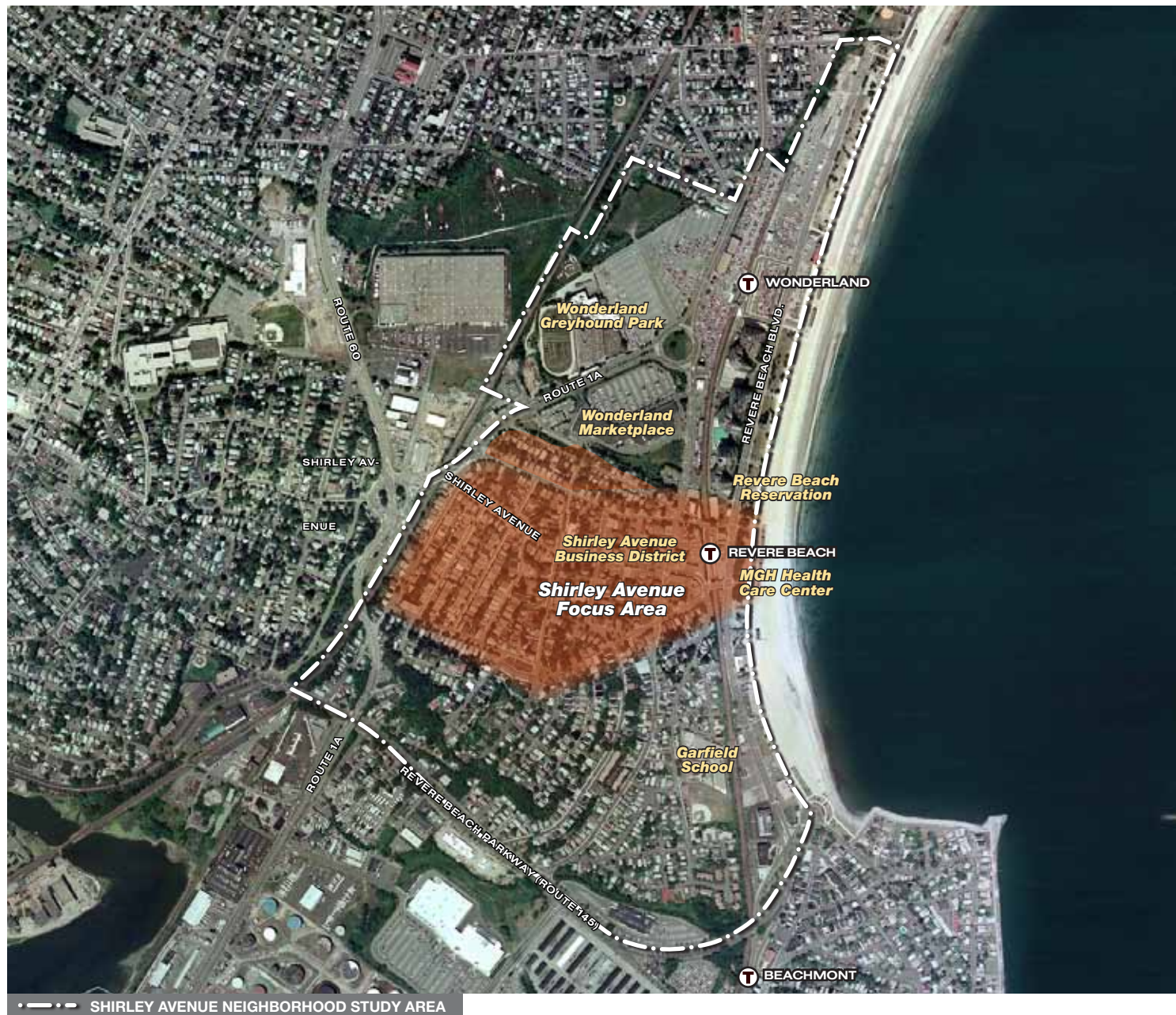
The study also included three public meetings, through which residents discussed neighborhood issues, concerns and opportunities, and helped shape study recommendations. Meetings were also opportunities to respond to participants' questions about local resources related to housing, public safety, and social services. Many attendees were not native English speakers. Flyers in English, Spanish, Portuguese, Khmer and Arabic—translated with the assistance of the School Department—helped to spread word of these events to a broader cross-section of neighborhood residents. Multi-lingual high school students assisted attendees with translation during meetings, as did representatives from Cooperative Economics for Women (CEW).⁴

Together, the public meetings drew over 160 participants. Meetings occurred on the evenings of May 21, June 25 and August 5 in locations within the neighborhood.

The Shirley Avenue Neighborhood

The study area for the Shirley Avenue Neighborhood Gateway Planning Initiative is a dense, culturally diverse area bounded roughly by Revere Street and Shawmut Street to the north, Revere Beach Parkway to the South, Revere Beach Boulevard to the east, and Revere Beach Parkway and the commuter rail tracks to the west. Key destinations within the study area include Revere Beach Reservation, the Revere Beach MBTA station ("T" station), the Massachusetts General Hospital (MGH) medical facility, Wonderland Marketplace, Garfield School, and the businesses along Shirley Avenue. The approximate geographic center of the neighborhood is about 1.5 miles from city hall.

⁴ Cooperative Economics for Women sponsors English language classes and a range of advocacy, support and leadership development programs. For more information on the organization, see www.cooperativewomen.org.



The Shirley Avenue Neighborhood has long been a “gateway”—an entry-point for immigrants. The study area, which includes roughly 9,000 residents and 3,000 households, is characterized by lower incomes, larger households, and lower rates of automobile ownership than the City or region as a whole. On average, the neighborhood is also younger than the City or region: over a quarter of the neighborhood’s residents are under age 15, and over 16% are under age 10.⁵

Overview of Analysis and Findings

Analysis of conditions and input from neighborhood residents and the Steering Group highlighted many positive aspects of the neighborhood. Proximity to the beach, shopping areas, and a T station are all amenities that residents value. Decorative streetlights, good sidewalk conditions and hanging flower baskets on Shirley Avenue all speak to ongoing investment. Some storefronts along Shirley Avenue and many residential properties throughout the neighborhood are in poor condition or show signs of deferred maintenance, but there are few vacancies. Neighborhood streets are generally well maintained. The City’s Inspectional Services Department actively enforces trash disposal and property upkeep regulations, and the Police Department maintains an active presence within the neighborhood. The neighborhood is also served by several non-profit organizations, including Revere CARES, CAPIC, and Cooperative Economics for Women.

However, the Shirley Avenue Neighborhood faces many challenges common to places with a high degree of transience, older and relatively inexpensive housing stock, and a high proportion of recent immigrants with varying English skills. Low household incomes and the density of the neighborhood—

both in terms of the number of housing units and the number of people residing within them—create challenges as well. Key findings are as follows:

- Increasing education and workforce skill levels is key to long-term economic development in the neighborhood. Yet navigating the network of job training and placement programs that serve the neighborhood is unusually challenging. Simply identifying the programs available to city and neighborhood residents requires following a complicated trail of partial information, and would be a monumental if not insurmountable endeavor for those without a high degree of English fluency and literacy. To improve access to education and job resources, it is critical that service providers **create and advertise easier pathways to existing education, job training, and job placement programs.**



Shirley Avenue today

⁵ Claritas, 2008.

- The condition of much of the neighborhood's housing, and the quantity of affordable housing relative to the neighborhood's needs, is lacking. While neighborhoods with similar conditions and needs are often served by non-profit housing organizations that assist with production and rehabilitation of low- and moderate-income housing, that has not been the case in Revere. Through the **development and strengthening of partnerships with experienced housing, homelessness and multi-service nonprofits**, the City, Revere Housing Authority, and other current housing, shelter and service providers could broaden their capacity to address the neighborhood's housing and homelessness needs.
- In some parts of the neighborhood, physical infrastructure—including sidewalks, streets, and parks—is in need of improvement. Additional park space for kids is a top priority for neighborhood residents. Even **small neighborhood improvement projects targeting gateways to the neighborhood, heavily used high visibility streets, and new and existing parks** would strengthen the way the neighborhood looks and functions; support area businesses; and showcase the neighborhood's history and diversity. Most of these projects will require public investment. Grants and partnerships provide opportunities for additional support in advancing projects.
- Mechanisms for **ongoing neighborhood outreach and community-based collaboration to advance neighborhood improvements**—particularly across a range of languages and cultures—are lacking. Sustaining civic engagement within this diverse neighborhood, a primary goal of this initiative, will be a significant challenge. In recent years, the Shirley Avenue Neighborhood has not been able to

keep a neighborhood association going. However, this type of organization would have tremendous value as a forum for discussion, as a means for communication about City services and other resources, and as way to advance the goals and initiatives identified through this study. Occasional neighborhood events (block parties, for instance) and monthly or semi-monthly neighborhood meetings would build on the momentum of the study and provide a foundation for building a neighborhood association. Partnerships between City officials and organizations with strong connections to immigrant groups within the neighborhood (*e.g.*, Cooperative Economics for Women, the Cambodian temple) will be important to the success of this effort, as will translation support.



Homes in the Shirley Avenue neighborhood

Additional analysis and full recommendations for the study's three areas of focus—economic development and jobs, housing and homelessness, and physical infrastructure and connections—are detailed in the pages that follow. Analysis and recommendations for each of these elements is followed by an action plan.

Implementation

The action plans within this report should be seen as “living documents” that are updated regularly in response to availability of resources, access to funding, and other circumstances related to a project's feasibility.

Due to resource limitations at the state and local level—and current economic conditions more generally—implementing many of the study recommendations in the near-term may be challenging. However, the federal American Recovery and Reinvestment Act, grants, and other sources of funding may provide opportunities for advancing projects that might otherwise happen more slowly. Parties responsible for implementation include the City of Revere (Mayor and City Council, Department of Planning & Community Development, Police Department, Inspectional Services Department, School Department, Parks & Recreation Department, Department of Public Works), the Revere Housing Authority, non-profit organizations (including CAPIC and Revere CARES), service providers, and neighborhood residents and property owners. Near-term actions for each area of focus are included in the pages that follow.

NEAR-TERM IMPLEMENTATION STEPS

Economic Development & Jobs

- Engage regional educational institutions, corporate partners, and local social service providers in a coordinated effort to promote a shared vision of improving employment opportunities for Revere residents through shared marketing, data collection and tracking, corporate engagement with non-profits and employment training programs. The goal would be to target access to employment in identified growth sectors such as healthcare, green technology, advanced manufacturing, maritime and information technology as well as access to public and private union apprenticeships, construction and building technology, logistics and distribution services, and early education and childcare positions.
- Implement data tracking systems to readily identify the number of Revere residents who participate in employment training programs and other workforce development initiatives offered within the Metro North and North Shore regions, particularly those employment and training providers receiving state and federal funds. Additionally, on a program-specific or overall basis, providers should institute follow-up analysis to determine whether participants secure employment, higher-level positions, or remain unemployed and under-employed for some reasonable period after participation in employment training programs.
- Add a City of Revere official to the Commonwealth Corporation notification list for the American Revitalization and Recovery Act (ARRA)-funded Massachusetts Department of Higher Education (DHE),-Executive Office of Labor & Workforce Development (EOLWD), and Executive Office of Housing & Economic Development (EOHED) joint initiative to start-up or expand partnership employment training programs focused on health care, clean energy, and emerging sector businesses.
- Track relevant initiatives sponsored through the Massachusetts Recovery Plan which outlines state strategy to secure the Commonwealth's economic future. Current awards through the national stimulus bill includes ARRA federal funding grants to the Metro North Regional Employment Board of \$1,026,366 to assist dislocated workers, and \$586,454 for low-income workers. The state's ARRA allocation for workforce development presently is reported to total \$21.2 million.
- Consider opportunities to form partnerships between the City and State which promote industry efforts to provide greater coordination and focus on adult basic education programs in the workplace. The state Workforce Investment Board (WIB) Study recommends future implementation tasks of relevance to Revere including creation of a dedicated fund for workplace education, improving linkages between industry and post-secondary education, and increasing employer participation in workforce

development through investment in adult basic education.

- Pursue Community Development Block Grants or other funding sources for storefront/façade grants that would not result in raising the rent or taxes of existing business owners and tenants.

Housing & Homelessness

- Convene a City-initiated public meeting, or a series of public meetings, for area residents and property owners on housing issues including in-depth information on housing search, code requirements, fair housing, local housing opportunities and programs, etc. Bring together local expertise (City housing, planning and inspectional services staff, Revere Housing Authority), regional housing, homelessness and human service resources (MBHP, Housing Families, others) and other expertise (community development organizations, legal services, etc.). This forum will address residents' need for increased information about access to rental and ownership housing and provide outreach for existing and planned housing programs and opportunities.
- Convene regular group meetings between City housing/planning staff and potential nonprofit affordable housing development partners to identify, discuss, target and pursue affordable rental and ownership housing opportunities in the Shirley Avenue target area and beyond.
- Develop City-sponsored or collected materials and post housing information and resources (similar to topics referenced above) in a prominent location on the City's website and in print at library, City Hall, school resource center for residents, potential residents, property owners, etc. to address the need for increased information about access to housing, housing programs and opportunities, housing regulations, etc.
- Increase already active code enforcement efforts in the Shirley Avenue target area. Aggressively target and pursue compliance at the key properties that have been identified through this process, and gradually expand to include more

properties in the area. Collect and share information about foreclosed and abandoned properties across City departments, including planning, police, fire and inspectional services to facilitate code and crime enforcement efforts. Engage area residents in efforts to maintain properties and to disseminate information about upkeep regulations.

Physical Infrastructure & Connections

- Create a plan for a pedestrian-friendly plaza that better connects Shirley Avenue, the beach, and the Revere Beach T Station. Include public art or a flagpole and signs announcing the business district.
- Begin a coordinated effort to add new trees and to replace missing trees along Shirley Avenue, Beach Street, Centennial Avenue and North Shore Road.
- Investigate which of the four top park possibilities below has the most potential for funding and implementation:

- > Improvements to Costa Park (reinstallation of gates, locking of gates at night, resurfacing, possible installation of waterplay area and/or drinking fountain)
- > A new tot lot, community garden or other type of park where Walnut Avenue dead ends at Kimball Avenue
- > A community garden or other type of park at Fitzhenry Square
- > A community garden, or other type of park at Centennial-Walnut-Franklin Triangle

Seek funding from the Gateway Parks program, the Weed and Seed program, and other sources to design and build the park possibility that proves most feasible in the near term.

- Begin the process of amending zoning to prevent new commercial uses in residential areas. Revise ordinances to require covered trash bins, and to prevent trash bins from being placed on curbs before the morning of pick-up.
- Obtain funds for sidewalk repair on at least 5 blocks identified within the plan.

Overall

- Hold one neighborhood event (a block party, for instance) that includes local residents and business owners. Partner with local organizations (e.g., Cooperative Economics for Women, the Cambodian

temple) to assist with outreach to immigrant groups within the neighborhood.

- Hold semi-monthly neighborhood meetings to build on the momentum of this study and provide a foundation for building a neighborhood association. Partner with local organizations (e.g., Cooperative Economics for Women, the Cambodian temple) to assist with outreach to immigrant groups within the neighborhood.

CHAPTER 1

ECONOMIC DEVELOPMENT & JOBS

ECONOMIC DEVELOPMENT & JOBS

This chapter of the report summarizes the study team's analyses and findings on economic development issues affecting residents and businesses in the Shirley Avenue Neighborhood. The study team's work included meetings with the Steering Group, public visioning sessions, one-on-one interviews with selected social/economic service providers and others, and analyses of relevant and available secondary source data. Two issues emerged from the Steering Group and public participation as of primary concern for advancing the quality of life, and specifically economic opportunities, for neighborhood residents as well as for the performance of neighborhood businesses. These are:

1. Improving access for local residents to social services, and especially education and workforce training opportunities. Language barriers and apparent gaps in the coverage of workforce training providers were the most frequently cited deficiencies. Because of the importance of this issue to local residents, the study team focused its research effort on identifying service providers and programs and offering observations and recommendations that could improve the coverage and effectiveness of existing programs.
2. Participants understood that businesses along Shirley Avenue primarily serve local residents and a broader community of ethnic Hispanic and Asian residents in the region. There are few commercial vacancies, and this low turnover rate is an important contribution to the stability of the neighborhood overall. Neighborhood residents understood that many of these

small businesses depend on low rents to survive, and that from both physical and competitive market perspectives, there are few opportunities to introduce new or expanded retail, office, or other business uses into the Shirley Avenue Neighborhood (notwithstanding planned major developments at the neighborhood edges, including along Revere Beach and possibly at Wonderland Park). Analyses of objective market data bear out this observation, and there are few if any retail gaps likely to be captured given surrounding retail uses within easy access. Nevertheless, the participants felt strongly that the appearance of local business establishments should be improved and would not only enhance the quality of the neighborhood environment but would also likely improve the prospects of these businesses to attract new customers. The consultant team concurs with this observation and recommends that the City of Revere pursue possible Community Development Block Grant (CDBG) or other funding sources for storefront/façade grants that would not result in raising the rent or taxes of existing business owners and tenants.

Part I of this section of the report presents and assesses the available secondary source data on characteristics of the resident population and businesses, and includes selective comparisons to the City of Revere overall and the Boston Metropolitan Region. Part II summarizes the interviews, findings, and recommendations focused on improving economic opportunities for neighborhood residents through better access to education and workforce training providers.

I. DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

In 2008, the Shirley Avenue Neighborhood study area included about 9,000 persons. Population has declined about 3% since 2000.¹ There were approximately 3,300 households in the neighborhood in 2008, a decline of roughly 4% since 2000.

Figures 1 and 2 show historical and projected changes in population and households in the Shirley Avenue Neighborhood compared to the City of Revere overall and the Boston Metropolitan Area.

