Shirley Avenue
Housing &
Economic
Development
Analysis

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District Local Technical Assistance
program, DHCD Gateway Cities
Housing Planning Grant, and the
Herman and Frieda L. Miller Foundation

Prepared for
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Acknowledgements

The Shirley Avenue Housing and Economic Development analysis is a component of a larger community action plan that will be released in February 2014. This community action plan is being created with the participation of over 128 participants who have contributed to the community process through various methods. These methods include Steering Committee meetings, public meetings, task force meetings, and survey responses.

The Shirley Avenue Housing and Economic Development analysis was made possible with funding from the District Local Technical Assistance Program and MAPC’s participation in the community action planning process was made possible with funding from the Herman and Frieda L. Miller Foundation. The Department of Housing and Community Development also funded The Neighborhood Developers participation in the community planning process through a Gateway Cities Housing Planning Grant.

Professional planning and technical assistance was provided by the Metropolitan Area Planning Council and Madden Planning Group. The Neighborhood Developers were responsible for the community engagement process and brought tremendous skills in outreach, engagement, and community development.

The following individuals all contributed to the Shirley Avenue Community Planning Process.

**Honorable Mayor Daniel Rizzo**

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Ira Novoselsky, Ward 2 Councilor, City of Revere
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Humberto Gallego, Local Business Owner, Las Delicias Colombianas
Kristen Janjar, Resident
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Kitty Bowman, Director, Revere CARES
Linda Marie Shaw, Executive Director, Revere Housing Authority
Michael Hinojosa, Director, Revere Recreation Department
Robert Repucci, Executive Director, CAPIC
Paul Dakin, Superintendent, Revere Public Schools
Executive Summary

The Metropolitan Area Planning Council has worked with The Neighborhood Developers (TND), the City of Revere, and Madden Planning Group to conduct a housing and economic development analysis that feeds into a larger ongoing planning process spearheaded by TND. All project partners have participated in this larger community planning process through the facilitation of meetings, community outreach, and community conversations. Over 120 residents have participated in five community meetings where they have been tasked with working towards an action plan in the Shirley Avenue neighborhood that will improve the neighborhood in four key topic areas. These topic areas include Housing, Economic Development, Quality of Life, and Infrastructure. Many other residents have also participated in this process through Steering Committee membership and Task Force membership as well as through surveys and online comments. In February of 2014, the final community driven action plan will be presented and signed off on by Mayor Daniel Rizzo as well as all participating organizations and residents. This plan will serve as the guide for neighborhood improvements going forward.

The housing and economic development analysis included in this report outlines existing conditions in the Shirley Avenue neighborhood and includes preliminary recommendations for action steps based on key data findings and input from the community. The research and recommendations provided in this analysis will be incorporated into the forthcoming community plan.

Key findings from the housing and economic development analysis are outlined in the below sections.

Housing Findings

- The population in Revere is projected to dramatically increase over the next 15 years with a particularly significant increase in the 35-54 and 65 plus age category.
- Households in the City of Revere are projected to increase by around 7,000 from 2010 through 2030.
- The Shirley Avenue neighborhood has a slightly larger household size and significantly more three and four family households than the City of Revere.
- The majority of housing in the Shirley Avenue neighborhood is renter occupied at 71%. However, a significant amount of rental properties do have owners living in the building.
- The properties in the Shirley Avenue neighborhood are mostly in average or poor condition.
- Housing unit vacancy is high in the Shirley Avenue neighborhood (11%).
- Housing inventory in the Shirley Avenue neighborhood is older with over 80% of properties built in 1939 or before.
- Home sales prices in the City of Revere have not recovered as well as the home sales prices statewide.
- Revere’s Subsidized Housing Inventory (SHI) is 8.23%, or 1,808 affordable units. 388 additional units are needed to reach the State Chapter 40B mandate of 10%.
- Residents earning the Revere median income can likely afford to buy a condo in the City, but not a single family house.
- Housing cost burden is a significant issue in the Shirley Avenue neighborhood. 52% of owners and 54% of renters are cost burdened (spend more than 30% of gross income on housing costs).
- 25% of households in the City of Revere are severely cost burdened (spend more than 50% of gross income on housing costs) with small related households and elderly households representing the majority of the severely cost burdened households.

**Economic Development Findings**

- Over the last ten years in Revere, Retail Trade, Health Care services, and Accommodation and Food Services have employed the largest number of people relative to other industries.
- The top three industries projected to have the highest percent increase in employment in the Metro North Region through 2020 are Securities, Commodity Contracts, and Other Financial Investment; Religious, Grant-Making, Civic, Professional, and Similar Organizations; and Finance and Insurance.
- The top three occupations with the highest projected percentage increase in employment through 2020 in the Metro North Region that also require an educational level of maximum high school degree/associate’s degree are Insurance Sales Agents; Insurance Claims and Policy Processing Clerks; and Tellers.
- Many of the largest employers near Revere (1,000-4,999 employees) are located in Cambridge, Chelsea, Somerville, Winthrop, and Melrose.
- The majority of Shirley Avenue residents are working in service occupations or production, transportation, and material moving occupations.
- The unemployment rate in Revere in July 2013 was 8.1% which was higher than the state unemployment rate in July 2013 of 7.2%.
- There are currently limited workforce development or job training programs being offered directly within the Shirley Avenue neighborhood or Revere itself, making it difficult logistically for Revere residents to participate in these programs.
- A significant amount of people who live in the Shirley Avenue neighborhood are travelling outside of the area to shop.
- Businesses in the Shirley Avenue neighborhood are generally very small and have been in the neighborhood for 4 years or more.
- The majority of local business owners are renting their storefronts.
Introduction

The Shirley Avenue Housing and Economic Development Analysis is a component of ongoing planning activities conducted by The Neighborhood Developers (TND), the City of Revere, and the consultant Madden Planning Group. This analysis is a component of a year-long community planning process spear-headed by The Neighborhood Developers that asked residents to reflect on the strengths and challenges present in their neighborhood and to brainstorm concrete action steps that can be taken to improve the neighborhood in four key topic areas. These topic areas include Housing, Economic Development, Quality of Life, and Infrastructure. The ultimate product of this process will be a community driven action plan with specific action items that project partners and residents commit to fulfill. This community action plan that will be signed off on by the Mayor Daniel Rizzo as well as all participating organizations and residents and will serve as the guide for neighborhood improvements going forward. The anticipated completion of this community plan is February 2014.

The housing and economic development analysis included in this report outlines existing conditions in the Shirley Avenue neighborhood and includes preliminary recommendations for action items based on key data findings and input from the community. The research and recommendations provided in this analysis will be incorporated into the forthcoming community plan.

Recent City of Revere Planning Initiatives

Shirley Avenue Neighborhood Gateway Initiative (August 2009)
The Shirley Avenue Neighborhood Gateway Initiative was a 2009 planning study funded by a Gateway Plus Action grant from the Massachusetts Department of Housing and Community Development (DHCD) and conducted by Goody Clancy. The analysis examined economic development & jobs, job training and workforce development programs, housing & homelessness, physical infrastructure and connections in the Shirley Avenue neighborhood. The planning process was guided by a City appointed steering group that included elected officials and representatives from multiple City departments, the Revere Housing Authority (RHA), four nonprofit organizations, the Revere Cares Coalition1, and CAPIC (Community Action Programs Inter-City). Key recommendations from this report include increased collaboration amongst workforce development service providers in order to more effectively create and advertise pathways to existing education, job training, and job placement programs; the development and strengthening of partnerships with experienced housing, homelessness, and multi-service nonprofits; the targeting of small neighborhood improvement projects at the gateways of the neighborhood, on heavily used high visibility

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1 Revere Cares Coalition, a program of the Massachusetts Hospital Community Benefits, is committed to reducing substance abuse, and to building a safer and healthier community.
streets, and in new and existing parks; and continuing ongoing community outreach and community based collaboration to advance neighborhood improvements.