1 Source: Claritas Site Reports, 2008

FIGURE 1: PERCENT CHANGE IN POPULATION, 1990–2013

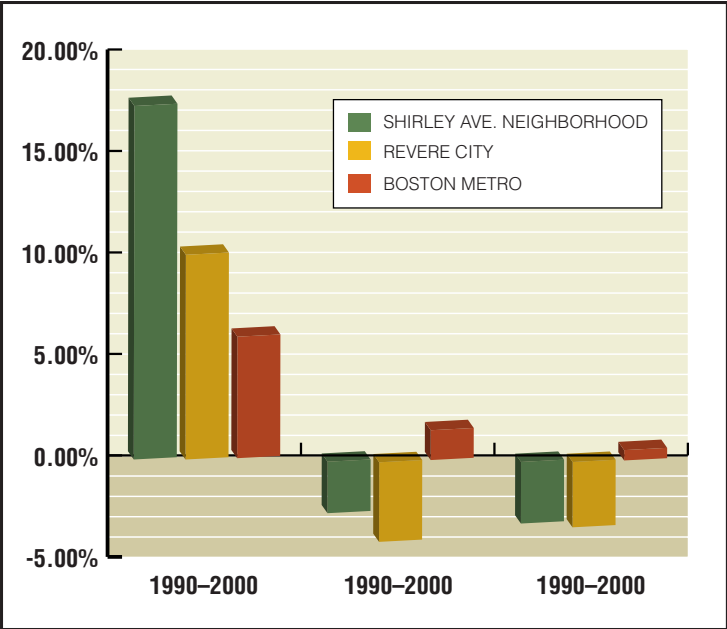


FIGURE 2: HOUSEHOLD GROWTH, 1990–2013

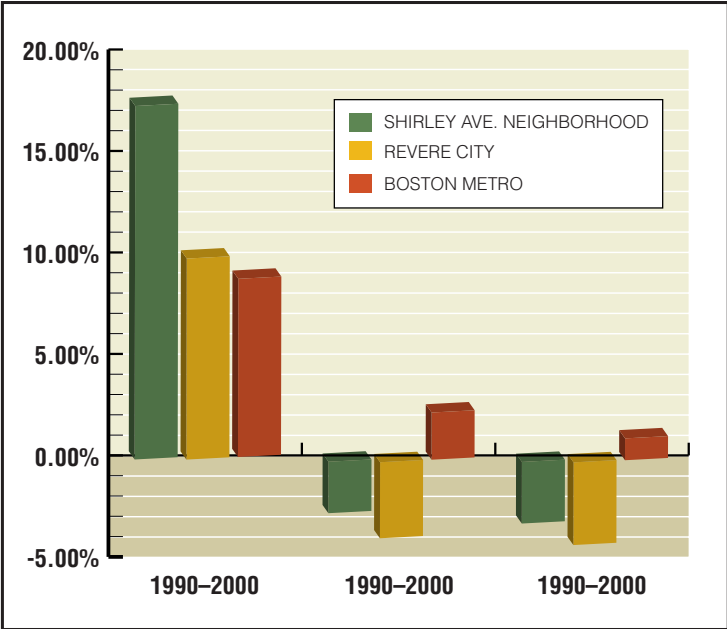


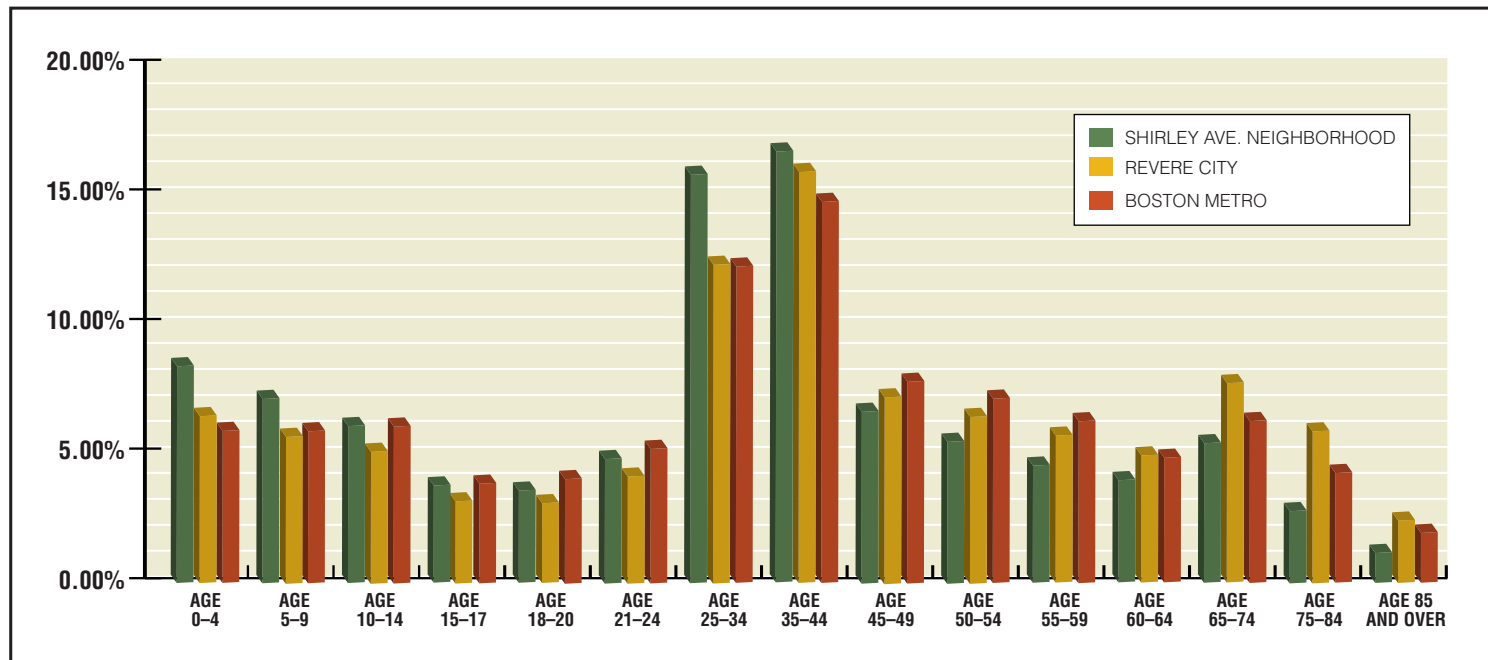
FIGURE 3: POPULATION BY AGE

Figure 3 shows the distribution of population by age group in 2008. The Shirley Avenue Neighborhood holds a higher proportion in each age cohort under age 45 than either the City of Revere overall or the Boston Metro Area, and lower proportions of residents in age cohorts over age 45. Average household size of Shirley Avenue residents is substantially higher than in Revere overall or the Boston Metro Area as shown in Figure 4.

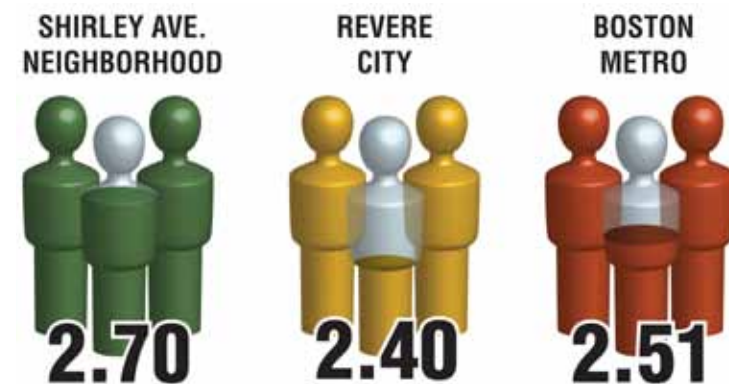
FIGURE 4: AVERAGE HOUSEHOLD SIZE

Figure 5 shows income distributions for Shirley Avenue households compared to the City and Metro Area. Data in this graph indicate that the Shirley Avenue Neighborhood study area (which includes Revere Beach residents) holds a significantly higher proportion of households with incomes under \$25,000

and a significantly lower proportion of households with incomes over \$75,000 in 2008 than either the City of Revere overall or the Boston Metro Area. Residents of the City of Revere overall also lag the higher income distributions exhibited for the region as a whole.

FIGURE 5: INCOME DISTRIBUTION

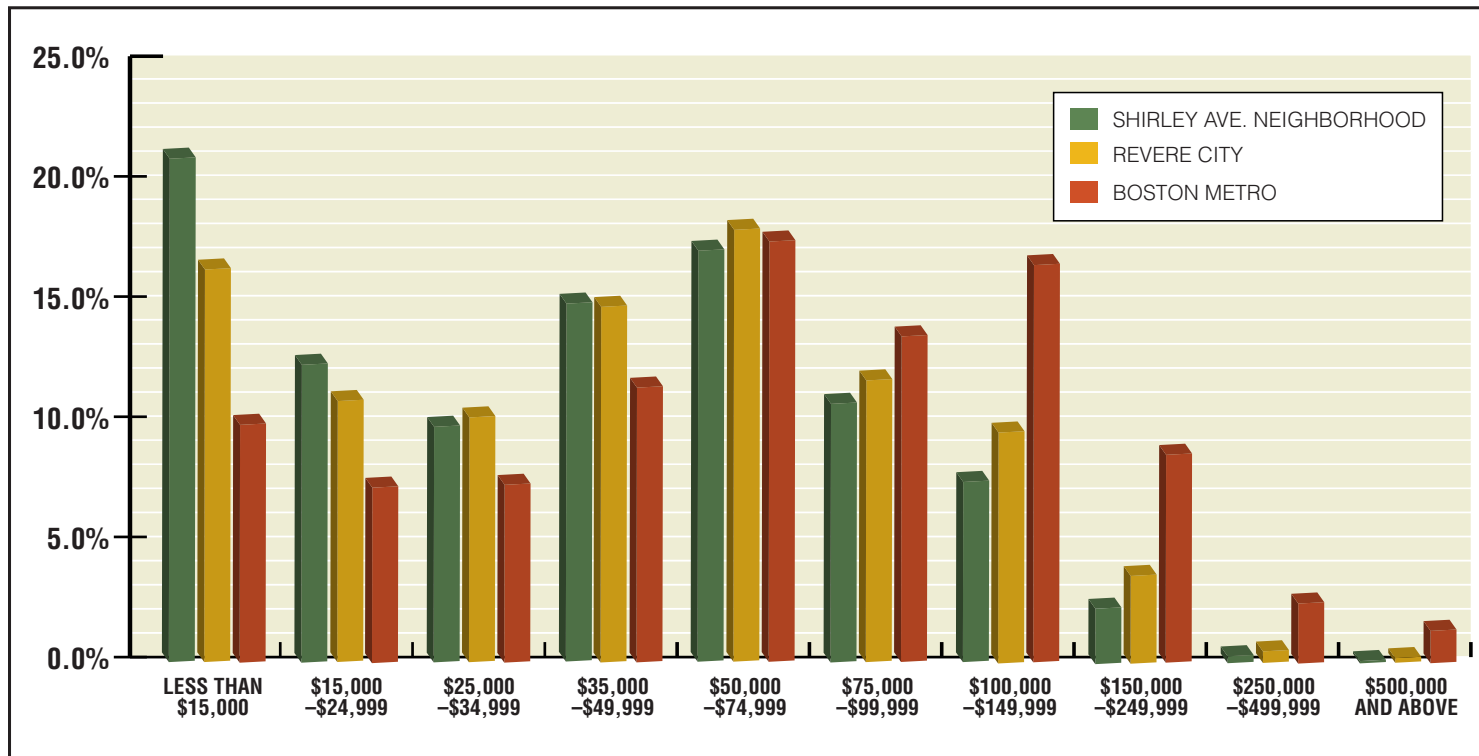


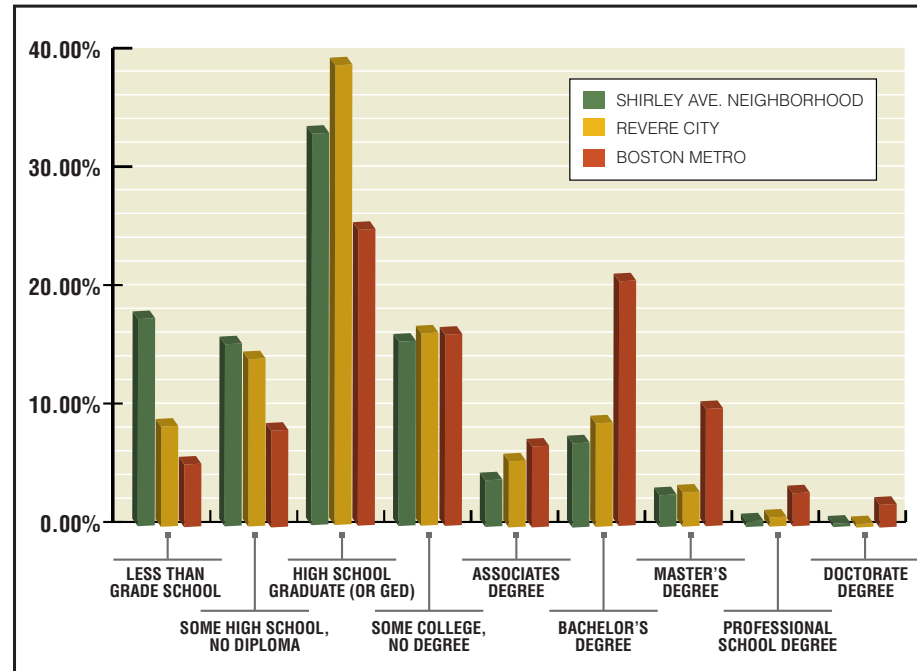
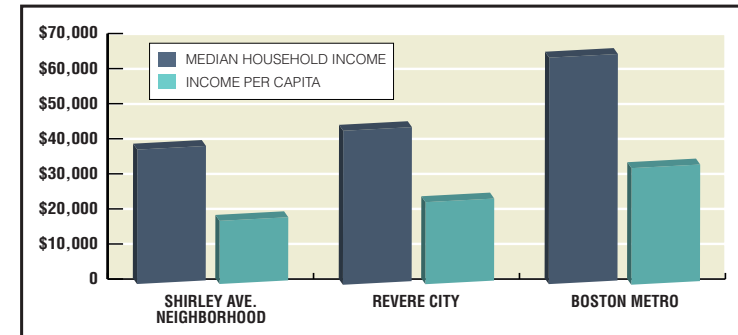
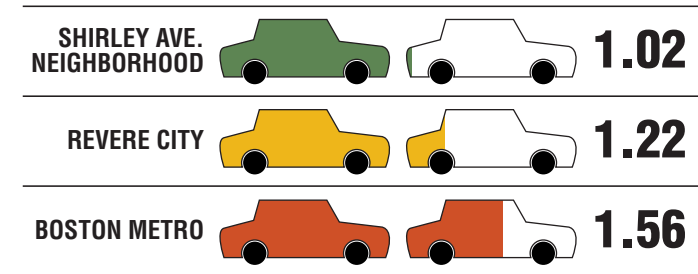
FIGURE 6: EDUCATION DISTRIBUTION

Figure 6 shows the relative education attainment for Shirley Avenue Neighborhood residents compared to the City of Revere overall and Boston Metro Area. In particular the Shirley Avenue Neighborhood has a significantly higher proportion (18%) of its population with less than a 9th grade education, making it difficult for them to compete in today's job market. Residents of both the Shirley Avenue neighborhood and the City of Revere overall have substantially lower levels of Bachelors Degree and higher educational attainment than exhibited by other residents throughout the Boston Metro Area.

Partly as a result of these lower levels of formal education, Shirley Avenue residents also have lower median household

FIGURE 7: MEDIAN HOUSEHOLD AND PER CAPITA INCOMES**FIGURE 8: AVERAGE VEHICLES PER HOUSEHOLD**

and per capita incomes than residents of Revere overall and the Boston Metro Area, as shown in Figure 7.

Figure 8 shows auto ownerships per household in the Shirley Avenue Neighborhood compared to the City and Metro Area. With an average of 1 car per household, Shirley Avenue residents lag the 1.2 average autos per household held by Revere residents overall and the over 1.5 cars per households in the Boston Metro Area. Not surprisingly, fewer Shirley Avenue residents drive alone to work and more take public transportation compared to residents of the City or Metro areas overall, as shown in Figure 9.

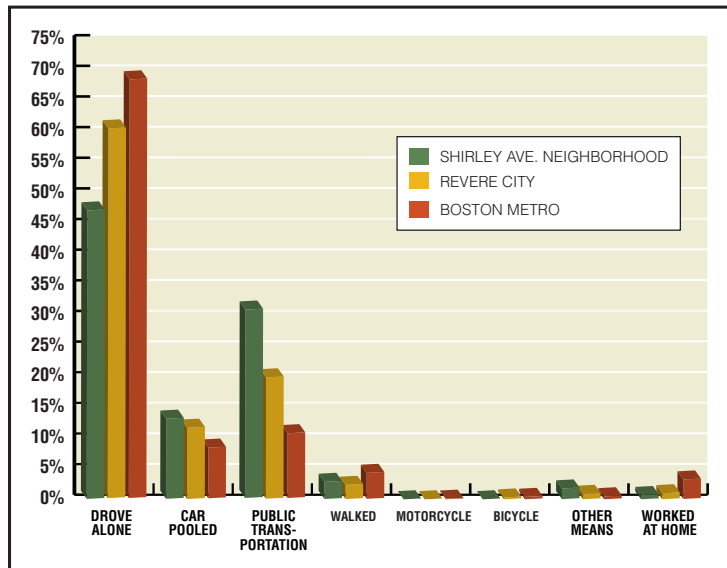
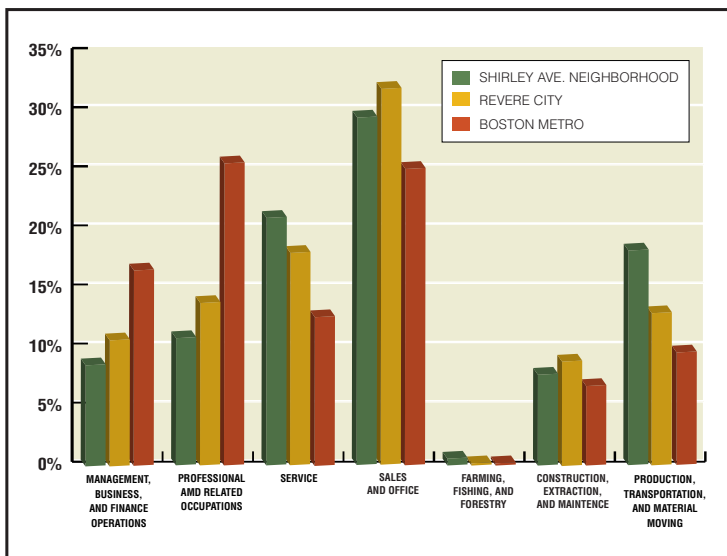
FIGURE 9: MODE OF TRANSPORT TO WORK

FIGURE 10: EMPLOYMENT BY CATEGORY


Figure 10 shows the distribution of occupations held by Shirley Avenue residents compared to those of Revere overall and the Boston Metro Area. As data in the graph indicate, the proportion of both Shirley Avenue and Revere residents overall holding higher paying management and professional occupations is substantially below that of all Metro Boston residents, while the proportion holding lower paying service (excluding managerial and professional), clerical (sales and office) and distribution/assembly jobs (production, transportation and material moving) is higher than for Metro Boston residents as a whole.

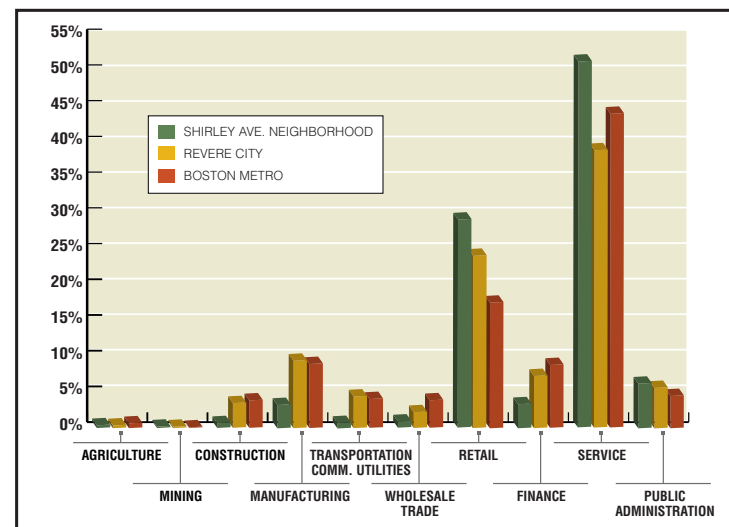
Table 1 shows number of establishments, jobs, industry sales, and sales per employee within the Shirley Avenue Neighborhood (the preceding graph shows jobs held by residents, whether or not in businesses within the Shirley Avenue neighborhood) compared to similar data for the City and Metro Area overall. A further breakdown of the types of jobs within the Shirley Avenue neighborhood is shown in Figure 11. There are now relatively more retail and service jobs within the project area compared to the City and Metro Area. Over a third of the Shirley Avenue project area “services” jobs are those at Suffolk Downs classified as “recreational and amusement services—commercial sports”. About half of the retail jobs in the Shirley Avenue Neighborhood study area are in Eating and Drinking Establishments and a third in Food Stores, with few in comparison retailing (general merchandise, apparel, and gift shops).

With the exception of Food and Beverage Stores and Restaurants—which show an influx of purchases from residents outside the Shirley Avenue Neighborhood—there are theoretical “retail gaps” that might be served by new stores

TABLE 1: SUMMARY OF EMPLOYMENT BY CATEGORY, 2008

	SIC CODE	BUSINESS DESCRIPTION	TOTAL ESTABLISHMENT	TOTAL EMPLOYEES	SALES (IN MILLIONS)	SALES PER EMPLOYEE
SHIRLEY AVE. NEIGHBORHOOD	TOTL	All Industries	182	1,927	\$209.9	\$108,926
	MANU	All Manufacturing (SIC 20–39)	6	66	\$7.2	\$109,091
	RETL	All Retailing (SIC 52–59)	55	584	\$65.7	\$112,500
	SERV	All Services (SIC 70–89)	79	1,001	\$116	\$115,485
	GOV	Public Administration (SIC 90–97)	5	126	\$0	\$0
REVERE CITY	TOTL	All Industries	1,195	10,479	\$1,076.0	\$102,682
	MANU	All Manufacturing (SIC 20–39)	45	1,065	\$92.1	\$86,479
	RETL	All Retailing (SIC 52–59)	288	2,633	\$251.8	\$95,632
	SERV	All Services (SIC 70–89)	464	4,083	\$406.0	\$99,437
	GOV	Public Administration (SIC 90–97)	45	621	\$0	\$0
BOSTON METRO AREA	TOTL	All Industries	214,211	2,858,195	\$316,742.3	\$110,819
	MANU	All Manufacturing (SIC 20–39)	9,640	274,993	\$21,498.2	\$78,177
	RETL	All Retailing (SIC 52–59)	40,539	522,788	\$62,646.3	\$119,831
	SERV	All Services (SIC 70–89)	93,514	1,269,547	\$129,393.7	\$101,921
	GOV	Public Administration (SIC 90–97)	6,212	133,665	\$0	\$0

based on the spending of neighborhood residents. These are unlikely to be realized, however, because of competition just outside the neighborhood and the lack of suitable sites or parking to support new retail uses.

FIGURE 11: EMPLOYMENT BY WORKPLACE

II. ECONOMIC DEVELOPMENT OPPORTUNITIES

A. Introduction

The overall economic development strategy for the Shirley Avenue Neighborhood study area has three components: (1) support existing commercial uses and business activity; (2) promote accessible and relevant employment, educational, and skill training options for Shirley Avenue Neighborhood study area residents, and (3) foster community partnerships with existing businesses, Waterfront Square Transit Oriented Development (TOD) developers, and parties to the probable development of the 35-acre Wonderland Greyhound Park located immediately west of Route 1A at Wonderland Station, to offer targeted workforce training in key regional industry segments such as health care, hospitality, retail goods and services, restaurants/food service, technology-oriented office production, and lab services. This planning framework addresses near-term opportunities associated with private sector business and real estate development expansion in Revere and within walking distance of the Shirley Avenue Neighborhood.

The planned \$500 million Waterfront Square mixed-use redevelopment project located in the Wonderland Station Transit Oriented Development (TOD) District is a 5-minute walk to Shirley Avenue, and has potential to afford significant economic opportunities for the neighborhood's residents. As envisioned, this mega-complex will include 100,000 square feet of office space, a 100–150-room hotel, retail stores and retail services, restaurants, and 1,000 market-rate housing units. The Waterfront Square project has been issued a MEPA Certificate pursuant to the FEIR filing. State and city officials are

working with the developer to finalize infrastructure funding; the busway relocation component of the project is scheduled to begin in October 2009, clearing the way for the first phase of infrastructure construction to start in spring 2010. However, specific tenants have not executed leases; FXM was unable to contact the developer's representative within the timeframe of this report to confirm the project status, prospective users/tenants, or implementation schedule.

The goals of this economic development planning analysis were to identify opportunities to expand or enhance existing workforce employment, education and skill training programs serving residents in the target Shirley Avenue Neighborhood study area; and, provide the basis for collaboration and future partnership with the Waterfront Square TOD developer and Wonderland Greyhound Park developer that will afford meaningful employment, internships, and career opportunities.

It should be noted that the City of Revere is within the jurisdiction of the state's Metro North Regional Employment Board (MNREB) which administers a Career Center in Everett; the Bunker Hill Community College is the designated educational institution for employment training programs serving Revere. Although there are employment training services available to Revere residents at the Career Centers in Lynn (as well as any other state employment center), and North Shore Community College has a facility in Lynn, this examination focused on the designated providers within the jurisdiction of the MNREB.

APPROACH AND METHODS

City officials and consultant team members identified contacts at several agencies and institutions for information about existing and planned employment, educational and skill training programs serving City of Revere residents. These objectives were the focus of FXM investigation and interviews:

1. programs related to health care, hospitality, retail services, technology-oriented development, or other emerging sectors of employment;
2. number of Revere residents being served by these programs;
3. plans for expanded or new programs related to health care, hospitality, retail, restaurant, and technology-oriented employment and careers;
4. workforce development affiliations with private sector companies, regional Workforce Investment Board, and North Shore colleges;
5. potential strategies and funding sources to increase the number of Shirley Avenue Neighborhood study area residents involved in employment, educational and skill training programs.

This assessment did not include any empirical research, data collection, or evaluation of program content or effectiveness; the limited study scope and selected interview contacts are not necessarily representative of a comprehensive inventory or survey. FXM used information gathered from interviews with several knowledgeable professionals, program administrators, and public officials involved with workforce development and education, and our review of readily available public documents to identify what employment and skill training is available and planned, as well as study area resident needs that are not being addressed adequately. The focus on specific industry sectors is related to

the type of commercial development planned at the Wonderland Waterfront Square TOD project as well as prospective developers of Wonderland Greyhound Park, and reflective of state and regional industry sectors that are forecast to continue to grow over the next five to ten years.

B. Summary Findings & Recommendations

Obtaining information about employment and skill training programs available to Revere residents proved to be complicated, inter-connected, and confusing—even for experienced professional planners familiar with social service and public agency administrative policy. There is no doubt that this could be a daunting challenge for potential clients unfamiliar with technical parlance, and dealing with multiple bureaucratic jurisdictions. This service delivery system is far from ‘user-friendly’ appearing to be ‘out of touch’ with needs or aspirations of residents for whom English is not a primary language, and who may be transit-dependent.

- The adequacy of existing employment and skill training programs and initiatives to serve the needs of Revere residents, generally, and the Shirley Avenue Neighborhood study area in particular, must be evaluated in the total context of available program resources. FXM was unable to identify workforce development program documentation of program participants, region-wide corporate training programs, or examination of recent and projected trends in industry occupation demand as a basis for workforce training. We were unable to obtain an inventory (electronic or otherwise) of workforce development training opportunities on a state-wide or regional basis, and encountered program administrators as well as contractors unfamiliar with similar or complementary services offered by

other providers in the same region or elsewhere using the same funding mandate. Recent and prospective American Recovery and Reinvestment Act (ARRA) grant initiatives seem to have exacerbated this situation by increasing the variety and number of programs, and detracting from the need to reach target segments as well as serve defined industry needs.

- The providers interviewed by FXM conveyed an overall understanding of generic employment and skill training needs of the unemployed, under-employed and dislocated workers. However, we found only a superficial knowledge about specific needs of Revere residents, and virtually no familiarity with the needs of the Shirley Avenue Neighborhood residents. Equally important, given the multilingual profile of urban areas in the Boston metropolitan region, workforce development program information and outreach materials are often available only in English.
- Given the limited focus and duration of this study, FXM did not ascertain the full extent of those employment or skill training programs offered in other languages that might help to expand the accessibility of services within the Shirley Avenue Neighborhood. Most providers rated outreach and improving their capacity to conduct multi-cultural outreach efforts as a high priority for the agency to successfully inform, recruit and serve local residents most in need.
- Several providers use ‘grass roots’ organizing methods, provide modest translation assistance and faithfully prepare outreach, media and print materials in a variety of languages. The area also requires culturally appropriate communications if an agency is to reach special needs populations, (e.g., ex-offenders, at-risk medical populations). Often translations are not accurate, and fail to convey information clearly to the intended

reader or listener. Consistent and more effective efforts by providers to reach varied ethnic and linguistic residents in the Shirley Avenue Neighborhood study area would help increase the number of underserved Revere residents using the available employment, skill training and educational resources.

- Generally, providers interviewed by FXM reported that the Massachusetts General Hospital (MGH) Revere Health Care Center workforce of approximately 300 employees is ethnically and racially diverse. No one interviewed by FXM for this study was aware of any publicized effort by MGH to attract employees who live in Revere or specifically within the Shirley Avenue Neighborhood study area. Employment data on multilingual administrators and instructors at the MGH Revere facility was not available, and FXM submitted a written request to MGH’s Human Resources Department, as suggested; to date, a response from the Department has not been received. MGH contractors/providers conduct door knocking, face-to-face organizing activities, and use service alliances to connect under-served residents with MGH/Revere programs.

C. Existing Employment Training Programs

- **Metro North Regional Employment Board (MNEB)** has a Career Center located in Everett serving Revere residents, there is a policy of ‘universal access’ and residents can use any Career Center. The North Shore WIB (Workforce Investment Board) Center in Lynn is the nearest to the Shirley Avenue Neighborhood study area. Bunker Hill Community College is the educational partner of the MNEB; North Shore Community College is the educational partner of the North Shore Workforce Investment Board. *Contact:* Nancy Brown, MNEB at (617) 864-1550.

- **Community Action Program Inter-City, Inc. (CAPIC)** is the community-based anti-poverty agency that serves Revere and Chelsea; its offices and programs are located in Chelsea. CAPIC employment training programs, based in Chelsea, are primarily administered by the agency's workforce training subcontractor, American Training Inc./LARE Training Program. LARE Corporate Workplace programs provides a range of education and training programs to the CAPIC target population of chronically unemployed Chelsea and Revere residents. Combined with an array of social service resources, CAPIC augments self-sufficiency skills through LARE vocational counseling, medical billing/office skills, early child education, computer skills, electronic quality control, English as a Second Language, and adult and youth educational/ GED prep programs. LARE and CAPIC also offer over 20 corporate internships with guaranteed placement of 50 CAPIC internships, and a goal of securing permanent employment for at least 10% of program participants.
- **Revere CARES/MGH Center for Community Health Improvement** is a recent MGH-sponsored career exploration and employment training program exclusively for Revere teens and young adults, ages 18–24 years. Referred to as “Building Futures”, the program is a youth employment initiative of *Career Source*, a Massachusetts One Stop Center, chartered by the Metro North Regional Employment Board and operated by Employment Resources, Inc. The program is funded through a four year grant from Revere CARES/MGH Center for Community Health Improvement via competitive bid process.
- **Building Futures** is administered from the Career Source office located in Everett (the company also has a Cambridge office location) and is in the start-up phase, having launched outreach and hiring activities in June 2009. “Building Futures” has tailored its outreach and marketing activities to recruit residents from the Shirley Avenue area. Over the four year project, the program seeks to graduate 19 participants with either a professional certificate or an associate degree from Bunker Hill Community College. Program partners include Revere and Seacoast High Schools, and the MGH/Summer Revere Youth Workforce program, which has 68 jobs for residents 14–24 yrs. A *Career Source* staff person will track and support each selected participant from entry through graduation and employment. *Contact:* Linda Rohler Director, Career Source at (617) 661 7867 x 225
- **Bunker Hill Community College** has an array of certificate and degree granting employment and career programs in the health care field (www.bhcc.mass.edu). All health care programs grant a degree or certificate. The college also provides specialized workforce training programs for employees of numerous corporations, including all major hospitals. The college does not track residence of participants, and does not get involved with recruitment of employee participants. *Contact:* Les Warren at (617) 228-2416.
- **Salem State College** currently receives ARRA funding to reduce tuition for income-qualified, enrolled students (www.salemstate.edu). The college also has a partnership with the Salem Workforce Investment Board for health care sector employment training (pharmacy technician, clinical and medical assistant, etc.). *Contact:* Arlene Greenstein at (978) 542-6325.

D. City of Revere Residents Served

- During FY 2008, there were 978 Revere residents who went to the MNEB Career Center located in Everett for employment counseling, job training, job search assistance, and other employment related services. The MNEB director provided data for the number of Revere residents who participated in employment training programs, received career or employment counseling services, from July 2008 through June 2009: 50 adults in educational training; 23 youth in educational training; and 58 youth in internships.
- There were 382 Revere residents enrolled at Bunker Hill Community College in Fall 2007 semester (most recent available data) of the total 9,478 student enrollment (BHCC Fact Book) which included only those enrolled in degree and certificate granting programs at BHCC. According to college administrators, this is the largest number of Revere residents ever enrolled in the college. The BHCC Workforce Development Center does not track general or corporate program participants by residence, nor maintain data on the educational or employee status after program participation. The BHCC Workforce Development Center does not target particular municipalities or neighborhoods for program information or recruitment.

CAPIC uses a variety of programs to address barriers to employment for youth aged 14 to 22 years, including mentors and social services designed to support the family as a whole, and other focused approaches for specific at-risk populations. Service data for the number of Revere residents who receive services from CAPIC are not separately tracked. However, recent information from the agency's data base of nearly 10,000 clients indicated that during 2008–2009, for example, fewer than 25 Revere households were known

to have participated in the CAPIC fuel assistance program, a number acknowledged to be far less than the number of eligible Revere households who could benefit from this programs and services.

E. Planned and Potential Programs

- **Community Action Programs Inter-City, Inc. (CAPIC)**, in conjunction with the Lewis Latimer Society, serves residents of Chelsea, Revere, and Winthrop. The current employment assistance and training programs primarily serve residents of Chelsea in addition to a smaller base of residents from Revere and Winthrop. CAPIC provides many of its employment and GED programs through a subcontractor with a solid record of working with about 20 corporate partners; it has provided at least fifty employment sites for transition to work experience with at least five permanent positions resulting from the program.

CAPIC is seeking unspecified funds to expand employment, basic and skill training programs to reach deeper into the Revere community; CAPIC will place particular emphasis on conducting outreach within the Shirley Avenue neighborhood. CAPIC expects to implement an employment training initiative to assist chronically unemployed people by identifying barriers to employment, and providing services and employment assistance to overcome the barriers identified. This initiative has received preliminary DHCD (Department of Housing and Community Development) funding approval; the program design is being finalized and may emphasize employment training and job placement with employers engaged in 'Green' technology products, and positions in early childhood development. *Contact:* Bob Repucci, Executive Director, (617) 884-6130.

- **Career Source** is a ‘One Stop’ Massachusetts Career Center serving the Metro North Region, which includes Revere and 19 other cities and towns. The agency has placed more than 1,700 clients in corporate locations throughout the Metro North region. *Career Source* expansion goals include increasing career services and employment in the ‘Green’ technology sector, and assisting dislocated workers from municipal layoffs. Over the next several years, *Career Source* plans to expand program emphasis in employment sectors anticipating significant turnover due to an ‘aging out’ workforce, or sectors experiencing growth such as nursing, auto technicians, and the teaching profession. *Contact:* Linda Rohler Director, Career Source at (617) 661 7867 x 225.

F. Partnerships and Affiliations

- The Massachusetts Department of Higher Education (DHE), Executive Office of Labor & Workforce Development (EOLWD), and Executive Office of Housing & Economic Development (EOHED) are engaged in a collaborative effort to address existing and projected workforce shortages in health care, clean energy, and other emerging industries. This \$3 million initiative is funded through a federal ARRA grant awarded to the EOLWD, and focuses on what’s needed to advance workers from lower-level to higher-level positions, provide retraining for unemployed and retired residents, as well as serve young adults without employment experience. The Commonwealth Corporation (CC), a quasi-public agency, is assisting with distribution of the ARRA funds, and will issue a ‘procurement document’ in August 2009 to solicit proposals from partnerships that include higher education institutions, businesses, regional employment boards, and other entities involved in employment training. Municipalities are not eligible recipients but are encouraged to be involved in the

partnerships which are expected to have a regional focus. The CC is finalizing the ‘procurement document’ which will expect the applicant partnerships to describe the workforce challenges, strategy to overcome these challenges and address workforce shortages in health care or clean energy, targeted resident populations, and implementation methodology, *Contact:* Rebecca Lashman at (617) 727-8158.