**North Suburban Consortium Analysis of Impediments to Fair Housing (May 2012)**

The North Suburban Consortium (NSC) is an affordable housing consortium that serves the communities of Malden, Medford Arlington, Chelsea, Everett, Revere, Melrose and Winthrop. They administer a First Time Home Buyer Programs and utilize HOME funds to find and create new affordable homeownership and rental opportunities in these communities. As a Consortium receiving HOME funds from HUD, they are required to identify, analyze and recommend solutions to impediments to fair housing that may exist in the communities that they serve. Through their analysis, NSC and the City of Revere determined that many fair housing issues were a result of language and cultural differences between landlords and tenants as well as between owners and building, housing, and health departments. It was also determined that the growing practice of advertising or listing properties for rent and for sale on the internet has resulted in reduced screening of discriminatory language since listing services like Craig’s List do not perform the customary screening services of a real estate agent. Another significant challenge to fair housing that was identified is a lack of income and lack of education. Without an increase in household incomes, the housing choice will continue to be limited. The recommendations that resulted from this study included that the Building, Fire and Health Departments sign up for Language Line and aggressively communicate local rules and procedures to all new residents buying property along with updating existing property owners during the permit process. Also, the City of Revere will work with local real estate agents and provide them with comprehensive information and education ensuring that their clients are treated fairly in both purchasing and renting property within the City.

**Revere 3-5 Year Strategic Plan (FY 2010-2015)**

In their five year strategic plan, the City of Revere established the following categories as its prioritized needs:

- Creation and preservation of affordable owner-occupied housing;
- Development/improvement of lower income rental housing;
- Improvement of public facilities in low/moderate-income neighborhoods;
- Provision of assistance public services for low/moderate-income persons;
- Support for job creating/retaining economic development;
- And forward planning and sustained coordination of effort, including the leveraging of funds with other public and private resources.

These categories were developed through the input gathered at a series of major neighborhood visioning sessions conducted in the Shirley Avenue neighborhood in 2009 and 2010. As part of the fourth year program (FY 2013) a major roadway and sidewalk reconstruction project was undertaken along Franklin Avenue in the Shirley Avenue
neighborhood. The City has provided financial support to The Neighborhood Developers’ affordable housing projects in the neighborhood with CDBG funds as well as through the City’s participation in the North Suburban HOME Consortium. This has resulted in the completion of 17 affordable rental apartments in the neighborhood, including senior housing at Walden House and family housing at 56-60 Highland and 14-16 Nahant, with an additional 30 affordable family apartments currently under construction at 525 Beach Street. The City has also supported affordable housing work of other organizations in Revere, including the Chelsea Restoration Corporation.

Revere Open Space and Recreation Plan (2010)

MAPC prepared this Open Space and Recreation plan under the direction of the Revere Community Development Department and the project was funded by a state grant to the City of Revere from the Executive Office of Energy and Environmental Affairs. The purpose of the 2010-2017 Open Space and Recreation Plan was to provide the City of Revere with a blueprint for ensuring that current and future residents of the City have ample opportunities for recreation and access to open space despite financial constraints, dense development, and changing demographics. The City of Revere developed six goals on which the open space and recreation plan is based.

- Provide recreational opportunities for residents of all ages and abilities.
- Protect and preserve Revere’s natural resources.
- Develop facilities and programs that promote fitness and health.
- Improve stewardship of the parks.
- Develop partnerships and engage in regional collaboration to maximize limited resources and develop regional open spaces.
- Ensure that the plan takes into account environmental justice and equity.

Some of the specific community needs include expanded recreational programming, improvements to the recreation center, improved beach access for seniors and persons with disabilities, additional tennis courts and basketball courts, and the introduction of community gardens.

Northern Strand Trail Communities Bicycle and Pedestrian Network Plan (July 2013)

MAPC assisted several groups of communities, including Revere, in advancing pedestrian and bicycle plans, focusing on short-term and low-cost solutions. The primary goals of this effort were to 1) develop a bicycle and pedestrian network plan consisting of region-wide and on- and off-road connections; and 2) begin to institutionalize the implementation of pedestrian and bicycle accommodation at the local level in all projects. Within the Shirley Avenue study area, the report recommends bike lanes along Beach Street as well as along Shirley Avenue.
Implementation Efforts to Date

Many of the recommendations put forth in the above plans have guided action and investment in the Shirley Avenue neighborhood. In recent years, residents, the City, and TND worked together to revitalize Costa Park with the help of the national nonprofit KABOOM! There have also been a number of Shirley Avenue Gateway Improvements, in particular around the Revere Beach T Station. The City of Revere and TND partnered with the Community Design Resource Center to bring neighbors together in March 2012 to discuss their ideas for the MBTA station. In May, two landscape architects from the AGER group presented two design options that would better integrate the T stop into the neighborhood and Revere residents voted on a final design.

In 2013, the Community Design Resource Center also supported the work of TND, residents and the City to install youth created portraits (painted by the 8th Grade Students at Revere Garfield Middle School) on the chain link fence leading into the MBTA Revere Beach Station. Some of these portraits are displayed below in Figure 1.

Figure 1: Youth Created Portraits of Shirley Avenue Residents

In October of 2013, TND also helped to organize the first annual Celebrate Shirley Avenue Neighborhood event. It included performances by local musicians, offers and tastings from local businesses, and activities for children in the park and was a great way to help instill community pride. TND is also working with neighborhood residents to install a mural on the Ocean Liquors building that will celebrate the Shirley Avenue community through art. The

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mural will likely be completed in May of 2014. NeighborCircle\(^3\) projects through TND are ongoing and are currently focused on dumping and parking issues.

Other organizations have been working to improve the quality of life and physical infrastructure throughout the neighborhood as well. The Revere Police Department is doing more walking beats throughout the neighborhood. The Revere Beautification Committee is working on landscaping improvements in Bell Circle. Revere Youth in Action is working on a youth leadership development and voter outreach project. WalkBoston and Revere on the Move have partnered to work on Safe Routes to School programs. The City has also invested in improving the sidewalks and streetscape along Franklin Avenue.

Several new affordable housing units have been introduced to the neighborhood as well. TND has improved and renovated a number of properties in Shirley Avenue, including: Walden House, which renovated a historically significant fire station and provided 7 affordable units for seniors; 14-16 Nahant, which renovated a distressed property for 6 units of affordable family housing; 56-60 Highland, which renovated a distressed property for 4 units of affordable family housing, and; 620 Beach, which renovated a vacant property for sale to a moderate income first-time homebuyer. TND is currently working on another development at 525 Beach that will feature 30 affordable rental apartments for families. Several of the Revere Housing Authority properties in the neighborhood were or are in disrepair. The Revere Housing Authority recently completed renovations on 110-112 Shirley Avenue and is now working to renovate additional RHA properties in the neighborhood.

There is a great deal of exemplary work that is being done in the Shirley Avenue neighborhood, yet there is still much more work to be done. The goal of the current community action planning process is to increase the number of ongoing initiatives and to create committed residents and community partners that will help to realize a new vision of the neighborhood.

**Community Engagement Overview**

Content for the community action plan was collected beginning May 2013 and is ongoing through February of 2014. The Housing and Economic Development Analysis was informed by feedback heard through the Housing & Economic Development Charrette held in June 2013 and through subsequent community meetings. Table 1 below provides a timeline of the community engagement process.

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\(^3\) A series of three community dinners supported by TND and designed to encourage discussion and introduce neighbors to one another.
<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Kick Off Meeting</strong>&lt;br&gt;May 14, 2013</td>
<td>The kick off meeting was the start of the community planning process. At this meeting, the project team and participants discussed the themes that TND had already heard through their prior work in the community and through many conversations with residents. The project team also gathered additional neighborhood strengths and weaknesses and began prioritizing some of the issues that residents have raised. Participants included 59 residents, local business owners, representatives from area organizations, and City officials.</td>
</tr>
<tr>
<td><strong>Quality of Life &amp; Infrastructure Charette</strong>&lt;br&gt;May 29, 2013</td>
<td>This charrette provided residents and community members with detailed information on quality of life and infrastructure. The issues that were raised at the first meeting related to these two topical areas were discussed in more detail. Participants included 46 residents, local business owners, representatives from area organizations, and City officials.</td>
</tr>
<tr>
<td><strong>Housing &amp; Economic Development Charrette</strong>&lt;br&gt;June 12, 2013</td>
<td>This charrette provided residents and community members with detailed information on housing and economic development issues. The issues that came up at the kick-off meeting were also discussed in more detail and initial data to reinforce those community concerns were presented. Participants included 43 residents, local business owners, representatives from area organizations, and City officials.</td>
</tr>
<tr>
<td><strong>Steering Committee Meetings</strong>&lt;br&gt;May 2013-February 2014</td>
<td>TND convened steering committee meetings roughly every two months in order to guide the community planning process. Steering Committee members included residents, local business owners, area organization staff, City staff, TND staff, Madden Planning Group staff, and MAPC staff.</td>
</tr>
<tr>
<td><strong>Business &amp; Shopper’s Survey</strong>&lt;br&gt;June 2013-October 2013</td>
<td>TND surveyed area shoppers and business owners to get a better understanding of their needs and their shopping behaviors. In all, 177 surveys were collected.</td>
</tr>
<tr>
<td><strong>Strategy &amp; Action Charrette</strong>&lt;br&gt;October 10, 2013</td>
<td>At this meeting, detailed data was presented for each of the four topical areas examined through this planning process. Based on the research and data presented, participants were asked to then meet in task force groups</td>
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(one for each topic) to go over the data and to discuss action steps that community members could take on in order to address some of these challenges. Participants included 56 residents, local business owners, representatives from area organizations, and City officials.

**Task Force Meetings**

There were a total of four task force groups, one for each of the four topics explored in the community planning process. These groups met at community meetings and some groups also decided to meet outside of the planned time at Community Meetings. The Quality of Life task force met to brainstorm more potential action items for residents and the Economic Development task force conducted additional one on one outreach to business owners. The Infrastructure task force also did a walking audit with MassDOT staff of the Bell Circle area in particular.

**Strategy & Action Charette**  
**December 10, 2013**

At this meeting, the community was asked to provide input on a collective vision statement that TND staff put together based on the community input that they had heard through the planning process. The group also participated in a visual preference survey and started work planning around actions that residents could take on related to quality of life and infrastructure. Participants included 29 residents, local business owners, representatives from area organizations, and City officials.

**Draft Action Plan Meeting**  
**January 23, 2014**

At this meeting, organizations and residents will make specific commitments to follow through on certain action steps that have been identified as part of the planning process.

**Signing of the Community Compact**  
**TBD- February 2014**

This meeting will be a community celebration and notice about the neighborhood plan. Organizations, residents, and City officials including the Mayor will sign onto the plan as a demonstration of their commitment to the action steps that are included.
Community Engagement

The Shirley Avenue Community Action Planning Process has included a robust public engagement process led by The Neighborhood Developers in partnership with Madden Planning Group, MAPC, and the City of Revere. Prior to the kick-off meeting for this process, The Neighborhood Developers had already been deeply involved with the community through their work, holding community events and having conversations about the challenges that Shirley Avenue residents were facing. TND’s work on Shirley Avenue has always been closely connected to the people of the neighborhood and has been guided by the Revere Community Committee (RCC), an open group of Shirley Avenue residents that was formed in 2010.

In late 2012, the RCC commissioned a Task Force to explore ways to create a shared Action Plan for revitalization of the Shirley Avenue neighborhood. The Task Force conducted research, created a mission statement and held a preliminary meeting with the Mayor of Revere and City Community Development staff in which they successfully secured City support and participation in the proposed participatory planning process. This task force was initially called the Ward 2 Development Task Force and has now evolved into what is the Steering Committee of the Shirley Avenue Neighborhood Planning effort. The mission and goals that the Task Force developed are outlined below and helped to shape and guide the public participation and planning process.

Our mission is to lead an inclusive community visioning process to create a shared action plan that supports a vibrant Shirley Avenue neighborhood.

In partnership with neighbors, the City of Revere and community stakeholders, we aim to:

- Celebrate and preserve the culture and diversity of the neighborhood
- Encourage and partner in the development of quality housing choices for people of all ages and income levels
- Provide and create economic and learning opportunities to ensure our resident base is vital and strategically positioned to succeed (financially and professionally) in the future
- Encourage high quality growth of local business, while strengthening our current merchant base
- Transform our community into a welcoming environment for visitors and residents alike; one that is clean, healthy, vibrant, and sustainable
- Forge a social compact, between community stakeholders and the City, that defines an explicit process and a shared accountability for implementing the Action Plan
Through the work of the RCC, NeighborCircles⁴, and One-on-One Conversations with community members, TND had a general understanding of some of the challenges in the neighborhood prior to the official start of the Shirley Avenue Community Action Planning Process. The issues that they heard fit generally into four broad topic areas: Quality of Life, Infrastructure, Housing, and Economic Development. These broad topic areas also helped to shape the community engagement and planning process.

**Kick Off Meeting**

At the kick off meeting, 59 residents, business owners, and other community members participated. Prior to the meeting, a series of maps of the neighborhood were hung on the walls and as participants arrived they were asked to participate in a variety of activities involving these maps. On one map, they were asked to identify their favorite place in the neighborhood while on another map, they were asked to point out where they live. Residents were also asked to write down a word or phrase that describes their dream for Shirley Avenue. This activity mirrored a community blackboard that is located directly on Shirley Avenue.

A summary of issues that TND heard from community members prior to this process was also displayed on the wall and is included below as Figure 3. After an initial presentation and general overview of the current state of the neighborhood, participants were divided into groups and asked to brainstorm strengths and weaknesses related to each of the four topic areas: housing, economic development, quality of life, and infrastructure. Participants were then asked to write down what they see as a top strength or challenge in each category on a post it note and stick it on the relevant topic area poster on the wall. Key strengths and challenges emerged from the process and were presented at the subsequent Quality of Life/Infrastructure Charrette and Housing/Economic Development Charrette.

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⁴ A series of three community dinners supported by TND and designed to encourage discussion and introduce neighbors to one another.
Figure 3: Neighborhood Issues from NeighborCircles and One-on-One Conversations 2011-2013

<table>
<thead>
<tr>
<th>Neighborhood Issues</th>
<th>12</th>
</tr>
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<tbody>
<tr>
<td>~ Trash Issues (such as Litter, Dumping, and Rats)</td>
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<tr>
<td>~ Parking Issues</td>
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<tr>
<td>~ Funding for Home Improvements</td>
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<td>~ Unresponsive Landlords</td>
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<tr>
<td>~ Immigration Issues</td>
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<td>~ Financing for Home Ownership</td>
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<tr>
<td>~ Access to Supermarkets</td>
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<tr>
<td>~ Supports for Small Businesses</td>
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<tr>
<td>~ Job Opportunities</td>
<td></td>
</tr>
<tr>
<td>~ Negative Behavior in Public Spaces</td>
<td></td>
</tr>
<tr>
<td>~ High Taxes on Property Owners</td>
<td></td>
</tr>
<tr>
<td>~ More Parks for Children</td>
<td></td>
</tr>
<tr>
<td>~ More Activities and Spaces for Youth</td>
<td></td>
</tr>
<tr>
<td>~ Housing Stock Conditions</td>
<td></td>
</tr>
<tr>
<td>~ Improved Relationships Between Neighbors</td>
<td></td>
</tr>
<tr>
<td>~ Communication Between Neighbors Who Speak Different Languages</td>
<td></td>
</tr>
<tr>
<td>~ Accessibility Issues</td>
<td></td>
</tr>
<tr>
<td>~ Crime (Drug, Auto, Other)</td>
<td></td>
</tr>
<tr>
<td>~ More Lighting and Cameras</td>
<td></td>
</tr>
<tr>
<td>~ Loitering</td>
<td></td>
</tr>
<tr>
<td>~ Noise (from Businesses and Neighbors)</td>
<td></td>
</tr>
<tr>
<td>~ Need for Increased Police Patrols</td>
<td></td>
</tr>
<tr>
<td>~ Public Transportation Issues (117 Bus Frequency and Route)</td>
<td></td>
</tr>
<tr>
<td>~ Recreational Spaces (like Gyms)</td>
<td></td>
</tr>
<tr>
<td>~ Traffic Issues (Flow, Speed, Volume)</td>
<td></td>
</tr>
<tr>
<td>~ Dog Issues (Spaces and Cleanliness)</td>
<td></td>
</tr>
<tr>
<td>~ More Public Art</td>
<td></td>
</tr>
</tbody>
</table>

Quality of Life/Infrastructure Charrette

At the Quality of Life/Infrastructure Charrette, 46 participants were specifically focused on creating a quality of life and infrastructure vision, sharing additional information, and brainstorming some potential solutions to the challenges raised at the kick off meeting. Opening activities were similar to the kick off meeting where participants were asked to identify where they lived through a mapping exercise, and to describe their dream for Shirley Avenue. The meeting began with a general presentation that presented the strengths and challenges of the neighborhood. The strengths and challenges summarized in Tables 2 and 3 below are reflective of community priorities related to Quality of Life and Infrastructure that resulted from the Shirley Avenue Planning Process Kick Off Meeting; Community Blackboard on Shirley Avenue; NeighborCircles; One-on-One Conversations; and the Revere Community Committee Visioning Exercise.