- Bunker Hill Community College has on-going partnerships with municipalities, private sector companies, and non-profit organizations for a variety of education, employment training and skill development programs. College officials state that often these partnerships are formed in response to grant funding opportunities. On July 16, 2009, President Obama announced the “American Graduation Initiative” which will channel \$12 billion over the next 10 years to community colleges and provide grants for needs such as building renovation, and on-line courses to relieve campus over-crowding. This federal initiative also addresses the increasingly important role that community colleges have in providing workforce development, career and basic skills education, as well as tap into the rising number of drop-outs seeking to complete their education or enhance their job skills. *Contact:* Steve Roller at (617) 228-2394.

ACTION PLAN

- Engage regional educational institutions, corporate partners, and local social service providers in a coordinated effort to promote a shared vision of improving employment opportunities for Revere residents through shared marketing, data collection and tracking, corporate engagement with non-profits and employment training programs. The goal would be to target access to employment in identified growth sectors such as healthcare, green technology, advanced manufacturing, maritime and information technology as well as access to public and private union apprenticeships, construction and building technology, logistics and distribution services, and early education and childcare positions.
- Implement data tracking systems to readily identify the number of Revere residents who participate in employment training programs and other workforce development initiatives offered within the Metro North and North Shore regions, particularly those employment and training providers receiving state and federal funds. Additionally, on a program-specific or overall basis, providers should institute follow-up analysis to determine whether participants secure employment, higher-level positions, or remain unemployed and under-employed for some reasonable period after participation in employment training programs.
- Add a City of Revere official to the Commonwealth Corporation notification list for the American Revitalization and Recovery Act (ARRA)-funded Massachusetts Department of Higher Education (DHE),-Executive Office of Labor & Workforce Development (EOLWD), and Executive Office of Housing & Economic Development (EOHED) joint initiative to start-up or expand partnership employment training programs focused on health care, clean energy, and emerging sector businesses.
 - > Track relevant initiatives sponsored through the Massachusetts Recovery Plan which outlines state strategy to secure the Commonwealth's economic future. Current awards through the national stimulus bill includes ARRA federal funding grants to the Metro North Regional Employment Board of \$1,026,366 to assist dislocated workers, and \$586,454 for low-income workers. The state's ARRA allocation for workforce development presently is reported to total \$21.2 million.
- Consider opportunities to form partnerships between the City and State which promote industry efforts to provide greater coordination and focus on adult basic education programs in the workplace. The state Workforce Investment Board (WIB) Study recommends future implementation tasks of relevance to Revere including creation of a dedicated fund for workplace education, improving linkages between industry and post-secondary education, and increasing employer participation in workforce development through investment in adult basic education.
- Pursue Community Development Block Grants or other funding sources for storefront/façade grants that would not result in raising the rent or taxes of existing business owners and tenants.

CONTACTS & INTERVIEWS

MOLLY BALDWIN, ROCA

EMILY BIDDLE, *Dean, Institutional Effectiveness*, Bunker Hill
Community College

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RICHARD EGAN, *Assistant Director*, Career Sources

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Bunker Hill Community College

CHAPTER 2

HOUSING & HOMELESSNESS

I. HOUSING

A. Housing supply

The Shirley Avenue study area is comprised of 3,301 occupied housing units, with 70.4% renter-occupied and 29.6% owner-occupied.

The housing supply is primarily single-, two- and three-family properties with a significant number of four-unit and five- to nine-unit properties as well. Roughly one-third of the area's housing units are in detached single- and two-family properties, and another 3% are in attached single-family units. There are also several larger properties in the area with 550 units in buildings of 50+ units. Most of the housing stock is older, with 60% of all properties built before 1950, and its condition trends toward fair-poor, with some newer properties in good condition and some uninhabitable properties.

The Shirley Avenue study area contains parts of two Census Tracts—1705 and 1707. The two tracts have very different housing and demographic characteristics. **Census Tract 1707** is the part of the neighborhood that is farther away from the waterfront, extending west from the Revere Beach T stop. This dense residential area has more individual properties and households. The housing is primarily older single-, two- and three-family properties. It is the Census Tract that will be the primary focus of the housing component of this study. **Census Tract 1705** runs most of the length of Revere Beach, and its housing stock is primarily newer high rise condominium developments, including a subsidized elderly congregate

care facility. This area includes the neighborhood around Wonderland Dog Track.

Compared with the rest of Revere, the study area as a whole has more transiency, higher vacancy and more distressed and foreclosed properties.



B. Housing demand and other characteristics

TRANSIENCY/MOBILITY

Citywide, 16% of Revere residents move each year; however, the Shirley Avenue study area has several population characteristics that contribute to greater mobility than citywide: 32% of households are single-person households, a higher percentage than citywide (28%); the median age for the area is 34 years old, about four years younger than the citywide median age; roughly 10% of the population of the study area is over 65 years old (an age group that is likely to move to be closer to family or care and/or is closer to the end of life); and both rent and ownership are not affordable to a significant percentage of current residents.

VACANCY

As of March 2009, Census Tract 1705 had a vacancy rate (properties or addresses that were vacant 90 days or longer) of 8.46%, while Census Tract 1707 had a vacancy rate of 2.64%. According to the U.S. Postal Service monthly survey in March 2009, over 67% (367 of 545) of Revere's vacant residential addresses were located in Census Tracts 1705 and 1707 combined.

CENSUS TRACT	RESIDENTIAL VACANCY %	TOTAL RESIDENTIAL ADDRESSES	VACANT (90 DAYS OR LONGER) RESIDENTIAL ADDRESSES
1701	1.50%	2,797	42
1702	0.42%	1,685	7
1703	0.38%	3,435	13
1704	1.70%	2,241	38
1705	8.46%	3,335	282
1706	1.33%	1,878	25
1707	2.64%	3,224	85
1708	2.59%	2,044	53
All Revere	2.64%	20,639	545
Tracts 1705 and 1707	5.60%	6,559	367
1705 and 1707 as a % of all vacant units			67.34%

Since much of the housing stock in Census Tract 1705 is in high rise condominium developments near the beach, and the available 90 day vacancy figures are from the winter months, some of the vacancy in this Census Tract could be seasonal.

FORECLOSURES

Revere has been affected by subprime lending and foreclosure issues over the past several years, and the study area has been disproportionately affected. Revere was ranked 15th in

Massachusetts for the number of foreclosures relative to all foreclosures in the Commonwealth in 2008 (199 of 17,618). In May 2009, Census Tract 1705 had 160 distressed and/or foreclosed properties, and Census Tract 1707 had 149, representing an increase over the December 2008 numbers below. Together, these two Census Tracts have more than 30% of Revere's 1,022 distressed or foreclosed properties. It is important to note that HUD's foreclosure and vacancy scores (below) undervalue the effects of the foreclosure issue in areas that, like the study area, have high numbers of multi-unit properties.

CENSUS TRACT	HUD FORECLOSURE SCORE (20 POINT SCALE)	HUD VACANCY SCORE (20 POINT SCALE)	ESTIMATED NUMBER OF MORTGAGES THAT WILL START FORECLOSURE PROCESS OR BE SERIOUSLY DELINQUENT IN PAST TWO YEARS
1701	18	12	148
1702	9	9	44
1703	18	8	135
1704	15	12	87
1705	18	19	149
1706	17	12	125
1707	17	14	127
1708	15	14	84
Total			899
Average	15.88	12.50	112.38

In July 2009, the City applied to HUD (U.S. Department of Housing and Urban Development) for funding through the Neighborhood Stabilization Program 2 (NSP2) to help address this issue in Census Tracts 1701 and 1703, which are adjacent to parts of the Shirley Avenue Neighborhood. Some Revere Census Tracts, including some in the Shirley Avenue Neighborhood were included in Boston Community Capital's NSP2 application

(1701, 1703 and 1705) and the State's application (1701, 1706, 1707). This funding is highly competitive, so other options, like CDBG funding, are also being considered.

C. Affordability

In Revere as a whole, 30% of owners who have a mortgage and 40% of renters pay more than 35% of their monthly income toward housing. In an urban area with some access to public transportation and jobs, an affordable housing ratio is considered to exist when rent or mortgage plus utilities is approximately 30–40% of income, including utilities. Since almost one-third of owners and more than one-third of renters in Revere are paying more than 35% of their income toward housing, it is considered to be a high cost area. While these numbers are not available for the study area alone, they are expected to be the same or worse, due to the lower incomes in the study area. Median household income for the study area is approximately 20% lower than median for all of Revere.

OWNERSHIP AFFORDABILITY

Citywide, the median housing price for the first quarter of 2009 was \$210,391, with 114 properties sold. In 2008, the median price was \$265,000 and 135 properties were sold. Revere's tax rate is \$11.23 per \$1,000 of value. There is no residential exemption.

According to more recent numbers from local real estate brokers, the weighted average sale price for Revere over the past nine months (since September 2008) is \$225,921. Prices in the inland part of the Shirley Avenue study area are likely to be about 10–15% lower than average.

2. RENTAL AFFORDABILITY

According to the 2005–2007 American Community Survey, Revere's median gross rent (rent plus tenant-paid electric and heat) is \$986. Only 27% of renters pay no electric or heat.

52.25% pay less than \$1,000 for gross rent

72.03% pay less than \$1,250 for gross rent

85.79% pay less than \$1,500 for gross rent

95.42% pay less than \$2,000 for gross rent

4.58% pay **\$2,000 or more** for gross rent

According to more recent numbers from local real estate brokers, the weighted average rent for Revere over the past nine months (since September 2008) is \$1,255. Rents for the inland part of the Shirley Avenue study area are likely to be about 10–15% lower than average.

D. Subsidized housing supply and demand

There are 166 units of public housing owned by Revere Housing Authority in the Shirley Avenue study area—160 state-assisted elderly units at Hyman Towers and 60 state-assisted scattered site units in 11 properties throughout the area. Of the 60 scattered site units, seven (7) are presently vacant due to significant habitability issues.

RENTAL ASSISTANCE VOUCHERS AND HUD FAIR MARKET RENTS

Federal and state rental assistance vouchers provide low-income families and individuals with disabilities with the payment of a portion of their rent by either the state or federal government.

Recipients can use these vouchers to rent apartments anywhere in the state, and the administering agency (housing authority or regional nonprofit) pays a portion of the rent and utilities (generally 60–65%) directly to the property owner each month. The recipient pays the balance each month.

Citywide, the Revere Housing Authority has 470 Housing Choice Vouchers (federal rental assistance, formerly Section 8), 68 AHVP (state rental assistance) vouchers, and 28 MRVP (state rental assistance) vouchers. Of these only five (5) Housing Choice Vouchers are not in use—they have been awarded to households that are now searching for apartments. All of Revere Housing Authority’s state vouchers are in use in Revere and 90% of its Section 8 vouchers are in use in Revere. The other vouchers are being used in adjacent communities including Lynn, Malden, Chelsea, Winthrop and Everett.

Metropolitan Boston Housing Partnership (MBHP), a regional nonprofit housing organization that provides a broad array of housing services in Revere and other metro-Boston communities, administers 343 housing vouchers that are in use in Revere. Of these, there are 19 MRVP vouchers, 20 Shelter Plus Care vouchers, two (2) HOWPA (Housing Opportunities for People with AIDS) vouchers and 302 Section 8/Housing Choice Vouchers. Of these, about 15% of the households have members who are non-elderly people with disabilities. MBHP and the other regional housing nonprofits use a separate statewide waiting list for new vouchers than the housing authorities. As of late June 2009, there were 22,721 applicants on the waiting list for the metro-Boston area, and the applicant at the top of the list had been on the list since October 2002.

Fair Market Rents (FMRs) are calculated by HUD annually and represent the maximum gross allowed rent (including tenant-paid electricity and heat). Tenants generally pay at least 30% of their income toward the gross rent, although often slightly more, and the housing authority pays the balance of the rent up to the FMR. The FMRs for Revere for FY2009 are:

SIZE	GROSS RENT
0 bedrooms	\$1,080
1 bedroom	\$1,146
2 bedrooms	\$1,345
3 bedrooms	\$1,609
4 bedrooms	\$1,767

Revere Housing Authority uses the centralized statewide, state-administered waitlist for vouchers. The list is always open, and there is currently about a five-year wait to get a voucher in Revere. There are presently 78,163 households on the statewide waiting list.

PUBLIC HOUSING

Revere Housing Authority owns and manages 899 public housing units throughout Revere including 705 state-subsidized units and 194 federal-subsidized units. Of these, there are 504 family units: 65 one-bedrooms, 225 two-bedrooms, 184 three-bedrooms, and 30 four-bedrooms; and 395 elderly units, which are all one-bedroom units. Rents vary depending on the program, but are generally in the range of the FMRs, with tenants paying at least 30% of their income toward rent plus utilities.

II. HOMELESSNESS

In recent years, Revere has not coordinated a one night count of homeless people living on the street. This count is one of the best resources for information about the unsheltered homeless population in a community. Because of the centralized system for referring people to shelters, the numbers for the sheltered homeless population in a community generally corresponds with the number of shelter beds in a community. Revere has a total of 52 units of housing for homeless individuals.

Housing Families works to end family homelessness in Revere and surrounding communities by providing safe, temporary shelter, creating affordable housing, and offering individualized supportive services to family members of all ages. Housing Families has homeless families housed in 28 units throughout Revere, including 15 units on Walnut Place and 13 units in three different nearby locations. The units are all funded through the State Department of Transitional Assistance (DTA), clients are referred through DTA and the average length of stay for families is nine months. Housing Families also provides housing search (working with clients to access subsidized housing) and case management (working with clients to access other public assistance, education, jobs and any other needed resources and programs).

Most recently, families that have been referred to Housing Families and housed in Revere have come from Revere, Boston, Chelsea, Arlington, Everett, Lynn, Salem, Waltham and Texas. When families have moved from Housing Families' Revere

programs and units, they have gone primarily to Boston, Cambridge, Everett, Malden, Revere and some have left the state or country. The three largest racial/ethnic groups are White, Latino and African.

Housing Families rents all 17 units of a privately owned building on Walnut Place—15 units are for families and two (2) are used as offices. The agency is in the process of gradually remodeling the apartments in the building, with 13 units still needing work. Other property needs include a safe place for children to play (preferably onsite) and improved fencing for security and privacy. Feedback from the neighbors at the first visioning session supports providing onsite recreational opportunities for the kids, as well as more privacy and improved safety.

Other more general needs for homeless individuals and families include: increasing the supply of housing subsidies to help people move out of shelters and into more stable housing situations, physically accessible units for homeless individuals and families, providing more affordable rental housing (including public housing) for people to move into, more work on eviction prevention, like Housing Families has been able to do through collaborations with the public housing authorities in Malden and Everett, and greater access to job skills training, English for Speakers of Other Languages (ESOL) classes and GED (Graduate Equivalency Degree) training in the area.

III. RESOURCES

A. Resources to address homelessness

Revere is part of the “balance of state” **McKinney Vento Homelessness Assistance Program** (HUD) continuum which is overseen by the state Department of Transitional Assistance (DTA) and Department of Housing and Community Development (DHCD). Revere, or nonprofits working in Revere, could apply with the state for McKinney funds for homelessness assistance to support a variety of housing programs for homeless families and individuals in Revere. The state applies for this funding annually, with the communities in the “balance of state” continuum, for specific projects. In collaboration with a development and service provider partner, Revere could propose a specific project for inclusion in next year’s application (the process generally begins early in the calendar year).

Through DTA, the Commonwealth will also be receiving and awarding funding from HUD’s **Homelessness Prevention and Rapid Re-Housing Program** as part of the American Response and Recovery Act to communities in the “balance of state” continuum. Revere or a nonprofit partner could apply to the State for funding to produce additional units of housing for formerly homeless individuals and/or families through this program.

B. Resources for housing development, stabilization and improvement

There is a broad array of potential funding and planning resources for housing development available through federal, state and regional or local sources. Some programs are for for-profit and/or nonprofit housing developers; some are for municipalities or public housing authorities; and others are for individual homebuyers, property owners or tenants. Due to the intricacy and number of these programs, this section focuses primarily on information about the agencies that can work with the City and its partners to evaluate specific projects in more detail and help to determine the best mix of financing and planning resources for the projects. A few key programs are highlighted in this section as well.

C. Key partners—funding

FEDERAL

- **HUD** (United States Department of Housing and Urban Development)—HUD has a variety of funding programs that can benefit Revere. Programs like HOME, CDBG, and McKinney Vento, are already being utilized. Other programs, like NSP, are being explored, and more, like the 202 program, should be able to be utilized when an appropriate project is proposed.

STATE AND QUASI-STATE

- **DHCD (Department of Housing and Community Development)**—Statewide governmental agency promoting

- housing development, community services, community planning and public housing. Includes programs for municipalities, public housing authorities, developers (for-profit and nonprofit), homeless service and shelter providers, and individual property owners for rental development, affordable homeownership and homeownership development, public housing improvement and development, additional community planning initiatives, as well as funding for weatherization and some additional direct assistance for tenants and property owners.
- **MassHousing**—Statewide quasi-public lender, offers programs for rental and for-sale housing developers, existing rental housing, loans for homebuyers, and loans for homeowners and other property owners.
 - **CEDAC (Community Economic Development Assistance Corporation)**—Statewide quasi-public lender and technical assistance funder for housing development. Primarily assists nonprofit development partners with projects and potential projects.
 - **MHP (Massachusetts Housing Partnership Fund)**—Statewide public/nonprofit affordable housing organization that collaborates with state government to help increase the supply of affordable housing in Massachusetts. MHP's focus is housing production, and its programs support new solutions to address the need for affordable housing. MHP's programs include technical assistance for municipalities and nonprofits, and the agency supports and funds work on zoning changes, affordable homeownership and rental development, and loans and grants for municipalities, housing authorities, developers and homebuyers.
 - **MHIC (Massachusetts Housing Investment Corporation)**—Statewide affordable housing and community development lender. According to its website, MHIC finances large and small projects of many types, including rental, homeownership, commercial, mixed use, SRO, cooperative, assisted living, and seniors housing. MHIC provides a broad array of debt and equity financing products to nonprofit and for-profit sponsors of affordable housing and commercial real estate (in low-income communities). While MHIC works on many different types of transactions, its specialty is providing financing that might not otherwise be available. MHIC, MHP and DHCD applied jointly for NSP2 funding through HUD, which, if successful, will be available to address foreclosed properties in some Revere Census Tracts.
 - **Boston Community Capital**—Community development financial intermediary working to create and preserve healthy communities where low-income people live and work. Boston Community Capital invests in projects that provide: affordable housing, good jobs, needed goods and services and new opportunities for people who have been locked out of the economic mainstream. Boston Community Capital applied for NSP2 funding through HUD, which, if successful, will be available to address foreclosed properties in some Revere Census Tracts.