Figure 4: Participants discuss recreational space and amenities
The number next to each strength and challenge represents the number of times that this issue was brought up through the forums listed above.

Table 2: Infrastructure-Strengths and Challenges

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Walkability (22):</strong></td>
<td><strong>Recreational Spaces &amp; Amenities (30):</strong></td>
</tr>
<tr>
<td>-Condition &amp; accessibility of sidewalks;</td>
<td>-Additional green space and gardens;</td>
</tr>
<tr>
<td>-Good neighborhood for dog walking;</td>
<td>-Installation of an archway at the beginning of Shirley Ave;</td>
</tr>
<tr>
<td>-Businesses &amp; amenities within walking distance of many homes including beach, restaurant and shops.</td>
<td>-Dog park;</td>
</tr>
<tr>
<td></td>
<td>-Need to address negative activity in Costa Park;</td>
</tr>
<tr>
<td></td>
<td>-Additional recreational facilities for all ages including swings, water fountain, basketball court, water park, skate park, martial arts studio, gym, a soccer field;</td>
</tr>
<tr>
<td></td>
<td>-Community center as a social, community place for all ages to gather.</td>
</tr>
<tr>
<td><strong>Public Transit (21):</strong></td>
<td><strong>Ability to Drive (23):</strong></td>
</tr>
<tr>
<td>-Revere Beach MBTA Station &amp; multiple MBTA bus stops located in the neighborhood;</td>
<td>-Parking;</td>
</tr>
<tr>
<td>-Quick commute from Shirley Ave to Boston.</td>
<td>-Road repairs needed, including potholes on neighborhood streets;</td>
</tr>
<tr>
<td></td>
<td>-Traffic pattern at Bell Circle and other neighborhood traffic issues</td>
</tr>
<tr>
<td></td>
<td>including volume, speed and flow.</td>
</tr>
<tr>
<td><strong>Schools (10):</strong></td>
<td><strong>Ability to Walk and Bike (19):</strong></td>
</tr>
<tr>
<td>-Quality education;</td>
<td>-Sidewalk improvements;</td>
</tr>
<tr>
<td>-Active &amp; strong quality schools, including the Garfield School.</td>
<td>-Additional crosswalks;</td>
</tr>
<tr>
<td></td>
<td>-Pedestrian access across 1A/60;</td>
</tr>
<tr>
<td></td>
<td>-Additional street lights;</td>
</tr>
<tr>
<td></td>
<td>-Addressing the staircase on Florence Ave</td>
</tr>
<tr>
<td></td>
<td>-Bike lanes</td>
</tr>
<tr>
<td></td>
<td>-Speeding cars on Florence Ave and Shirley Ave;</td>
</tr>
<tr>
<td></td>
<td>-No direct public transportation route to a supermarket;</td>
</tr>
<tr>
<td></td>
<td>-Increased frequency of 117 MBTA bus.</td>
</tr>
<tr>
<td><strong>Costa Park (8):</strong></td>
<td></td>
</tr>
<tr>
<td>-The mural and the opportunity it provides for youth to have fun in the park.</td>
<td></td>
</tr>
</tbody>
</table>
Meeting attendees were then asked to participate in a series of activities related to the quality of life and infrastructure issues. There were a total of six different activities related to recreational spaces & amenities, complete streets, safety, cleanliness & beautification, youth programs & spaces, and community connectivity, pride & reputation. Participants were asked to think in particular about what kinds of programs and activities they would like
introduced in their neighborhood, to pinpoint locations that need specific improvements, and to start brainstorming community solutions. A detailed list of activity descriptions is included in Appendix A.

Participants were also given a chance to sign up for either the quality of life or infrastructure task force if they were interested in doing more with the action items in one of these particular topic areas.

**Housing/Economic Development Charrette**

At the Housing/Economic Development Charrette, 43 participants were specifically focused on creating a housing and economic development vision, sharing additional information, and brainstorming some potential solutions to the challenges raised at the kick off meeting. Opening activities were similar to the kick off meeting where participants were asked to identify where they lived through a mapping exercise, and to describe their dream for Shirley Avenue. The meeting began with a general presentation that presented strengths and challenges of the neighborhood. The strengths and challenges summarized in Tables 4 and 5 below are reflective of community priorities related to Housing and Economic Development that resulted from the Shirley Avenue Planning Process Kick Off Meeting; Community Blackboard on Shirley Avenue; NeighborCircles; One-on-One Conversations; and the Revere Community Committee Visioning Exercise.

The number next to each strength and challenge represents the number of times that this issue was brought up through the forums listed above.
### Table 4: Housing-Strengths and Challenges