LOCAL AND REGIONAL

- **North Suburban HOME Consortium**—Revere is an active member of this group of municipalities that receive HOME funding from HUD to support affordable housing projects in the region.

D. Key funding programs

- **Community Development Block Grant (CDBG)**—Federally-funded program through HUD. Potential housing uses: rehab or owner-occupied and investor properties, acquisition of properties for redevelopment, homebuyer education and counseling, foreclosure prevention counseling, owner education and training for new and existing owners of multi-family properties, housing search services for renters, increase code enforcement in key areas, other streetscape improvements for better accessibility and livability. Revere has successfully utilized State CDBG funds for a variety of eligible activities including housing.
- **HOME (North Suburban HOME Consortium)**—Federally-funded program through HUD through the North Suburban HOME Consortium. Use for purchase and rehab and resale, downpayment and closing cost assistance, new affordable housing development (rental and ownership), housing rehab. Revere has successfully utilized HOME funds for a variety of eligible housing activities.
- **Soft Second Mortgage Program**—First-time homebuyer mortgages subsidized through DHCD and Massachusetts Housing Partnership (MHP). Available to purchasers through partnerships between municipalities and participating local lenders. Revere is a participant in the Soft Second mortgage program.
- **Neighborhood Stabilization Program (NSP1 through state, Chelsea Neighborhood Developers, Chelsea Restoration Corporation, possibly NSP2 through other state and quasi-state agencies)**—Federally-funded program through HUD offers several options for strategies to address foreclosed and abandoned properties in high-risk Census Tracts. Options that are available will depend on success of NSP2 applications and what programs and Census Tracts have been included in proposals.
- **State ADDI (American Dream Downpayment Initiative)**—Through DHCD, the City of Revere can apply to this program (generally in January/February) so that low- and moderate-income homebuyers can access downpayment assistance to purchase homes in the community.
- **Massachusetts Lead Abatement Program (MLAP)**—Through DHCD, the City of Revere can apply to this program (generally in the spring) for funding to abate lead hazards that the state receives through HUD's Lead Hazard Control Grant Program. Funding can be used for lead paint testing and abatement in privately owned housing occupied by low-income families. The priority for this program is housing units in communities that have been designated high-risk by the Massachusetts Department of Public Health, Childhood Lead Poisoning Prevention Program. The future of this program is presently not known due to changes at HUD.
- **CATNHP (Commercial Area Transit Node Housing Program)**—Through DHCD, the City or developer can apply for this state-funded bond program to support rental housing production or rehabilitation (deferred payment 30-year loan with no interest required) within a quarter of a mile of transit.
- **TOD (Transit-Oriented Development Bond Program)**—Bond funding through EOT (Executive Office of Transportation) for infrastructure and/or housing in a variety of projects within a quarter of a mile of transit.

- **Community Development Action Grant (CDAG)**—The City can apply to DHCD a grant of up to \$1,000,000 for a wide range of activities, including infrastructure improvements to support commercial or affordable residential development in an open area that the City declares decadent, substandard, or blighted.
- Other planning funds for urban centers and urban renewal initiatives.

This list intentionally does not include the many funding resources that a nonprofit developer would access directly, like Low Income Housing Tax Credits, state HOME, etc. Regulations, priorities and availability of funding changes regularly and new programs are added frequently. For much more information, consult **A Guide to State Development Resources** for summaries of and links to more resources: <http://www.mass.gov/?pageID=ehedsubtopic&L=4&Lo=Home&L1=Community+Development&L2=Community+Planning&L3=A+Guide+to+State+Development+Resources&sid=Ehed>

E. Key partners—affordable housing and homelessness resources

MULTI-SERVICE AGENCIES

Metropolitan Boston Housing Partnership (MBHP) offers a variety of services for tenants and property owners including:

Tenant Programs

- **Rental Assistance**—Housing vouchers bridge the gap between the cost of housing and the incomes of low wage earners and people on limited fixed incomes. With a federal or state subsidy, low-income individuals and families can rent their next home. The tenant pays up to

40% of his or her income to rent; the subsidy pays the remainder.

- **Homelessness Prevention & Housing Supports**—Includes many programs, activities, and resources to help low-income renters to achieve housing stability and better lives. Focus is on ending homelessness by preventing it from happening by connecting people at-risk for eviction or homelessness with information and resources including fuel assistance, money management, job training, food stamps, Transitional Aid to Families with Dependent Children (TAFDC), and more.
- **Family Self-Sufficiency Program**—The Family Self-Sufficiency Program (FSS) links Section 8 rental assistance with case management to assist tenants working toward financial independence and the possibility of homeownership.

Property Owner Programs

- **Home Modification Assistance**—The Home Modification Loan Program provides loans to make access modifications to the primary permanent residence of elders, adults with disabilities, and families with children with disabilities.
- **Homelessness and Eviction Prevention**—MBHP administers several programs to help tenants avoid eviction through services, resources, and emergency funds. A property owner who has a tenant facing eviction due to a rental arrearage or other issue can refer the tenant to MBHP.

- **Leasing Assistance**—MBHP can help property owners to navigate the regulations of the Section 8 Program and the lease approval process, and to learn the rights and responsibilities of a landlord.
- **Mediation**—a meeting between a property owner, tenant and MBHP’s Director of Customer Relations can resolve issues, prevent evictions, and avoid costly legal fees.
- **Rent Determination**—MBHP’s process of determining “reasonable rents” for voucher holders based on current private market rents and taking into account unit size, location, features, and amenities. Required by HUD for all Section 8 subsidies.
- **Staying Home**—Outreach, mediation, and targeted service delivery to help elders and people with disabilities to retain their independence in their own homes. Initial funding for Staying Home was provided by the Boston Foundation.

Programs for Property Owners and Tenants

- **Relocation Assistance & Inspections**—For property owners and tenants with rental assistance vouchers, also offers housing search workshops for all prospective tenants.
- **Housing Consumer Education Center (HCEC)**—A venture between MBHP and the Massachusetts Department of Housing and Community Development (DHCD). The HCEC offers services to educate and assist tenants, property owners and the public. The HCEC

helps renters and owners to make smart choices and solve their own housing problems.

- **Fair Housing**—MBHP has committed to equal opportunity and access to housing for all by incorporating fair housing principles into its services. The agency can provide trainings to both tenants and property owners regarding their rights and responsibilities under the federal Fair Housing Act of 1988 and the state fair housing law, Chapter 151B. Staff members also provide technical assistance on fair housing and refer clients to other related services in Greater Boston.
- **Affordable Homeownership**—MBHP offers assistance, including the “Homes for Good Program”, for low- and moderate-income first-time homebuyers.

HOMELESS SHELTER AND SERVICE AGENCIES

Housing Families provides shelter, housing and services to homeless families in the North Shore area, and expressed interest in expanding its services in Revere. More detail about Housing Families’ work in Revere can be found in the **HOMELESSNESS** section below.

LOCAL NONPROFIT DEVELOPERS

Revere does not have a nonprofit housing development organization that operates exclusively in Revere; however, there are several experienced nonprofit developers that have partnered and/or are interested in future partnerships with the City to provide new affordable housing and stabilize existing housing. Two Chelsea-based organizations, Chelsea Neighborhood Developers (CND) and Chelsea Restoration Corporation; one

East Boston-based organization, East Boston Community Development Corporation (EBCDC); and one Chinatown-based organization, Asian Community Development Corporation (ACDC), have all discussed potential partnerships with the City. These agencies have different specialties that would benefit the City's and the Shirley Avenue area's diverse population and varied housing needs.

- **Chelsea Neighborhood Developers (CND)** is active in a variety of housing activities including rehabilitating foreclosed and abandoned properties, and then owning, managing and renting them to income-eligible renters; transformation of neighborhoods through larger subsidized rental developments; and working with neighbors through community engagement initiatives to address issues like code enforcement and distressed properties. CND is also working with Housing Families on supports for very low income families moving from shelter to housing, and with the Latino community on housing and related needs like jobs, English language skills and community leadership.
- **Chelsea Restoration Corporation** has experience rehabilitating abandoned and foreclosed properties for low- and moderate-income homeowners, with homeownership education and counseling and downpayment assistance. Chelsea Restoration also provides foreclosure prevention and landlord education services to Revere residents through a contract with the City. The agency is also interested in storefront improvement and economic development, and has acted as a court-appointed receiver for a foreclosed derelict property in Revere and could potentially act in this role with other properties.

- **East Boston Community Development Corporation (EBCDC)** has significant experience with federally-subsidized elderly rental housing development (HUD's 202 program). EBCDC also purchases and rehabilitates distressed smaller multi-family properties (primarily three units) without subsidies and then the agency owns and manages them, providing people with affordable, but not restricted, rents. EBCDC also has experience and relationships in community business lending through past work as a Small Business Administration lender.
- **Asian Community Development Corporation** specializes in large LIHTC (Low Income Housing Tax Credit) subsidized rental housing projects with commercial space included (recent projects range from 88 to 325 units). The agency has also done some smaller-scale development and is interested in partnering with the City and/or other nonprofits on rental and homeownership projects that serve Asian community members. ACDC offers a comprehensive homeownership education and counseling program in collaboration with Viet-AID (Dorchester). ACDC is also active in property management and has a workforce training program.

PRIVATE SECTOR PARTNERS

In the community visioning session, names of some major residential and commercial property owners were discussed as potential partners. Other potential partners include large local employers, like Massachusetts General Hospital local real estate professionals and local lending institutions.

IV. HOUSING AND HOMELESSNESS NEEDS, OPPORTUNITIES AND RECOMMENDATIONS

The following issues have been discovered through the demographic and housing analysis, interviews and neighborhood exploration and prioritized by community members and the Steering Committee during the planning process. They are summarized and include policy and programmatic recommendations for each priority need.

A. Highest priorities

POOR CONDITION OF PROPERTIES (BOTH ABSENTEE OWNER, PUBLICLY OWNED AND OWNER-OCCUPIED)

Likely causes: low owner-occupancy rate in area, need additional code enforcement capacity, limited tenant knowledge on rights and fear or lack of willingness to report problems, lack of funding and resources to maintain and improve properties over time, high turnover of units, lack of investment and property management by absentee property owners, older housing stock.

Recommendations:

- target funding (HOME, CDBG, private, other) and outreach for property improvements by owner occupants and willing investors in both small (one- to four-unit properties) and larger residential properties (see key properties);
- work with housing authority and others to build partnerships to improve public housing stock, especially on Hichborn Street (see key properties);
- increase access to information about health and safety codes

among residents and increase code enforcement activity in the target area;

- encourage nonprofit and private improvement of properties by collaborating on stabilization and acquisition/rehabilitation of key properties in the target area, including foreclosed and abandoned properties through receivership and/or HOME, CDBG, NSP, *etc.* programs.

LIMITED ACCESS TO AFFORDABLE HOUSING AND INFORMATION ABOUT HOUSING AND HOUSING ACCESS

Likely causes: limited City staff and nonprofit development capacity and high community needs, limited funding to address the community's housing needs, long waiting lists and limited availability of public housing and vouchers, cultural differences and language barriers; general lack of knowledge of both property owners and tenants about their rights and responsibilities.

Recommendations:

- invest CDBG and HOME (CHDO) funds in building staff and nonprofit development capacity;
- actively explore other funding mechanisms, investment opportunities and partnerships that will bring financial resources to the area;
- explore expansion of the funding mechanisms for the City's Community Improvement Trust Fund for housing

- and homelessness projects (*i.e.*, expansion of the zoning ordinance to include other mechanisms for payments);
- increase outreach and information to residents about affordable housing opportunities, including homeownership, public housing and vouchers;
- expand tenant education and outreach, property owner education and outreach, information about issues like health and safety codes and foreclosures for tenants and landlords;
- partner with agencies like MBHP and others that provide this information and related services in a variety of formats and languages.

LIMITED CAPACITY AND RESOURCES FOR AFFORDABLE HOUSING

Likely causes: small City staff and little local nonprofit development capacity combined with high community needs, limited funding to address the community's housing needs, long waiting lists and limited availability of public housing and vouchers.

Recommendations:

- invest CDBG and HOME (CHDO) funds in building staff and nonprofit capacity;
- actively explore other funding mechanisms, investment opportunities and partnerships that will bring financial resources to the area;
- explore expansion of the funding mechanisms for the City's Community Improvement Trust Fund for housing and homelessness projects (*i.e.*, expansion of the zoning ordinance to include other mechanisms for payments);
- explore local interest in adopting the Community Preservation Act (140 communities (40%) have adopted this local legislation which helps increase local control of development and creates a mechanism for funding open space, housing and historic preservation activities);

- pursue additional state and federal funding for affordable housing;
- attract outside investment and partnerships and work with existing property owners to create additional affordable housing and improve existing market-rate and affordable housing.

ADDITIONAL KEY PROPERTIES AND STREETS

- Hichborn Street, especially 168 to 176 range—uninhabitable public housing units; high number of foreclosed, abandoned, at-risk properties;
- 19 Walnut Place, Housing Families family shelter—assistance with exterior repairs to fence, driveway would help residents and neighbors; assistance with updates to interior units over time would help maintain this resource;
- Fire Station on Walnut Street and former warehouse or auto shop on Beach Street—possible redevelopment as housing;
- Revere Beach Hotel—work with owner to facilitate general improvements to exterior and interior. This is a visible property with great potential, and a vital component of the city's housing stock for single-person households.

B. Other high priorities

ABANDONMENT

Likely causes: foreclosure, declining real estate market, neighborhood condition issues, absentee ownership.

Recommendations:

- partner with local nonprofits to promote foreclosure prevention counseling and programs;
- encourage and facilitate the acquisition, rehab and resale of abandoned properties to owner-occupants;
- promote general neighborhood improvements.

ILLEGAL APARTMENTS

Likely causes: absentee property owners, high demand for one-bedroom units, need additional code enforcement capacity.

Recommendations:

- implement strategies to increase owner-occupancy;
- increase code enforcement and reporting;
- consider zoning changes to regulate, legalize and allow accessory apartments (in-law/nanny suites).

C. Other priorities

OVERCROWDING

Likely causes: affordability, different cultural norms, lack of appropriate sized units.

Recommendations:

- promote some development of affordable larger units;
- increase outreach and education to tenants and property owners;
- increase code enforcement.

HIGH DENSITY OF AREA

Likely causes: proximity to public transportation makes location desirable, existing small residential lots and abundant multi-family properties encourage ongoing density

Recommendations:

- develop or identify incentives and financing to work with private owners of larger buildings with multiple small units to consolidate units into larger apartments or condominiums;
- land bank adjacent foreclosed and distressed properties and consolidate lots to build new affordable ownership or rental properties on larger merged lots;
- consider zoning changes to decrease density over time.

VACANCY

Likely causes: older residents fearful of renting apartments in owner-occupied properties, foreclosure/abandonment, poor condition of properties (*i.e.*, uninhabitable)

Recommendations:

- partner with local nonprofits to provide and promote foreclosure prevention counseling and programs, purchase and rehab programs (MassHousing, private lenders);
- increase participation in the City's housing rehab program (CDBG/HOME) for owner-occupants and other property owners;
- conduct extensive outreach and information to property owners, general neighborhood improvements.

ACTION PLAN

A. Short-term activities

ONE TO SIX MONTHS

- Convene a City-initiated public meeting, or a series of public meetings, for area residents and property owners on housing issues including in-depth information on housing search, code requirements, fair housing, local housing opportunities and programs, etc. Bring together local expertise (City housing, planning and inspectional services staff, Revere Housing Authority), regional housing, homelessness and human service resources (MBHP, Housing Families, others) and other expertise (community development organizations, legal services, *etc.*). This forum will address residents' need for increased information about access to rental and ownership housing and provide outreach for existing and planned housing programs and opportunities.
- Convene regular group meetings between City housing/planning staff and potential nonprofit affordable housing development partners to identify, discuss, target and pursue affordable rental and ownership housing opportunities in the Shirley Avenue target area and beyond.
- Develop City-sponsored or collected materials and post housing information and resources (similar to topics referenced above) in a prominent location on the City's website and in print at library, City Hall, school resource center for residents, potential residents, property owners, etc.

to address the need for increased information about access to housing, housing programs and opportunities, housing regulations, *etc.*

- Increase already active code enforcement efforts in the Shirley Avenue target area. Aggressively target and pursue compliance at the key properties that have been identified through this process, and gradually expand to include more properties in the area. Collect and share information about foreclosed and abandoned properties across City departments, including planning, police, fire and inspectional services to facilitate code and crime enforcement efforts. Engage area residents in efforts to maintain properties and to disseminate information about upkeep regulations.

B. Medium-term activities

SIX MONTH TO ONE YEAR

- As funding permits, increase housing/planning department capacity and inspectional services capacity to provide services to community members and others.
- Conduct targeted outreach for the City's Housing Rehabilitation Program within the Shirley Avenue Neighborhood to increase participation and improve the area's housing stock.

- Work with owners of key properties in the Shirley Avenue area on improvements or redevelopment using public and private funds.

C. Long-term activities

ONE YEAR ON

- Partner with nonprofit and private developers on affordable housing development accessing public and private funding resources.
- Explore and implement zoning changes to promote affordable housing, as discussed in recommendations.

INTERVIEWEES

LINDA SHAW, Revere Housing Authority

ROBIN D' APPOLITO, Revere Housing Authority

JIM HOLT, Revere Housing Authority

CARLENE MELINO, Revere Housing Authority

CHRIS NORRIS, Metropolitan Boston Housing Partnership

SUSAN NOHL, Metropolitan Boston Housing Partnership

MAURA PENSAK, Metropolitan Boston Housing Partnership

HELEN ZUCCO, Chelsea Restoration Corporation

JANELLE CHAN, Asian Community Development Corporation

ANN HOUSTON, Chelsea Neighborhood Developers

JANET STEARNS, Chelsea Neighborhood Developers

AL CALDERELLI, East Boston Community Development
Corporation

FRANK STRINGI, City of Revere

NICK CATINAZZO, City of Revere

MARK SIGNORE, City of Revere

STEVEN PETRELLO, Century 21 Citywide, Revere

JUDY PERLMAN, Housing Families

JOAN SINNER, Housing Families

ELAINE FRAWLEY, Commonwealth of Massachusetts, Department
of Transitional Assistance, Homelessness Programs
(statewide Continuum of Care) *[now part of Department of
Housing and Community Development]*

GRETCHEN WEISMANN, Commonwealth of Massachusetts,
Department of Housing and Community Development,
Public Housing Division

CHAPTER 3

PHYSICAL INFRASTRUCTURE & CONNECTIONS

THE SHIRLEY AVENUE NEIGHBORHOOD

The Shirley Avenue Neighborhood study area is a primarily residential area with a commercial district at its spine and the ocean, an MBTA subway stop (T station), and a medical building at its feet. Key destinations within the neighborhood include Revere Beach Reservation, the Revere Beach T Station, the Massachusetts General Hospital (MGH) Revere Health Care Center, Wonderland Marketplace shopping center, Garfield School, and the businesses along Shirley Avenue. Physical conditions within the neighborhood vary.

This study most closely targets the Shirley Avenue Focus Area—the core area surrounding the Shirley Avenue Business District and the Revere Beach T Station—though significant needs throughout the neighborhood are identified as well.

Strengths

- **Easy access to transit service and a range of destinations.** Subway access, a public beach, multiple shopping



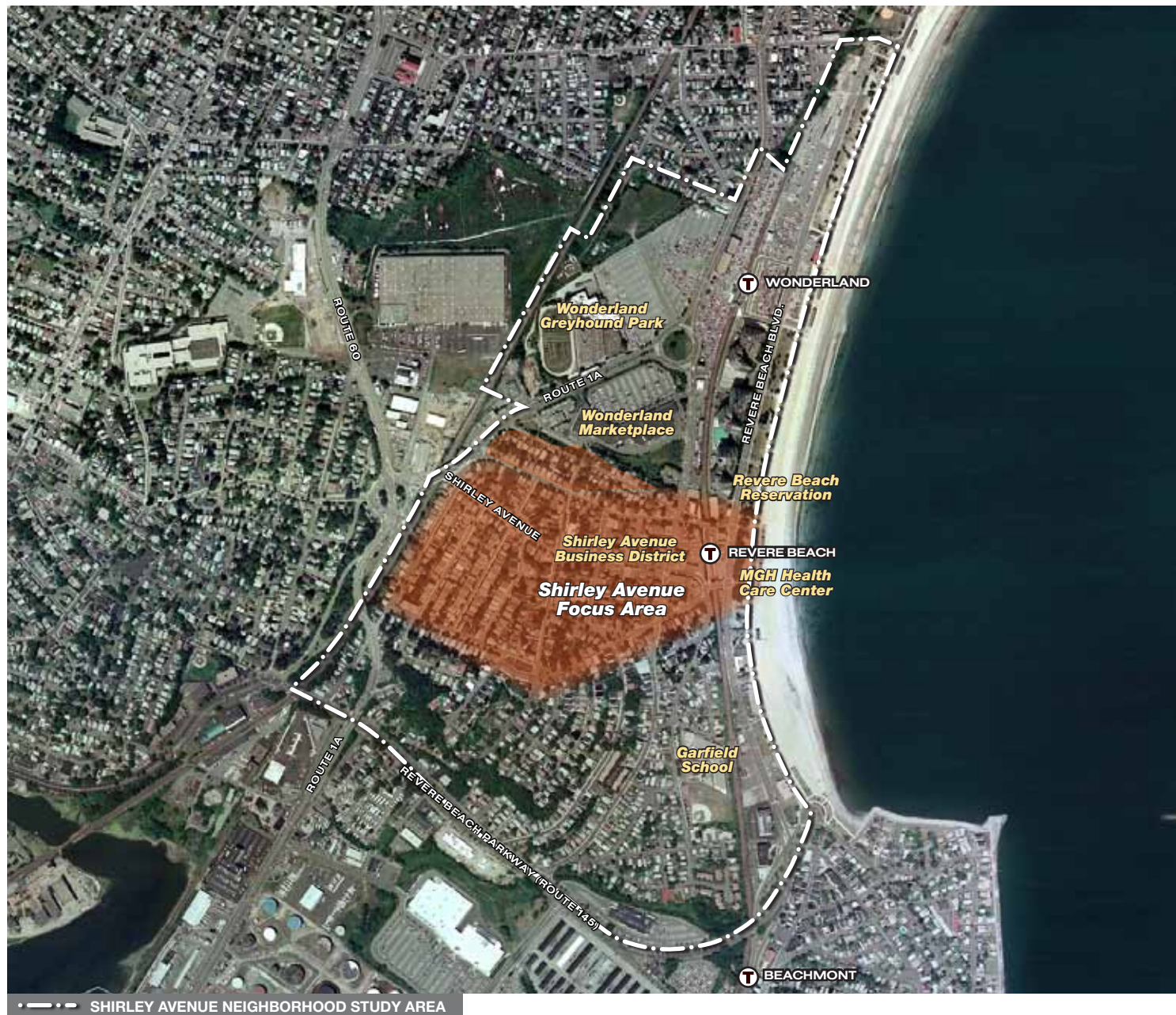
Revere Beach

destinations, a school, and a healthcare facility are all located in the neighborhood, and within easy walking distance of residential areas. The Shirley Avenue Neighborhood is not a high-income community, but is rich in neighborhood-serving destinations and services.

- **A bustling commercial street is at the core of the neighborhood.** Small-scale businesses line Shirley Avenue from the beach to Thornton Street. Ethnic restaurants, gift shops, salons and markets reflect the diversity of the neighborhood, and draw people from across the region in search of specialty items.
- **The majority of commercial and residential buildings within the neighborhood are in good or fair exterior condition, with well-maintained outdoor areas.** Though many properties within the neighborhood would benefit from modest or significant investment, most properties are in reasonably good condition and there are few vacancies. Along Shirley Avenue, signs and facades for the majority of commercial buildings are in good repair.
- **Streets are walkable and are generally well maintained.** In many areas of the neighborhood (e.g., Shirley Avenue,



Shops along Shirley Avenue





Revere Beach T Station



MGH Revere Health Care Center

Walnut Avenue, Thornton Street between Beach and Shirley), sidewalks are wide, in good repair, and equipped with ample curbs. On these and other streets, trees provide shade and visual appeal. It is possible to walk safely between destinations. Particularly along Shirley Avenue, attention to streetscapes, upkeep and code enforcement is evident. Decorative streetlights, carefully placed covered trash receptacles, flower baskets and the frequent absence of litter make Shirley Avenue an inviting place.

Weaknesses

- **Some buildings are in poor condition.** Many residential buildings and some commercial buildings within the neighborhood would benefit from investment, ranging from repair of front stoops or exterior painting to resolution of structural issues or building replacement. Clusters of residential properties in need of attention appear along the north side of Shirley Avenue between Thornton Street and Route 1A, on Beach Street close to Route 1A, and along Hichborn Street near Shirley Avenue.¹

¹ Analysis and recommendations for commercial properties are included within Chapter 1: Economic Development & Jobs. Analysis and recommendations for residential properties are included within Chapter 2: Housing & Homelessness.

- **Some streets are in need of sidewalk repair and/or pedestrian crossing improvements.** In some parts of the neighborhood (*e.g.*, Walden Street, parts of Franklin and Kimball Streets, nearly all streets in the Dix Street/Garfield Avenue area), sidewalks are poor and would benefit from various levels of repair or replacement. Many streets within the Eliot Road area lack sidewalks altogether. Along portions of North Shore Road, Revere Beach Parkway, and Route 1A, high speeds and minimal sidewalks and curbs create uncomfortable walking conditions. Pedestrian crossings at certain busy intersections (*e.g.*, along Beach Street and North Shore Road) are also a source of concern.
- **The neighborhood would benefit from greener streets and more and/or improved green spaces.** For a dense urban area that houses an estimated 2,000 children,² the Shirley Avenue Neighborhood offers few places to play, garden, or actively enjoy the outdoors, although several existing open spaces within the neighborhood are unimproved and underutilized. In addition, several streets (*e.g.*, Beach Street, Shirley Avenue, Centennial Avenue)



Buildings in poor condition

² Claritas, 2008.

would benefit from replacement of missing trees, while these and other streets (*e.g.*, North Shore Road) would benefit from new trees in stretches that appear bare.

- **The Revere Beach Station—a primary gateway to the neighborhood—is well connected to the beach and the MGH facility, but not to Shirley Avenue.** Thousands of people visit the beach each year, but one can pass within steps of the Shirley Avenue business district without knowing it is there—or realizing that one is in the heart of a neighborhood. Stronger pedestrian connections could help support businesses along Shirley Avenue.
- **Blank walls detract from commercial areas.** In the business district portion of Shirley Avenue and near the Revere Beach T Station, blank building walls make heavily traveled areas less inviting to pedestrians and shoppers.



Illegal dumping at Kimball and Walnut Avenues

- **Despite code enforcement and street cleaning efforts, litter is a problem throughout the neighborhood.** Along Shirley Avenue, paper trash such as lottery “scratch tickets” quickly accumulates near storefronts. Residents report that, in residential areas, trash blows out of uncovered bins in periods before garbage pick-up. In all areas, pedestrians and motorists sometimes

leave litter as they pass. A few spots in the neighborhood (*e.g.*, at Walnut and Kimball Avenues where Walnut dead ends, on the green space at the Centennial Avenue–Franklin Street intersection) see occasional dumping of larger items such as mattresses.

Summary of recommendations

Within the Shirley Avenue neighborhood, modest, strategic investments could have a noticeable impact. Small neighborhood improvement projects targeting gateways to the neighborhood, key streets, and open spaces could help strengthen the way the neighborhood looks and functions; support area businesses; and highlight the area’s history and diversity.

Recommendations are as follows:

- 1) **Strengthen the gateway to the beach and neighborhood with a new pedestrian-friendly plaza** that improves connections between the Shirley Avenue Business District, the beach, and the T station, announces area businesses, and includes a public art piece or flagpole.
- 2) **Focus improvements on high use, high visibility streets: Shirley Avenue, Beach Street, Centennial Avenue, and North Shore Road**—by repairing curbs and sidewalks, strengthening streetscapes, improving difficult-to-cross intersections, and encouraging reinvestment in key properties.
- 3) **Provide new and improved parks** through supplements to existing open spaces and/or by creating new parks.
- 4) **Address priority needs throughout the neighborhood** by refining zoning and trash ordinances and by improving streets, sidewalks and pedestrian crossings in high-need places throughout the neighborhood.

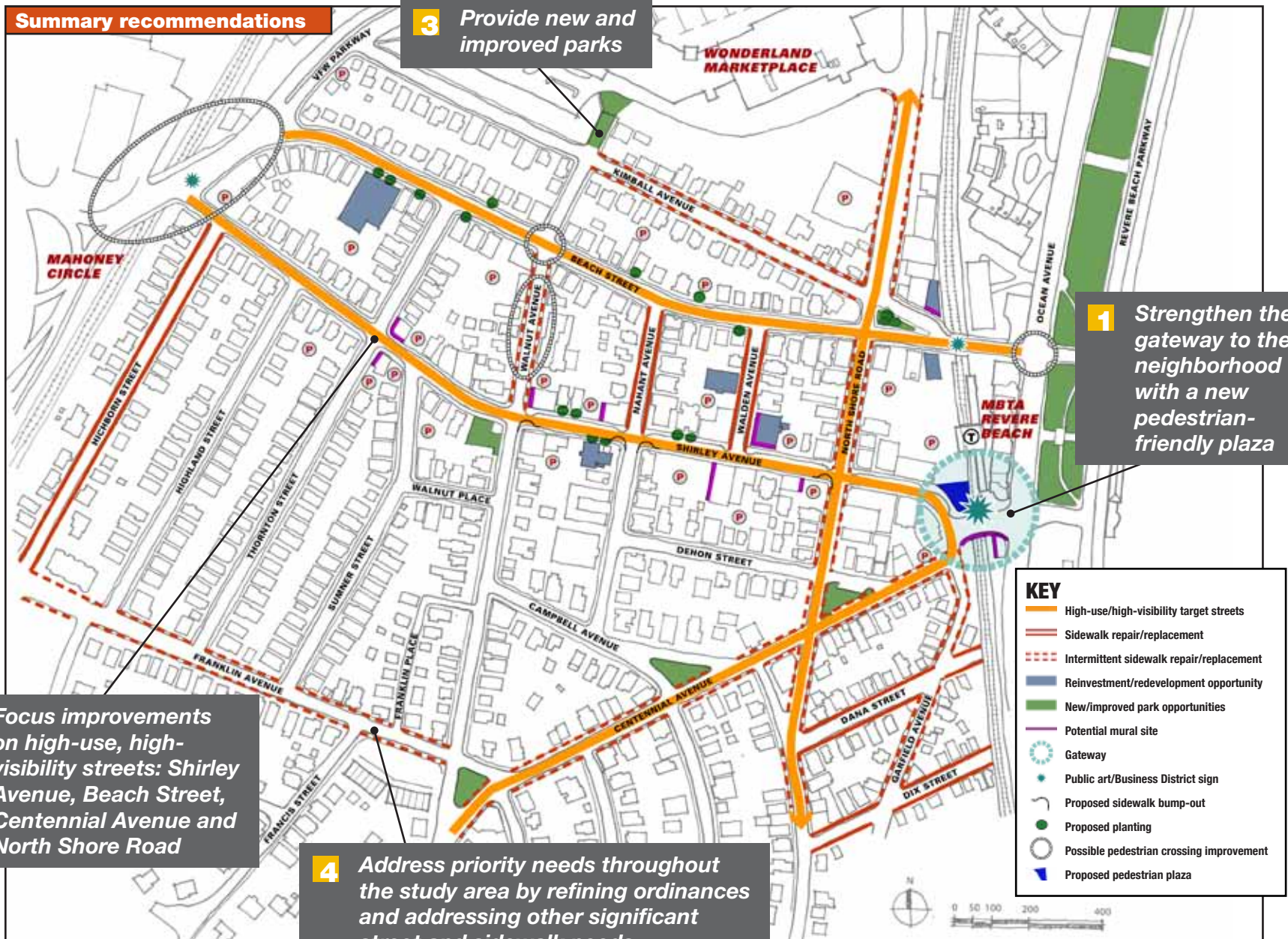
Summary recommendations

3 Provide new and improved parks

1 Strengthen the gateway to the neighborhood with a new pedestrian-friendly plaza

2 Focus improvements on high-use, high-visibility streets: Shirley Avenue, Beach Street, Centennial Avenue and North Shore Road

4 Address priority needs throughout the study area by refining ordinances and addressing other significant street and sidewalk needs



1 Strengthen the gateway to the neighborhood with a new pedestrian-friendly plaza.

- Create an inviting plaza that strengthens connections between Shirley Avenue, the T, and the beach
- Add “Welcome to the Business District signs”
- Add public art or a flagpole

2 Focus improvements on high-use, high-visibility streets: Shirley Avenue, Beach Street, Centennial Avenue, and North Shore Road.

Shirley Avenue

- Add plantings and/or trees to fill gaps
- Provide bump-outs on the south side of the Avenue
- Improve blank walls with murals
- Encourage reinvestment in key properties

Beach Street

- Replace missing street trees on south side; plant new trees on north side
- Encourage compatible redevelopment of the warehouse site; add plantings
- Add pedestrian crossing signs and/or traffic lights at Walnut Avenue
- Conduct pedestrian safety analysis at Ocean Avenue intersection
- Encourage redevelopment or reinvestment in properties closest to T station

Centennial Avenue

- Repair cracked or crumbling sidewalks
- Promote tree planting in front lawns
- Provide plantings, sidewalk repair, trash receptacle and general clean-up at Garfield Avenue

North Shore Road

- Repair cracked or crumbling sidewalks
- Improve curbs near Wonderland Marketplace
- Plant trees
- Investigate need for traffic calming near Beach Street and near Revere Beach Parkway

3 Provide new and improved parks.

Park possibilities:

- New park at Kimball and Walnut Avenues
- Improvements to historic Beach Street—North Shore Road Park
- Improvements to Costa Park
- Park amenities at the Centennial-Walnut-Franklin Triangle
- Park amenities at Fitzhenry Square
- Additional plantings at Dehon Plaza
- New amenities on DCR land at the Revere Beach Reservation
- New park as possible use for land acquired by the City

4 Address priority needs throughout the study area by refining ordinances and addressing other significant street and sidewalk needs.

Refine laws and ordinances

- Refine zoning to prevent new commercial uses in residential areas
 - Refine trash ordinance to require covered trash bins and prevent bins from being placed on curbs before the morning of pick-up
 - Consider litter fines for commercial property owners
- Address other significant street and sidewalk needs within the study area:**

- Repair cracked and crumbling sidewalks on Franklin Avenue, Hitchborn Street, Walnut Avenue, Nahant Avenue and Walden Street (already planned by the City)
- Repair cracked and crumbling sidewalks on Kimball and Garfield Avenues
- Investigate and address possible pedestrian safety issues along Walnut Avenue between Shirley Avenue and Beach Street, and at the Shirley Avenue / Beach Street / VFW (Route 1A) intersection along the route to the high school

I. STRENGTHEN THE GATEWAY TO THE NEIGHBORHOOD

Current conditions

The area around the Revere Beach T Station is a key gateway—an arrival, departure, and pass-through space for people headed to the T station, the beach, the shops on Shirley Avenue, nearby homes, and other destinations. A circuitous pedestrian route and fence, however, make Shirley Avenue and its businesses feel disconnected from the beach and the T. Business district signs, public art, and a new pedestrian-friendly plaza would make this area more welcoming, would let visitors and beachgoers know about the diverse mix of businesses on the Avenue, and would better announce this area as the gateway to the neighborhood.



From the Revere Beach T Station, direct access to the Avenue is cut off by a fence.



The entrance to the MGH parking area, which is publicly-owned, provides an unwelcoming gateway to Shirley Avenue.



Public art, a banner, or a flagpole—along with a sign that announces the Shirley Avenue Business District and its establishments—would mark this area as the gateway to a special neighborhood, and help draw people to area businesses.