<table>
<thead>
<tr>
<th>Strength</th>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restorations (9):</strong></td>
<td><strong>Condition &amp; Cleanliness (28):</strong></td>
</tr>
<tr>
<td>- Quality restorations including Walden Fire Station and 620 Beach;</td>
<td>- Housing stock in disrepair;</td>
</tr>
<tr>
<td>- Homeowners improving their properties.</td>
<td>- Bug &amp; rodent issues,</td>
</tr>
<tr>
<td></td>
<td>- Abandoned &amp; neglected properties;</td>
</tr>
<tr>
<td></td>
<td>- Demand for increased housing code enforcement.</td>
</tr>
<tr>
<td><strong>Location &amp; Amenities (8):</strong></td>
<td><strong>Affordability (23):</strong></td>
</tr>
<tr>
<td>- Proximity to the ocean;</td>
<td>- High rents and lack of affordable housing;</td>
</tr>
<tr>
<td>- Access to MBTA;</td>
<td>- High property taxes;</td>
</tr>
<tr>
<td>- Quick access to Boston;</td>
<td>- Over-crowding;</td>
</tr>
<tr>
<td>- Small businesses;</td>
<td>- Need for financial resources for home improvements;</td>
</tr>
<tr>
<td>- Diversity of housing &amp; people;</td>
<td>- Difficult to qualify for a mortgage;</td>
</tr>
<tr>
<td>- Welcoming feel of the community.</td>
<td>- Threat of gentrification.</td>
</tr>
<tr>
<td><strong>Availability of affordable &amp; subsidized housing (6):</strong></td>
<td><strong>Unresponsive Landlords (15):</strong></td>
</tr>
<tr>
<td>- Need for affordable housing, low income &amp; subsidized housing, and elderly housing.</td>
<td>- Absentee landlords;</td>
</tr>
<tr>
<td></td>
<td>- Neglectful landlords;</td>
</tr>
<tr>
<td></td>
<td>- Lack of property maintenance.</td>
</tr>
<tr>
<td><strong>New Housing Developments (3):</strong></td>
<td><strong>RHA Maintenance/Condition (15):</strong></td>
</tr>
<tr>
<td>- Nice houses and apartment buildings have recently been built in the neighborhood.</td>
<td>- Lack of maintenance to RHA properties;</td>
</tr>
<tr>
<td></td>
<td>- Lack of responsiveness of RHA staff.</td>
</tr>
<tr>
<td><strong>Quality homes (5):</strong></td>
<td></td>
</tr>
<tr>
<td>- Beautiful homes &amp; nice apartments and landscaping.</td>
<td></td>
</tr>
<tr>
<td>Strength</td>
<td>Challenge</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Diversity &amp; Types of Businesses (32):</td>
<td>Business Mix (35):</td>
</tr>
<tr>
<td>Diversity of businesses including small</td>
<td>-Demand for additional markets and healthy food stores;</td>
</tr>
<tr>
<td>businesses, local markets, ethnic</td>
<td>-Businesses as gathering spaces for youth and adults;</td>
</tr>
<tr>
<td>restaurants, bakeries &amp; ice cream shops;</td>
<td>-Additional diversity of businesses including more local artists, more</td>
</tr>
<tr>
<td>Diversity of business owners.</td>
<td>Arabic stores &amp; more restaurants.</td>
</tr>
<tr>
<td>Business Mix (35):</td>
<td></td>
</tr>
<tr>
<td>Demand for additional markets and healthy</td>
<td></td>
</tr>
<tr>
<td>food stores;</td>
<td></td>
</tr>
<tr>
<td>Businesses as gathering spaces for youth and</td>
<td></td>
</tr>
<tr>
<td>adults;</td>
<td></td>
</tr>
<tr>
<td>Additional diversity of businesses including</td>
<td></td>
</tr>
<tr>
<td>more local artists, more Arabic stores &amp;</td>
<td></td>
</tr>
<tr>
<td>more restaurants.</td>
<td></td>
</tr>
<tr>
<td>Tourism/Events (3):</td>
<td>Business Supports (14):</td>
</tr>
<tr>
<td>Increased business during the beach season;</td>
<td>-Education for businesses;</td>
</tr>
<tr>
<td>The Sandcastle Festival and Farmer’s Market.</td>
<td>-Small business assistance;</td>
</tr>
<tr>
<td></td>
<td>-Facade improvements;</td>
</tr>
<tr>
<td></td>
<td>-Business loans for structural/facade improvements;</td>
</tr>
<tr>
<td></td>
<td>-High taxes &amp; water costs;</td>
</tr>
<tr>
<td></td>
<td>-Impact of negative safety perception on businesses;</td>
</tr>
<tr>
<td></td>
<td>-Ability to provide services in multiple languages;</td>
</tr>
<tr>
<td></td>
<td>-Improved marketing, communication &amp; customer retention.</td>
</tr>
<tr>
<td>Walkability (4):</td>
<td>Jobs (21):</td>
</tr>
<tr>
<td>Centrally located businesses within easy</td>
<td>-Few job opportunities, particularly for those who are not fluent in</td>
</tr>
<tr>
<td>walking distance of most homes in the</td>
<td>English, have basic skill sets or need flexible hours;</td>
</tr>
<tr>
<td>neighborhood.</td>
<td>-Lack of GED classes;</td>
</tr>
<tr>
<td></td>
<td>-Lack of English classes;</td>
</tr>
<tr>
<td></td>
<td>-Lack of job training;</td>
</tr>
<tr>
<td></td>
<td>-Need to attract young professionals to the area.</td>
</tr>
<tr>
<td>Access to Public Transit (3):</td>
<td>Affordability of services/businesses (9):</td>
</tr>
<tr>
<td>Businesses within easy access to public</td>
<td>-High prices in stores;</td>
</tr>
<tr>
<td>transportation.</td>
<td>-Need for affordable grocery store.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Cleanliness &amp; Beautification(6):</td>
<td>Cleanliness &amp; Beautification(6):</td>
</tr>
<tr>
<td>Need for increased cleanliness of businesses,</td>
<td>-Need for increased cleanliness of businesses, facade improvements,</td>
</tr>
<tr>
<td>facade improvements, signage improvements,</td>
<td>street beautification.</td>
</tr>
<tr>
<td>and street beautification.</td>
<td></td>
</tr>
<tr>
<td>Vacant properties including the Wonderland</td>
<td>-Vacant properties including the Wonderland Shopping Plaza, the Synagogue</td>
</tr>
<tr>
<td>Shopping Plaza, the Synagogue on Shirley</td>
<td>on Shirley Ave and the vacant former Shaw’s building are</td>
</tr>
<tr>
<td>Ave and the vacant former Shaw’s building</td>
<td>problematic.</td>
</tr>
</tbody>
</table>

As part of the presentation, participants were also asked to answer a series of keypad questions related to demographics, housing, and economic development issues in the neighborhood. The full results of these questions are included in Appendix B.

After the larger presentation, participants broke into small groups and first discussed housing issues. They talked about perceptions of housing in the Shirley Avenue neighborhood and how they think that housing opportunities have changed in the time they’ve lived in the community. They also started to think through some potential housing solutions to the challenges that were raised by the community. Using the 2009 Gateway Initiative Planning Report recommendations and community feedback as a starting point,
participants were asked to determine what might be missing from these recommendations and to identify opportunities for residents to lead in implementing any actions that they feel strongly about.

After a short break, the discussion turned to economic development issues. For the first ten minutes of this break out participants were asked to fill out a shopper’s survey designed by TND that asked questions about the shopping patterns of the Shirley Avenue community. The group was then asked to do a similar action planning exercise to the one they had previously completed related to housing. Using the 2009 Gateway Initiative Planning Report recommendations and community feedback as a starting point, participants were asked to determine what might be missing from these recommendations and to identify opportunities for residents to lead in implementing any actions that they feel strongly about.

Participants were then given a chance to sign up for either the housing or economic development task force if they were interested in doing more with the action items in one of these particular topic areas.

**October Strategy & Action Charrette**

The October Meeting included an in depth data presentation from Madden Planning Group and MAPC related to the four topic areas: Housing, Economic Development, Quality of Life, and Infrastructure. This presentation reflected the research and data analysis that project partners had been working on between the June and October community meetings. The results of the housing and economic development analysis are included later in this report.

After the presentation, 56 participants were divided into four task force groups. Many of the participants had previously signed up for one of the task force groups, but others were participating in the process for the first time. All of the small group participants were provided with copies of the presentation slides and additional information relevant to each task force topic area. They were also each given a summary of the community-prioritized actions that came out of the quality of life/infrastructure and housing/economic development charrettes that were held in May and June. Facilitators in each group went through the data and gave participants a chance to comment and ask questions. The facilitator then reviewed the main categories of issues under each topic area that were brought up at previous meetings and that staff has worked to prioritize based on action items that might be the most impactful. The participants were then asked to provide feedback on whether these action steps were the appropriate ones. Each group then spent time thinking through whether or not there are additional questions that need to be answered regarding these actions and they put together a list of short term tasks that will either help to answer these questions or that would help to achieve these action steps. In many of the groups, individuals then committed to working on these tasks prior to the December community meeting.
December Task Force Meeting

At this meeting, the community was asked to provide input on a collective vision statement that TND staff put together based on the community input that they had heard through the planning process. The group of 29 attendees also participated in a visual preference survey and started work planning around actions that residents could take on related to quality of life and infrastructure. Housing and Economic Development actions were not included in this work planning exercise because in large part, these actions would need to be taken on by either community organizations or the City. TND will be working with these organizations and the City in order to get commitments from them around action items that are not resident-based.

Upcoming Community Meetings- January and February

At the January meeting, organizations and residents will make specific commitments to follow through on certain action steps that have been identified as part of the planning process and TND will then take these commitments and incorporate them into the community action plan.

The February meeting will be the culmination of the Shirley Avenue Community Action Planning Process and will be a community celebration and notice about the neighborhood plan. Organizations, residents, and City officials including the Mayor will sign onto the plan as a demonstration of their commitment to the action steps that are included.

Steering Committee

The Steering Committee that was formed to shepherd the Shirley Avenue Community Action Planning Process is made up largely of the same members from the Ward 2 Development Task Force that helped to spur the community action planning process. This group was formed with the responsibility to direct the plan development and guide the planning process, provide local knowledge and articulate community values, review and make recommendations on the vision statement, goals, objectives, recommendations, and implementation strategies, and to ensure that the Shirley Avenue Action Plan aims to address community issues and reflected community opinion and objectives. Each Steering Committee member was also asked to participate in or provide leadership in one of the four task forces. The group has met every two months throughout the planning process and has helped to give direction to the process and shape the community meetings. The Steering Committee is made up of a diverse array of stakeholders, including TND staff, City staff, MAPC staff, residents, and local business owners.
**Task Forces**
There are four task force groups corresponding with the four broad topic areas that the Shirley Avenue Community Action Planning Process addresses: Quality of Life, Infrastructure, Housing, and Economic Development. The first official convening of the task forces occurred at the October 2013 meeting where participants in each group were asked to review research related to their broad topic area and to reflect on the community input that had been collected up until that point. Each of the task force groups left with a set of items that they wanted to explore further related to potential actions that could be taken to improve the Shirley Avenue neighborhood in that topic area. In some cases, residents took on specific tasks, and in many cases participating TND staff, MAPC staff, and Madden Planning Group Staff took on additional tasks as well. At the December meeting, residents had an opportunity to commit to working on action steps, particularly around quality of life and infrastructure, that they can feasibly lead and to start developing a work plan for achieving these actions.