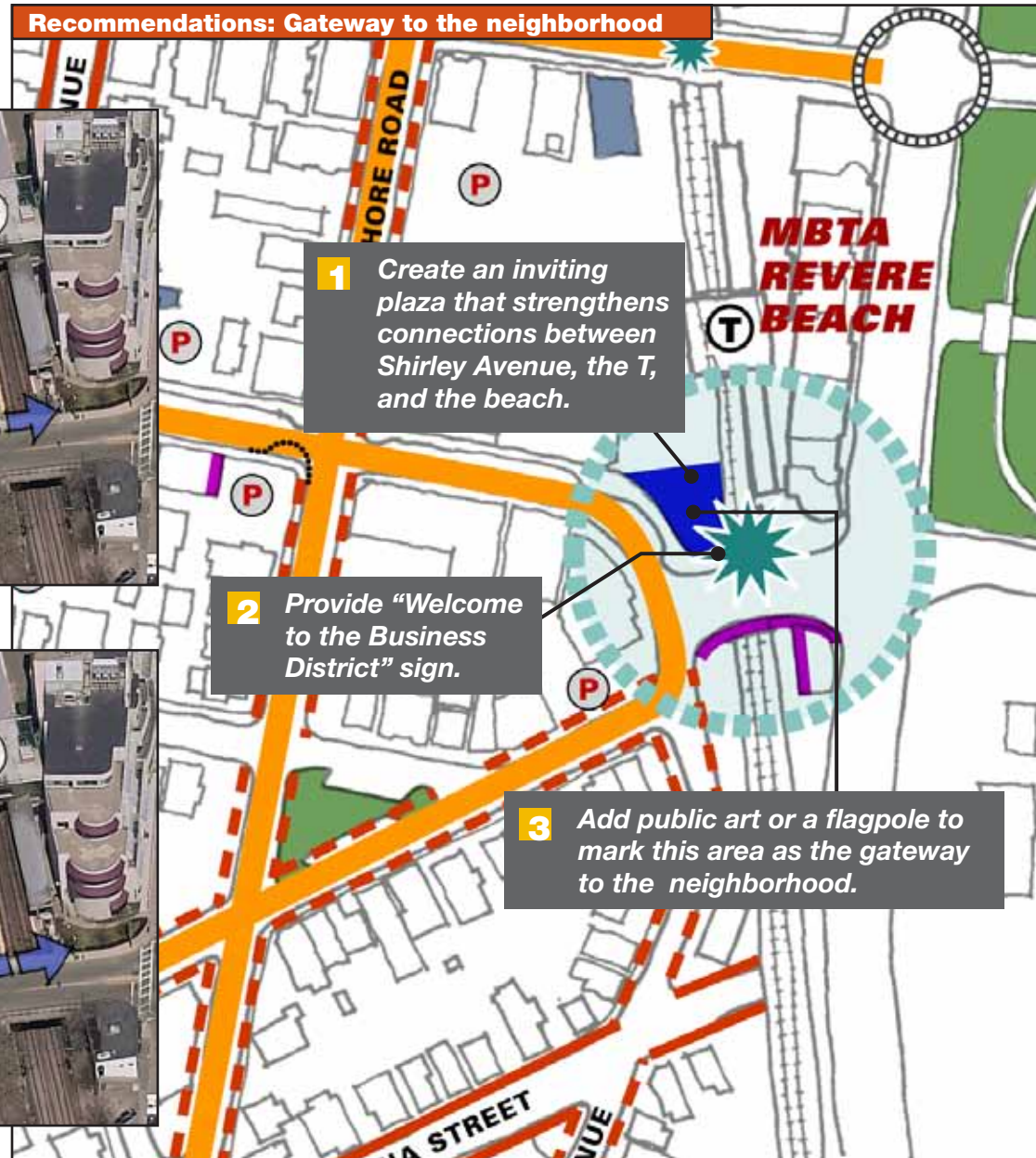
Recommendations: Gateway to the neighborhood



Currently, the T station and the beach are well connected, but landscaping and a fence serve as a barrier to the Shirley Avenue Business District.



Incorporating the City-owned green space into a new walkway and plaza would greatly improve the connection to Shirley Avenue.



1 Create an inviting plaza that strengthens connections between Shirley Avenue, the T, and the beach.

2 Provide "Welcome to the Business District" sign.

3 Add public art or a flagpole to mark this area as the gateway to the neighborhood.

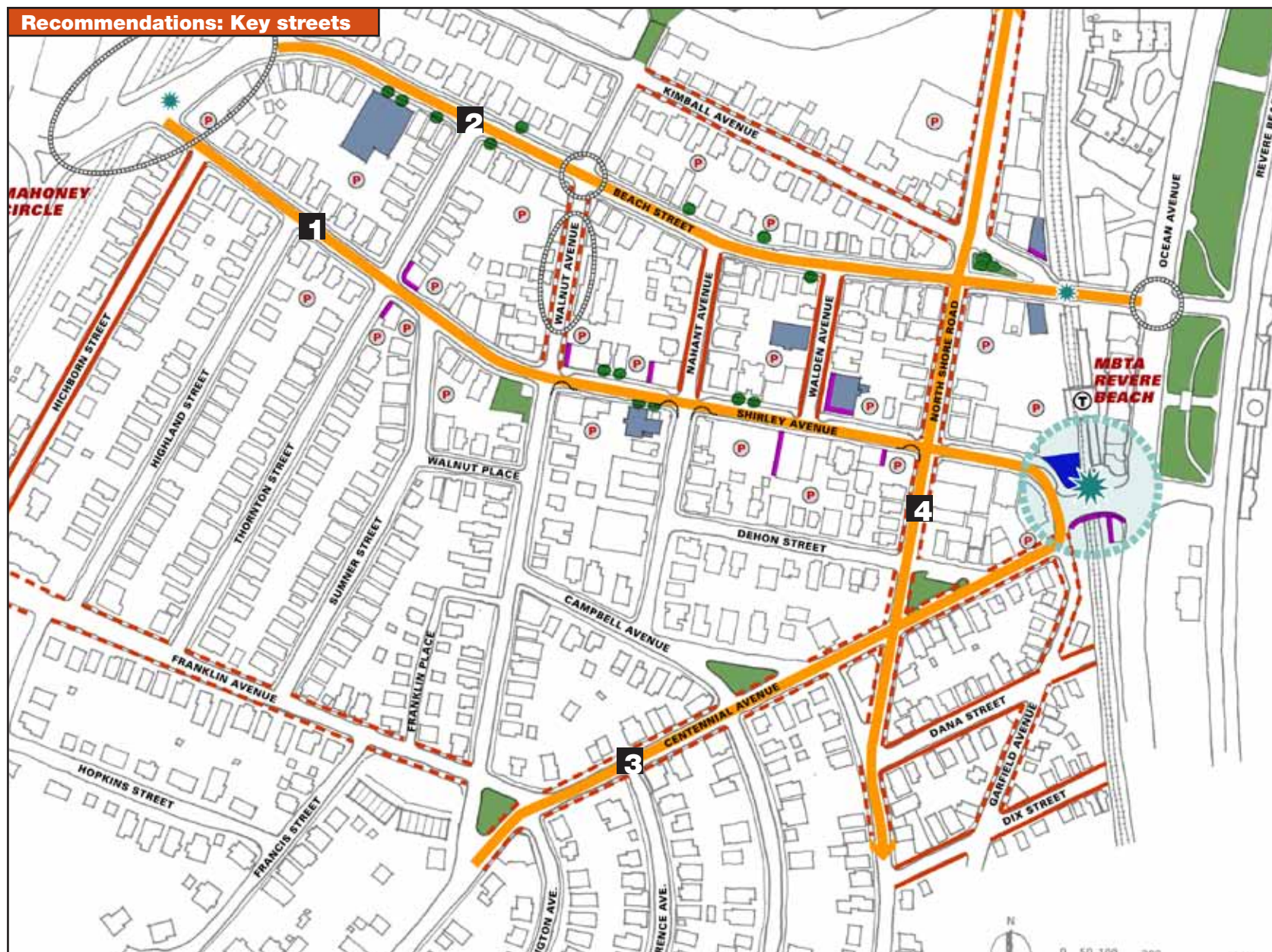
II. IMPROVE KEY STREETS

Shirley Avenue, Beach Street, Centennial Avenue and North Shore Road are key routes within the Shirley Avenue neighborhood. These streets serve both cars and pedestrians in large numbers, provide access to neighborhood destinations, and are among the few roads that can be traveled from one end of the neighborhood to the other. Overall, the four streets are walkable, providing safe conditions for the many pedestrians within this neighborhood where parking is limited. However, modest improvements could make a significant difference in how these streets function for those who use them. Recommendations for key streets include:

- Repair of curbs and sidewalks
- Strengthening streetscapes
- Improvements to difficult-to-cross intersections
- Encouraging reinvestment in key properties

Project recommendations for Shirley Avenue, Beach Street, Centennial Avenue and North Shore Road are detailed in the pages that follow.

Recommendations: Key streets



1. SHIRLEY AVENUE

Current conditions

Between Ocean Avenue and Thornton Street, Shirley Avenue bustles with small businesses that reflect the cultural diversity of the neighborhood. With only a few exceptions, storefronts are in relatively good repair. The range of business types is limited; within the five commercial blocks between Ocean Avenue and Thornton Street are 11 convenience stores, 7 beauty salons, and three Laundromats. There are just two apparent vacancies.

From Thornton Street to VFW Parkway, Shirley Avenue is primarily residential with 3-story multifamily homes and a few scattered businesses, most of which are professional offices. Residential buildings on the south side of the street are generally in good condition. Residential buildings on the north side of the street are generally in fair condition with some properties in good condition and others showing significant need.

Attention to streetscapes, code enforcement and maintenance on Shirley Avenue is evident. From Ocean to Walnut Avenues, Shirley Avenue's wide concrete sidewalks are lined with small trees, decorative streetlights, carefully positioned covered trash receptacles, and, in the summer, hanging flower baskets. Bump-outs—which ease pedestrian crossings by extending the sidewalk into the parking lane at intersections—are provided on the north side of the street. Off-street parking is very limited. Blank walls at intersections, adjacent to parking areas, and along the street front detract from a welcoming pedestrian environment, as do several large gaps between trees.



Planting trees and adding simple landscaping could fill gaps between existing trees and provide a more welcoming place to walk. The Elk's Lodge provides a good model.



Today, bump-outs (also known as "neck-downs") are only found on the north side of the Avenue.

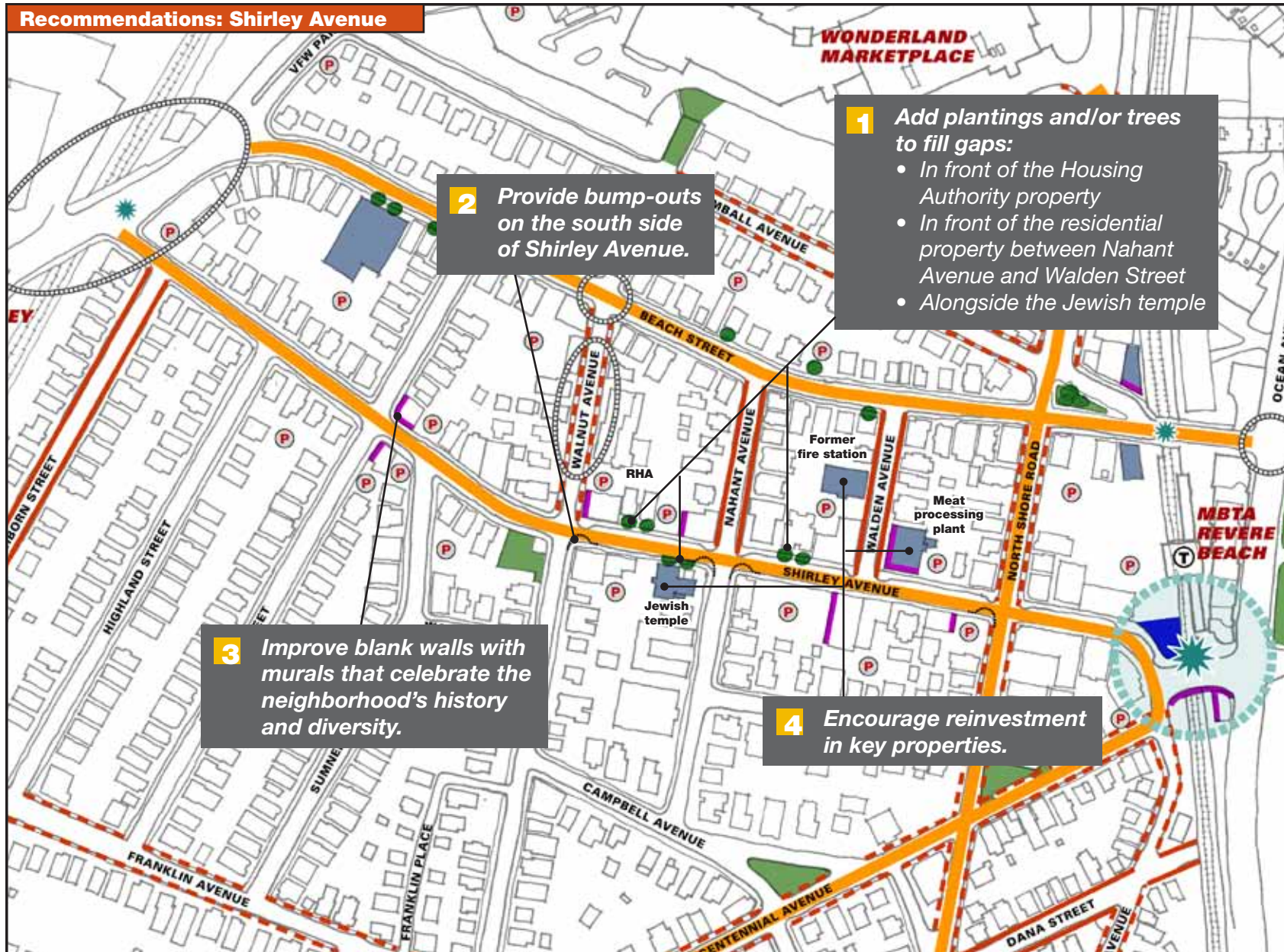


Murals highlighting the neighborhood's history and diversity would improve blank walls like this one at Thornton Street, where the business district begins.



Redevelopment and/or reinvestment in key properties along and near Shirley Avenue provide opportunities for new homes, businesses, neighborhood institutions and more.

Recommendations: Shirley Avenue



2. BEACH STREET

Current conditions

Once a primary route to Revere Beach for visitors from across the region, Beach Street offers wide sidewalks and views down to the water. Beach Street is primarily residential, with a mix of two- and three-story 1-family, 2-family and multifamily homes. Most buildings are in fair to good condition. Several commercial properties are also located on Beach Street, primarily close to North Shore Road, and a recently sold 1-story warehouse building is located near VFW Parkway. Sidewalks on Beach Street are concrete, in good repair, and the south side of the road is lined with trees. Grass cut-outs mark places where trees have failed. Residents report pedestrian crossing safety concerns for the Walnut and Ocean Avenues intersections.



Replacement of missing trees on the south side of the street—and the addition of new trees on the north side of the street—would improve the look and feel of Beach Street.



The recently auctioned warehouse property would benefit from redevelopment and the addition of plantings.



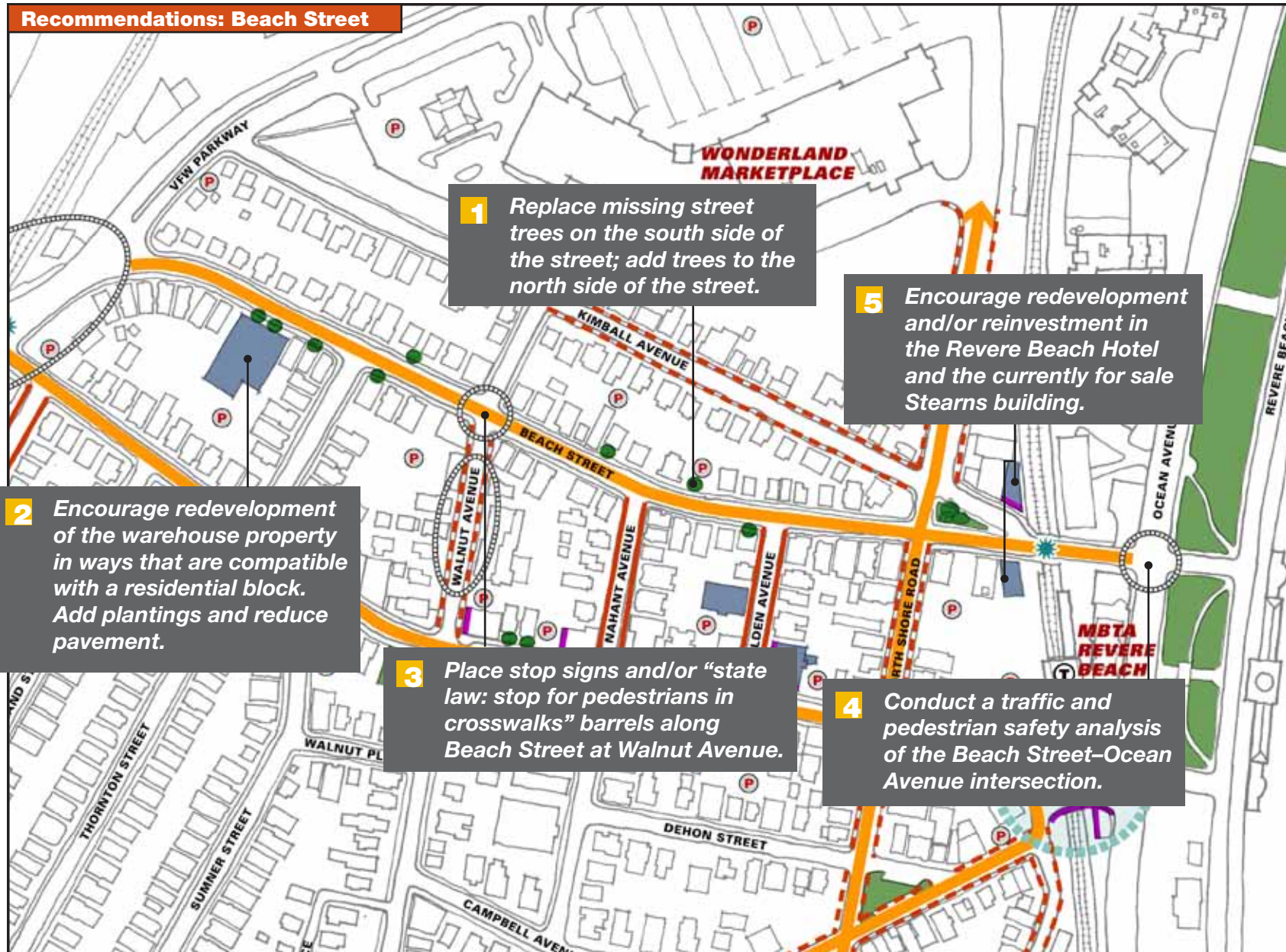
Traffic-calming measures at the Walnut and perhaps Ocean Avenue intersections would make Beach Street safer and easier to cross.



Located near the T station, both the Revere Beach Hotel and the Stearns building are opportunities for reinvestment.