**Business/Shopper’s Surveys**
From June to July 2013, TND staff surveyed Shirley Avenue shoppers to get a better understanding of their shopping patterns and desires. The survey was administered in June at the Housing and Economic Development charrette and then in July 2013, surveyors stood on Shirley Avenue, either near Nahant Avenue or near the Revere Beach MBTA Station, on weekdays from 3-6 PM, and asked passersby to participate in the survey. A total of 147 surveys were collected. The results from this survey are detailed below in the Economic Development section and the shopper’s survey is attached in Appendix C.

TND staff also surveyed business owners in the Shirley Avenue neighborhood in order to better understand how engaged businesses are in the neighborhood, what their priorities are as business owners, and what they think could be done to improve their businesses. Thirty business surveys were collected both in person and over the phone with owners and employees in August and October of 2013. The results from this survey are detailed below in the Economic Development section and the business survey is attached in Appendix D.

**Common Themes in Community Discussions**
Through the robust community engagement process, project partners were able to collect a substantial amount of community input, particularly as it relates to the challenges that community members throughout the neighborhood were facing in each of the four broad topic areas. There were some cross cutting themes that emerged from the community meetings as well that were a challenge in all four of the topic areas. First of all, language barriers are a huge challenge for the neighborhood. This barrier came up as an example between customers and shop owners, between tenants and landlords, and between individuals and those in positions of authority. Residents pointed out that despite the diverse character of their neighborhood, neighborhood signs are only in English.
Access to information was another common theme that came up in neighborhood discussions. In general, residents and businesses felt like they were unaware of existing programs and felt that residents overall needed to be more proactive about trying to find this information. However, it is also important for agencies and non-profits to make sure that they are effectively communicating information. More tools were needed to share information between people, groups, and agencies.

The third overarching challenge in the neighborhood is the lack of resources and related unpredictable future of programs and opportunities in the neighborhood. Unfortunately, many programs at the federal, state, and local level are underfunded and this translates into a lack of funding for neighborhood improvements. Specific examples mentioned were ongoing MBTA funding issues, the current health care transformations, and private market uncertainty.

**Existing Conditions**

In order to ground the Shirley Avenue Community Action Planning effort in data and research, MAPC assisted TND along with Madden Planning Group in compiling demographic information in addition to the housing and economic development specific information. The study area that was used for data collection purposes is outlined in Figure 7 below and roughly corresponds with Census Tract 1707.02. The area extends north to the southern edge of Wonderland Marketplace, west to approximately Bell Circle, East to Revere Beach and South to about Franklin Avenue.

![Figure 7: Shirley Avenue Study Area](image)

**Zoning and Land Use**

The Shirley Avenue corridor is largely zoned “General Business”, nestled between residential zones as seen below in Figure 8. In response to community input received during
the Shirley Avenue Gateway Plan in 2009, the City is evaluating revisions to zoning on Beach Street that would change the street from a mixed-use (commercial and residential) to a residential zoned area. The current General Business zoning on Beach Street allows single, two-family, apartments, townhomes, and duplex housing in addition to commercial uses. If the street is changed to residential zoning, this would require the selection of a specific residential use district for Beach Street. There are eight different types of residential use districts in the City, ranging from single family homes to 200 foot apartment buildings and a determination on the appropriate residential use district for Beach Street has not yet been made.

Figure 8: Shirley Avenue Current Zoning

**Demographics**

The City of Revere has a total of 51,755 Residents and 20,454 households. There are currently 6,291 residents and 2,022 households in the Shirley Avenue neighborhood. Figure 9 below shows that the Shirley Avenue neighborhood is younger overall than the City of Revere. The median age of 37.9 for the City as a whole compares to a median age of 33 in the Shirley Avenue neighborhood. Only 6.6% of people are 65 and older in the Shirley Avenue neighborhood compared to 14.6% in Revere. The Shirley Avenue neighborhood is also much more dense than the City of Revere as a whole. The population density in Revere is 8,772 persons per square mile while it is roughly 23,754 persons per square mile in Shirley Avenue.

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7 ACS 2007-2011 5 Year Estimate.
8 It is important to note that the Shirley Avenue neighborhood is only about .26 square miles.
The Shirley Avenue neighborhood is also extremely diverse. 73% of people in the neighborhood speak a language other than English at home and of those that speak another language at home, 50% speak English less than very well\(^9\). Language barriers were an overarching challenge cited commonly by the community as an obstacle to revitalization of the neighborhood. The City of Revere is also very diverse, but the majority of people (57%) speak English at home whereas only 27% of residents in the Shirley Avenue neighborhood speak English at home\(^10\). Figure 10 below shows the variety of languages that are spoken in the Shirley Avenue neighborhood.

\(^9\) ACS 2007-2011 5 Year Estimate.  
Consistent with the above data on the variety of languages spoken in the Shirley Avenue neighborhood, there are also a high proportion of foreign born residents. 54% of Shirley Avenue residents are foreign born\textsuperscript{11}. This compares to the City overall where 30% of residents are foreign born\textsuperscript{12}. As seen below in Figure 11, the majority of the neighborhood is Hispanic followed by the White, Asian, and Black or African American populations\textsuperscript{13}. Having a high proportion of recent immigrants and foreign populations can be a challenge for any neighborhood as communication around housing and economic development, in particular housing and job opportunities, can be challenging.

![Race-Shirley Avenue](image)

Figure 11: Race-Shirley Avenue

The educational attainment levels in the Shirley Avenue neighborhood are low, as seen below in Figure 12, with 69% of residents achieving only a high school degree or less. 32% of people in Shirley Avenue have less than a high school degree. This compares to 21% of the population with a high school degree or less in the overall City of Revere\textsuperscript{14}. Because educational attainment is an important pathway to success and employment, improving educational opportunities and outcomes is critical to improving the lives of Shirley Avenue residents.

\textsuperscript{11} ACS 2007-2011 5 Year Estimate.
\textsuperscript{12} U.S. Census Bureau. (2010).
\textsuperscript{13} ACS 2007-2011 5 Year Estimate.
\textsuperscript{14} ACS 2007-2011 5 Year Estimate.
In order for the Shirley Avenue neighborhood to thrive, it is important to work to improve the housing outcomes for the individuals living in this community. Shirley Avenue is a lower income and diverse community that is facing major challenges around housing upkeep and affordability. The following analysis examines housing characteristics, market conditions, and affordability in the Shirley Avenue neighborhood as compared to the City of Revere. Understanding the types, age, and size of existing units is critical to understanding what type of new housing might be needed to meet the current and projected demand. In addition, understanding housing market conditions in a community can help to illuminate what forces might be affecting the affordability of the housing stock within a neighborhood. Lastly, it is critical to look at affordability itself to determine what populations are facing particular challenges and how to target solutions that will be the most effective.

**Key Findings**

- The population in Revere is projected to dramatically increase over the next 15 years with a particularly significant increase in the 35-54 and 65 plus age category.
- Households in the City of Revere are projected to increase by around 7,000 from 2010 through 2030.
- The Shirley Avenue neighborhood has a slightly larger household size and significantly more three and four family households than the City of Revere.
- The majority of housing in the Shirley Avenue neighborhood is renter occupied at 71%. However, a significant amount of rental properties do have owners living in the building.
- The properties in the Shirley Avenue neighborhood are mostly in average or poor condition.
• Housing unit vacancy is high in the Shirley Avenue neighborhood (11%).
• Housing inventory in the Shirley Avenue neighborhood is older with over 80% of properties built in 1939 or before.
• Home sales prices in the City of Revere have not recovered as well as the home sales prices statewide.
• Revere's Subsidized Housing Inventory (SHI) is 8.23%, or 1,808 affordable units. 388 additional units are needed to reach the State Chapter 40B mandate of 10%.
• Residents earning the Revere median income can likely afford to buy a condo in the City, but not a single family house.
• Housing cost burden is a significant issue in the Shirley Avenue neighborhood. 52% of owners and 54% of renters are cost burdened (spend more than 30% of gross income on housing costs).
• 25% of households in the City of Revere are severely cost burdened (spend more than 50% of gross income on housing costs) with small related households and elderly households representing the majority of the severely cost burdened households.

Population and Household Growth
The population in Revere is projected to dramatically increase over the next 15 years with a particularly significant increase in the 35-54 and 65 plus age category. It will be important for the City to provide adequate housing options and services for this older population as it continues to grow. These projections should be considered as part of any planning process that occurs in the Shirley Avenue neighborhood as this neighborhood will capture some of this growing older and middle demographic as well. Figure 13 below depicts historical population change by age in the City of Revere and also includes a projection of population growth moving forward.15

15 MetroFuture projections were developed for MAPCs regional plan, MetroFuture, and are built on extensive technical analysis to quantitatively analyze patterns of future growth based on a vision of the region where growth is focused in areas where it already exists and linked by an efficient transportation system; our land and natural resources are conserved; we invest in our residents by improving their health and education; opportunities are available to all residents of the region regardless of race or ethnicity; and expanding prosperity benefits all of us. For the purposes of this document, MAPC’s MetroFuture Stronger Region projections will be used, since they are based on extensive technical analysis developed to quantitatively analyze patterns of future growth as envisioned in the region, including focusing growth in already developed areas to use land more efficiently, protecting open space, and reducing the need for more infrastructure. In 2012, the Executive Office of Housing and Economic Development adopted the Stronger Region scenario as the basis for the Commonwealth’s multifamily housing production goal, and is now working to coordinate local and state policies to support the achievement of that goal. Historical Population Change is based on U.S. Census numbers.
Households in the City of Revere are also projected to increase by around 7,000 from 2010 through 2030. It is important for the supply of housing stock to keep pace with this increase in households as well as for the housing stock to be appropriately affordable to both current and new households. Figure 14 below shows the MetroFuture projected household growth in the City of Revere through 2030.

**Housing Characteristics**

Revere has a total of 20,454 households and Shirley Avenue has 2,022 households. There are a total of 22,100 housing units in Revere and 2,269 housing units in Shirley Avenue. The average household size in Revere is about 2.5 people. In Shirley Avenue, the household size is larger at 3.11 per household. Because the household size is generally larger in the Shirley
Avenue neighborhood, new housing development’s should be appropriate for larger household sizes. Figure 15 below depicts the average household size in the Shirley Avenue neighborhood as it compares to Revere and the state\(^{16}\).

![Average Household Size](image)

**Figure 15: Average Household Size**

As seen in Figure 16 below, Shirley Avenue has a housing inventory that is distinct from Revere and the state with significantly less single family houses and significantly more three or four family structures\(^{17}\).

![Housing Type](image)

**Figure 16: Housing Type**

---


Shirley Avenue also has significantly more rental housing than the City of Revere. There are 2,022 Occupied Housing Units, with only 29% Owner occupied and 71% renter occupied as seen below in Figure 17. In Revere, almost 50% of the occupied housing units are owner occupied.\(^{18}\)

![Housing Tenure By Unit](image)

**Figure 17: Housing Tenure By Unit**

It is important to note though that through examining housing tenure by property, the data tells a different story with 62% of properties (including rental properties) having an owner occupant. This can have a significant impact on tenant landlord relationships and also presents a significant opportunity to work with owner occupants on home improvement programs. Figure 18 below shows the number of properties in the Shirley Avenue neighborhood that are owner occupied (including rental properties)\(^{19}\).

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\(^{19}\) City of Revere Assessor Data. (2013).
Overall the properties in Revere are rated Average by the Assessor data. Most of the properties along Shirley Avenue are in average or poor condition with only a few in good condition. There are also some very poor and dilapidated structures in the neighborhood suggesting that the overall quality of the housing could be significantly improved. Figure 19 below shows the property conditions as outlined by the assessor in the Shirley Avenue neighborhood.

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Figure 19: Property Conditions in Shirley Avenue

**Vacancy & Age of Housing Stock**

The vacancy rate in the Shirley Avenue neighborhood is 11% (247 units). This compares to a vacancy rate of 7% (1646 units) in Revere overall.\(^\text{21}\) 11% is a fairly high vacancy rate and is likely contributing to a property maintenance issue in the neighborhood.

Also, the condition of the housing stock in Revere is generally older. In Shirley Avenue, most of the housing stock is older, with the majority of the properties built before 1950 and over 80% built in 1939 or before.\(^\text{22}\) Figure 20 below shows the year that housing in the Shirley Avenue neighborhood was built.

\(^{21}\) U.S. Census Bureau. (2010).
\(^{22}\) City of Revere Assessor Data. (2013).
Many residents brought up the need to improve housing conditions in the neighborhood and talked specifically about significant health and building code violations that were occurring. In order to better understand where these violations were happening, TND mapped the housing and building code violations occurring through May 2013 in Figure 21 below. These violations are concentrated along Sumner Street and Thornton Street. This could either indicate that these types of violations are generally under-reported in other areas of the neighborhood or it could be that there are in fact substantially more violations taking place on Sumner and Thornton Street. Working with the neighborhood to understand more about the types of violations that are taking place would help to tailor potential solutions.
Figure 21: Health and Building Code Violations in the Shirley Avenue Neighborhood through May 2013\textsuperscript{23}

\textbf{Home Sales}

Home sales in Revere generally tracked sales in the state through 2005 when they peaked. Unfortunately the sale prices in Revere were harder hit and have not recovered as well as the home prices state-wide as you can see below in Figure 22. The average home sale in Revere was hovering just below $250,000 in 2011\textsuperscript{24}.

\textsuperscript{24} Warren Group Town Statistics Data. (2011).
Figure 22: Home Sales in Revere

**Current M.G.L Chapter 40B Subsidized Housing Inventory**

Under M.G.L. Chapter 40B, affordable housing units are defined as housing that is developed or operated by a public or private entity and reserved for income-eligible households earning at or below 80% of the area median income. The units are also secured by deed restriction to ensure affordability terms and rules. All marketing and placement efforts follow Affirmative Fair Housing Marketing guidelines per the Massachusetts Department of Housing and Community Development.

Housing that meets these requirements, if approved by the Massachusetts Department of Housing and Community Development, are added to the Subsidized Housing Inventory (SHI). Chapter 40B allows developers of low and moderate income housing to obtain a Comprehensive Permit to override local zoning and other restrictions if less than 10% of that community’s housing is included on the SHI.

As of August 2013, Revere’s SHI was 8.23%, with a total of 1,808 affordable units, about 1.75% below the total unit threshold needed to be exempt from the comprehensive permit process. Approximately 388 new units are needed to achieve the 10% threshold. Of the 1,808 units listed on the SHI, 167 units are expiring between now and 2016 and 600 units are expiring between now and 2021. The City will need to work with the owners of these expiring units to re-certify the units, while continuing to work to add more units to the inventory. Figure 23 below shows how Revere compares to neighboring communities when it comes to affordable units listed on the Subsidized Housing Inventory.
Another way to measure housing affordability is to compare the median home sale price in a community to the price that a household at the community’s median income can afford. The difference between these values is defined as the affordability gap. As housing prices increase, the affordability gap widens.

To afford the October 2013 median sales price of a one-family at $254,500 in Revere, a household would have to earn around $56,806 annually. A household earning the median income of $50,592 could not afford a home priced at this amount, assuming it spent no more than 30% of their income on housing costs.

To afford the October 2013 median sales price of a condo at $205,000 in Revere, a household would have to earn $43,669 annually. A household earning the median income of $50,592 could afford a home priced at this amount.

A Revere household earning the median household income of $50,592 could afford a home priced at $231,000, resulting in an affordability gap of $23,500 for a single family home. However there is no affordability gap for the median priced condo.