Recommendations: Beach Street



3. CENTENNIAL AVENUE

Heavily traveled by pedestrians, Centennial Avenue provides a direct route between the Revere Beach T Station and residential areas up the hill to the west and south. Buildings along this primarily residential street are generally in fair to good condition. High points near Franklin Avenue offer views of the ocean. Overall, the asphalt sidewalks are in fair condition but in some areas require repair. While large, old trees provide shade on some stretches of the street, other stretches would benefit from greening through the addition of new trees. Where Centennial intersects with Garfield Avenue, close to the T station, a fenced area near the tracks would benefit from landscaping, sidewalk repair, and general clean-up.



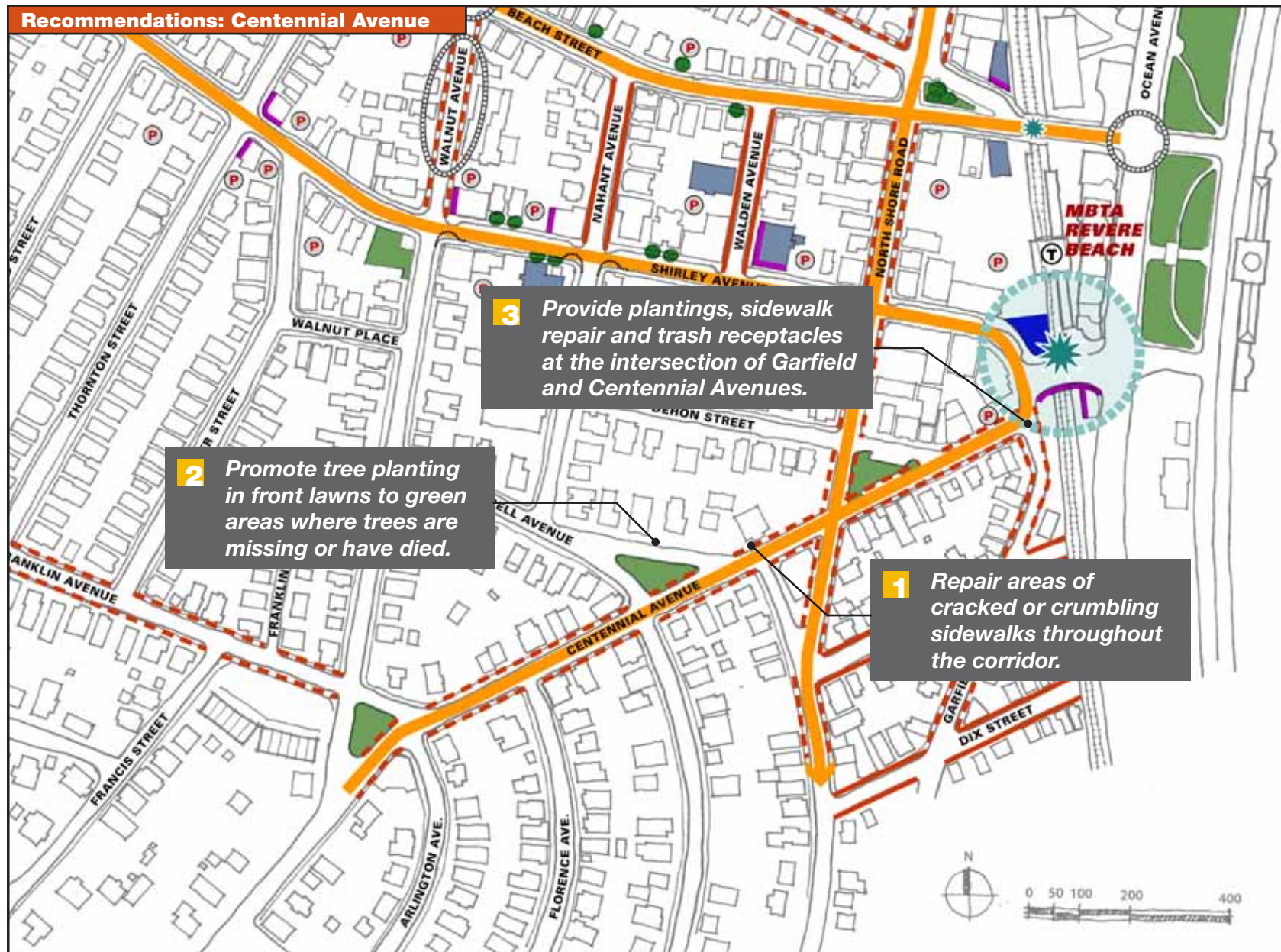
Along some parts of Centennial Avenue, sidewalks are in need of repair.



Centennial Avenue, with its views to the ocean, would benefit from additional trees.



The intersection of Garfield and Centennial is heavily traveled but not welcoming to pedestrians.



4. NORTH SHORE ROAD

Current conditions

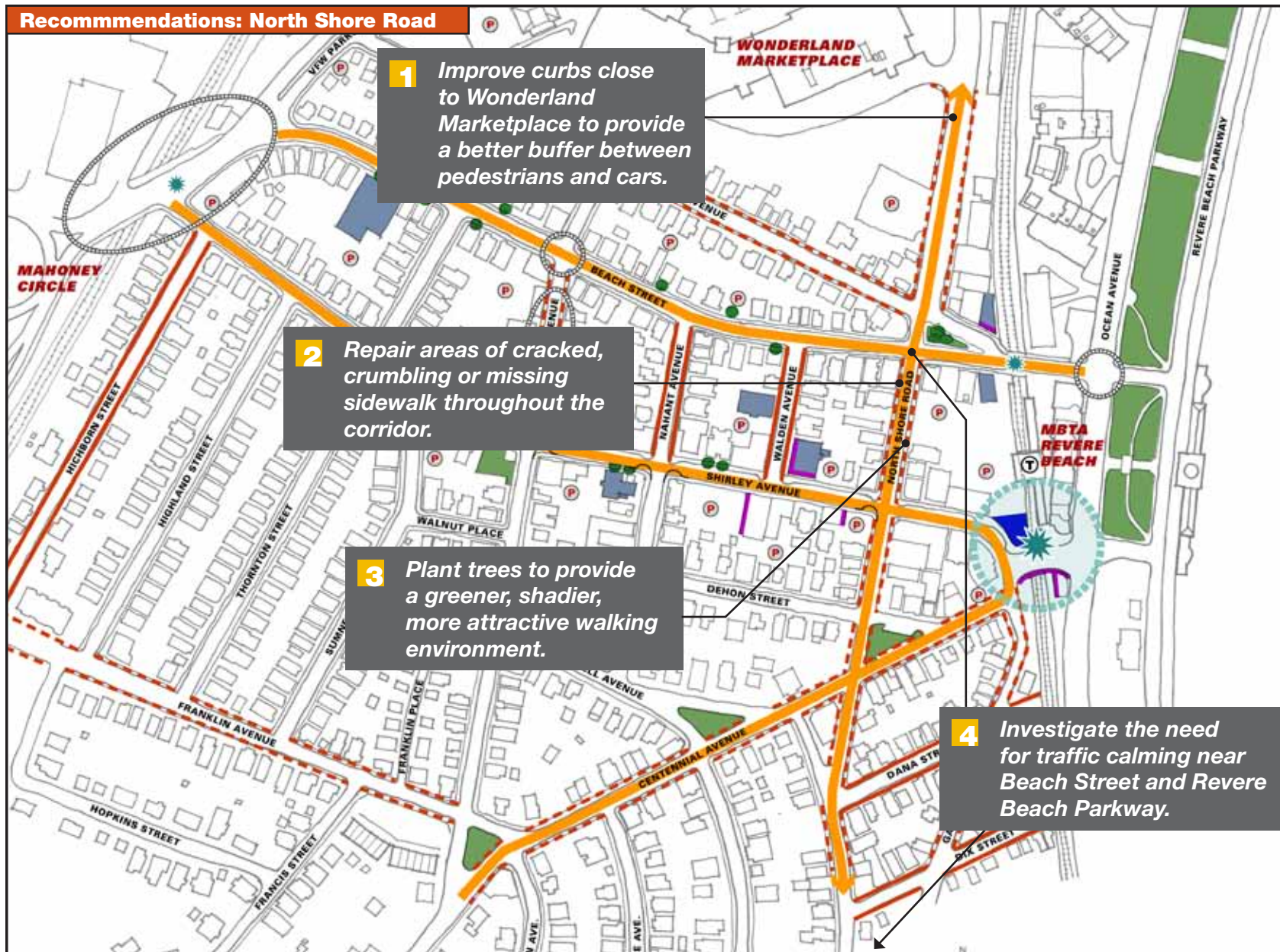
North Shore Road is a key north-south route through the neighborhood. Stretching from Revere Beach Parkway (Route 145) to the Revere Beach T Station, Wonderland Marketplace, and beyond, the road is heavily used by both cars and pedestrians. Sidewalks are a mix of asphalt and concrete, with concrete provided closer to Beach Street and Shirley Avenue. Overall, sidewalks are in fair condition, though some sections require repair and sidewalks are functionally absent from the east side of the street near Wonderland Marketplace. Also in the Wonderland Marketplace area, low curbs and high-speed traffic create uncomfortable walking conditions. Narrow sidewalks with no buffer from the street at the intersection of North Shore Road and Revere Beach Parkway can make walking this stretch of the road feel unsafe.



Low curbs and areas of crumbling sidewalks make for poor walking conditions on portions of this high-traffic road.



Traffic calming at key intersections and street trees along North Shore Road could help make this street a more welcoming place.



III. PROVIDE NEW AND IMPROVED PARKS

Current conditions

Parks, and play areas for children in particular, are a top priority for residents of the Shirley Avenue Neighborhood. Currently, the neighborhood has two parks with which to serve its 2,000 children¹: Curtis Park at Garfield School—equipped with ball fields and play areas—and Costa Park on Shirley Avenue, which includes play structures for younger children. Both are actively used. Controlling access to Costa Park at night has been an issue, as the park is not currently locked and glass and other dangerous objects are sometimes left behind. The wood chip surface makes it difficult to locate and remove these items.

The Revere Beach Reservation, maintained by the state's Department of Conservation and Recreation (DCR), provides a significant stretch of parkland and public beach on the edge of the neighborhood. The parkland is primarily used for passive recreation, and high-traffic streets are a barrier for younger children.

Within the neighborhood, there are a number of opportunities for new parks, as well as for enhancements to existing parks. Tot lots, community gardens and other kinds of uses could transform forgotten pieces of land into valued neighborhood places, though public safety and maintenance costs need to be considered. Additional investigation and public discussion is needed to

identify the best use and appropriate design for park possibilities that are advanced.

Advancing just one or two of the park possibilities described within this section would bring tangible benefits to area residents. However, within this densely developed neighborhood, an additional site or sites larger than those available today will be needed to fully meet the need for kid-oriented play areas. As the City is presented with opportunities to acquire and redevelop land within the neighborhood (e.g. should several house lots become available), construction of a new park for children should be considered.

¹ The Shirley Avenue Neighborhood is home to an estimated 2,000 residents under age 15. Claritas, 2006.

Recommendations: New and improved parks



Today



Potential Future Use



The dead-end stub of Walnut Avenue at Kimball Avenue could become a community garden.

PARK POSSIBILITIES

1 New park at Kimball and Walnut. Where Walnut dead ends and a pedestrian path connects through a fence to the Wonderland Marketplace shopping center, there is an opportunity for a new small park, community garden, or tot lot. Portions of the grassy area behind the shopping center could be included as well with the permission of property owners.

2 Improvements to historic Beach Street–North Shore Road Park. This small, triangular landscaped park is bounded by an iron fence and cannot be entered. Benches along the southern edge of the park are heavily used by people waiting for buses. Although there are trash barrels beside the benches, litter in this area is a frequent problem. Interpretive signs describing the historic significance of the spot, larger trash barrels and littering fine signs would improve this busy public space.



3 Improvements to Costa Park. Costa Park is equipped with play structures and located in the heart of the neighborhood at Shirley Avenue and Walnut. Desired improvements include restoring park gates so the space can be locked at night, resurfacing the park with a more easily cleaned and monitored material, the addition of a drinking fountain, and the possible addition of a waterplay area. Waterplay features, like those shown below, are a well-loved part of many cities' neighborhood parks and are often designed to fit into small areas. Some are designed for very young children, while others appeal to older kids as well.

The cost of building the Cambridge, MA waterplay features shown here ranged from \$35,000 to \$60,000. Cities with active waterplay elements report that simpler designs tend to work best, that one-piece non-brass fittings reduce incidents of theft, and that mounting control panels in secure, above-ground boxes minimizes malfunctions, and the risk of vandalism.



- 4. Park amenities at the Centennial-Walnut-Franklin Triangle.** This triangular open space is currently empty and can be a magnet for trash. Landscaping, or a community garden could help improve this space.



- 5. Park Amenities at Fitzhenry Square.** This triangular open space is fenced but offers no park amenities. Landscaping or a community garden could help improve this space.



- 6. Additional plantings at Dehon Plaza.** Replacement of concrete with additional plantings at the south end of the plaza would improve this space, which is in an area heavily traveled by pedestrians.



- 7. New amenities on DCR land.** The addition of more active park spaces within the Revere Beach Reservation could provide new outdoor recreation opportunities for residents of the neighborhood and region.



IV. ADDRESS PRIORITY NEEDS THROUGHOUT THE STUDY AREA

Current Conditions

Litter has been identified by residents as a concern throughout the neighborhood. Current zoning permits a range of commercial uses in areas that are now only residential. In addition, some areas would benefit from repair of curbs and sidewalks, while other areas do not yet have curbs and sidewalks. In several locations, possible pedestrian safety issues have been identified.



Areas of cracked and crumbling sidewalks, like this part of Kimball Avenue, require repair.



The Eliot Road area lacks sidewalks and curbs.

Recommended study area projects outside of Shirley Avenue Focus Area



KEY

- Repair sidewalks and curbs
- Provide sidewalks and curbs
- Address pedestrian-safety concerns

Recommendations:

Refine laws and ordinances in support of a cleaner, stronger neighborhood.

- Refine zoning to prevent new commercial uses from appearing in stable residential areas.
- Refine trash ordinances to require covered trash bins, and to prevent trash bins from being placed on curbs before the morning of trash pick-up.
- Consider litter fines for commercial property owners

Address other significant street and sidewalk needs within the study area:

Within the Shirley Avenue Focus Area (shown on p.54)

- Repair cracked and crumbling sidewalks on Franklin Avenue, Hitchborn Street, Walnut Avenue, Nahant Avenue and Walden Street (already planned by the City)
- Repair cracked and crumbling sidewalks on Kimball and Garfield Avenues
- Investigate and address possible pedestrian safety issues along Walnut Avenue between Shirley Avenue and Beach Street, and at the Shirley Avenue / Beach Street / VFW Pkwy (Route 1A) intersection along the route to the high school

Outside of the Shirley Avenue Focus Area (shown at left)

- Provide sidewalks and curbs for the Eliot Road/Garfield Avenue area
- Repair sidewalks and curbs in the Dix Street/Garfield Avenue area
- Investigate and address possible pedestrian safety

V. ACTION PLAN

Part 1: Steps to strengthen the gateway with a new pedestrian-friendly plaza

WITHIN 1 YEAR

- Create a plan for a pedestrian-friendly plaza that better connects Shirley Avenue, the beach, and the Revere Beach T station. Include public art or a flagpole and signs announcing the business district.

WITHIN THE NEXT 2 YEARS

- Investigate grants and other sources of funding that could be used to fund construction of the new plaza. Secure necessary funds.

WITHIN THE NEXT 5 YEARS

- Complete construction of the new plaza.

Part 2: Steps to improve high-use, high-visibility streets: Shirley Avenue, Beach Street, Centennial Avenue and North Shore Road

WITHIN 1 YEAR

- Begin a coordinated effort to add new trees and to replace missing trees along Shirley Avenue, Beach Street, Centennial Avenue and North Shore Road.

WITHIN THE NEXT 2 YEARS

- Install pedestrian crossing improvements at Beach Street and Walnut Avenue. Investigate the need for additional traffic calming measures along Beach Street at Ocean Avenue and along North Shore Road at Revere Beach Parkway. Develop strategies for addressing these needs.
- Repair sidewalks on Centennial Avenue. Install trash receptacles and landscaping at the Garfield Avenue intersection.
- Identify one blank wall along Shirley Avenue as a site for a public mural project. Work with neighborhood youths to design and paint the mural.

WITHIN THE NEXT 5 YEARS

- Develop a design and funding plan for adding bump-outs to the north side of Shirley Avenue.
- Facilitate reinvestment or redevelopment of at least one of the following properties:
 - > The recently sold warehouse (Beach Street)
 - > The Revere Beach Hotel (Beach Street)
 - > The former fire station (Walden Street)
 - > The meat processing plant (Shirley Avenue)

Part 3: Steps to provide new and improved parks

WITHIN 1 YEAR

- Investigate which of the four top park possibilities below has the most potential for funding and implementation:
 - > Improvements to Costa Park (reinstallation of gates, locking of gates at night, resurfacing, possible installation of waterplay area and/or drinking fountain)
 - > A new tot lot, community garden, or other type of park where Walnut Avenue dead ends at Kimball Avenue
 - > A community garden, or other type of park at Fitzhenry Square
 - > A community garden or other type of park at Centennial-Walnut-Franklin Triangle

Seek funding from the Gateway Parks program, the Weed and Seed program, and other sources to design and build the park possibility that proves most feasible in the near term.

WITHIN THE NEXT 2 YEARS

- Develop a design plan and secure funding for at least one park improvement.

WITHIN THE NEXT 5 YEARS

- Complete implementation of first park improvement and seek funding for a second park improvement.

Part 4: Steps to address priority needs throughout the neighborhood

WITHIN 1 YEAR

- Begin the process of amending zoning to prevent new commercial uses in residential areas. Revise trash ordinances to require covered trash bins, and prevent trash bins from being placed on curbs before the morning of pick-up.
- Obtain funds for sidewalk repair on at least 5 blocks identified within the plan.

WITHIN THE NEXT 2 YEARS

- Identify traffic calming/pedestrian safety improvements for North Shore Road at Revere Beach Parkway. Partner with Safe Routes to School, Walk Boston or other similar organizations to identify priority improvements for the route between Shirley Avenue/Beach Street and the high school. Build on partnership with Safe Routes to School already in place for Garfield School.

- Coordinate sewer improvements in Eliot Road area with development of sidewalks. Complete sidewalk repairs for at least 5 blocks identified within the plan.

WITHIN THE NEXT 5 YEARS

- Install pedestrian crossing improvements at North Shore Road and Revere Beach Parkway. Identify funding for sidewalk repairs along 10 additional blocks identified within the plan.