25 Department of Housing and Community Development. Subsidized Housing Inventory. (August 2013).
26 The affordability gap is defined as the difference between the cost of housing and the proportion of income that is reasonable to pay for housing, typically defined as 30% of gross income. 30% of gross income is also referred to as a household’s “borrowing power.” The affordability gap is calculated as the difference between the median cost of a house and the cost of a house affordable to a household earning the median income.
27 Calculations use Warren Group Town Stats median sales price data for 2011.
30 Warren Group Town Statistics Data. (December 2013).
31 Estimates are generated using a mortgage calculator that assumes a good credit profile, a 30 year fixed mortgage at 5%, with a $50,000 down payment, a 1.52% property tax rate, and private mortgage insurance rate of .5%.
One important aspect of this measurement to consider is that even for residents who are able to bridge the affordability gap when purchasing a home, the poor condition of much of the housing in the Shirley Avenue neighborhood means that more affordable properties are likely to require more capital investment and/or ongoing repair. These additional costs will only add to the housing cost burden for families and individuals living in the neighborhood.

Housing Authority

The Revere Housing Authority manages a total of 899 units throughout the City of Revere, including 16 properties in the Shirley Avenue neighborhood. The Revere Housing Authority also administers three different housing assistance programs within its Leased Housing Department. These programs include: the Section 8 Housing Choice Voucher program (HCV), the Massachusetts Rental Voucher program (MRVP), and the Alternative Housing Voucher Program (AHVP). MRVP is a tenant-based assistance program similar to the Section 8 program, while the AHVP is a tenant-based program set up to provide alternative housing to the homeless and other persons with special needs.

The disrepair of many of the RHA properties in the neighborhood has been a major concern for the residents and they would like to see more funding going towards the upkeep and maintenance of these properties.

Cost Burden

One method to identify if housing is affordable to a community’s population is to evaluate households’ ability to pay their mortgage or rent based on their incomes. Households that spend more than 30% of their gross income on housing are considered to be housing cost burdened. Households that spend more than 50% are considered to be severely cost burdened. HUD considers it to be a significant issue when over 30% of owner or renter households are cost burdened, or 15% are severely cost burdened. According to ACS 2007-2011 figures, this is a significant issue in Revere overall as well as in the Shirley Avenue neighborhood. In Revere, 29% of owners are cost-burdened and 58% of renters are cost-burdened. In the Shirley Avenue neighborhood, 52% of owners are cost-burdened and 54% of renters are cost-burdened.

The poverty rate in Shirley Avenue is 28.4% versus 16.2% in the City of Revere overall. The household median income is $46,638 in the Shirley Avenue neighborhood and $50,592 in the City of Revere. This data underscores the need for affordable housing options for many households in the community.

According to Comprehensive Housing Affordability Strategy (CHAS) data, 25% of households are severely cost burdened (paying more than 50% of their income to housing costs) in the City of Revere. In Figure 24 below you can see how the cost burdened

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population breaks down by housing type, with small related households and elderly households representing a majority of those cost burdened households.32

Figure 24: Cost Burden by Housing Type

Foreclosures
Throughout the Greater Boston region, foreclosures surged over the last decade. This is important, because as homes become foreclosed, households are forced to relocate, often increasing demand for affordable housing options. The most recent Greater Housing Report Card indicates that since 2010, the number of households losing their homes to foreclosure has declined sharply each year. The number of foreclosure deeds indicates the number of homes that are in the final stage of the foreclosure process. In 2012, there were 63 Petitions to Foreclose and 24 Foreclosure Deeds in the City of Revere. This compared to 2011, when there were 130 Petitions to Foreclose and 95 Foreclosure Deeds in the City of Revere33. Foreclosure Deeds as a percentage of Total Units were at .11% in 2012. Although these numbers are relatively low, Revere is still ranked as one of the municipalities in Greater Boston with the highest number of three-unit foreclosures with 11 so far in 201334.

Existing Municipal Housing Tools and Resources
There are a number of existing programs in the City of Revere that assist residents with maintenance and upkeep of their homes, in addition to providing financial support for homeowners. Some of the programs that are offered in the City are highlighted below.

**Home Improvement Loans**

The home improvement loans program is a City-sponsored program designed to improve housing conditions of low and moderate income households by eliminating code violations and increasing energy efficiency. It is available on first come, first served basis. This program is supported through Federal Community Development Block Grant and federal HOME Funds from the North Suburban Consortium.

The City provides zero percent Interest deferred payments loans (DPL) to Income-Eligible home owners. In order to be eligible for this program, you must own a one to four unit residential property. The owner must be “income eligible” and have no outstanding indebtedness to the City such as real estate taxes or water and sewer payments.

The loan will be fully payable at the end of the 15 year term. Should the property be sold, or the first mortgage refinanced at any time during the term of the loan, the outstanding balance of the loan will be due and payable in full to the City of Revere.

**Revere Housing Authority**

The Family Self-Sufficiency Program has been offered through the RHA beginning in 2009 for qualified families. This program enables those on the Housing Choice Voucher program an opportunity to obtain new skills in order to become more financially independent. With the help of a caseworker, participants set short and long term goals and create an escrow account based on earnings increase. Upon completion of the program, monies earned are given back to the participant to be used for education, job training and most importantly homeownership.

The FSS program allowed RHA to recruit a coordinator who sets up workshops to provide participants with information on homeownership programs and credit counseling. The purpose of the FSS program is to move participants off of subsidy to homeownership through training, work opportunities, education, and fiscal readiness. There are 25 participants currently.

The RHA also offers social & support services to make referrals to appropriate agencies and routinely check on the most needy residents. An RHA staff person accompanies maintenance staff or housing management staff when they go in for inspections to check on families to see how they are doing and if they need anything.

**First Time Homebuyer Assistance**

The First Time Homebuyer Assistance program is offered through North Suburban Consortium, an affordable housing consortium that serves the communities of Malden, Medford, Arlington, Chelsea, Everett, Revere, Melrose, and Winthrop.

Eligible First Time Home Buyers can gain access to low-interest mortgage products. They can qualify for primary financing through these mortgage products, and the NSC offers
down payment/closing assistance loans to eligible low and moderate income First Time 
Home Buyers:

- $7500 (single family house or condominium)
- $8500 (two family house)

Income Qualifications

- 1 person household: $47,150
- 2 person household: $53,900
- 3 person household: $60,650
- 4 person household: $67,350
- 5 person household: $72,750
- 6 person household: $78,150
- 7 person household: $83,550
- 8 person household: $88,950

Eligible participants must also participate in a home buyer counseling class.

**CAPIC Weatherization Program**

This program is offered through Community Action Programs Inter-City Inc., an organization 
that works to create and promote processes and programs necessary to identify and 
eradicate poverty. The program provides energy conservation measures to make the home 
more energy efficient year round and offers energy audits by experienced contractors.

Work may include: weather stripping, air sealing, insulations of attic and/or wall, 
replacement windows, heating system maintenance, as well as health and safety checks.

This program is provided at no cost to income eligible homeowners and tenants. 
Weatherization can lower heating costs by 25 to 30%.

**Economic and Business Development**

In addition to analyzing the housing conditions in the neighborhood it is important to also 
have an understanding of the economic conditions. The ability of a Shirley Avenue resident 
to afford a decent housing unit is inherently dependent on the kind of job that they are able 
to attain and their corresponding income. Also important to consider is that the ability of the 
neighborhood to attract and retain future residents is dependent on many factors including 
the success of and the variety offered through the business district along Shirley Avenue.

The following analysis examines the state of employment in the neighborhood as well as 
future job opportunities. The analysis also inventories workforce development opportunities 
to understand what kind of programming is currently available to Shirley Avenue residents 
who are trying to find a job and how well those workforce development programs are suited 
to available job opportunities. Lastly, the analysis examines the local business climate in the
Shirley Avenue neighborhood with the objective of pinpointing strategies for strengthening these businesses. Identifying ways to work with local businesses to tailor their merchandise to the shopping needs and desires of the surrounding community may help to better integrate these businesses and to keep more dollars in the local community.

**Key Findings**

- Over the last ten years in Revere, Retail Trade, Health Care services, and Accommodation and Food Services have employed the largest number of people relative to other industries.
- The top three industries projected to have the highest percent increase in employment in the Metro North Region through 2020 are Securities, Commodity Contracts, and Other Financial Investment; Religious, Grant-Making, Civic, Professional, and Similar Organizations; and Finance and Insurance.
- The top three occupations with the highest projected percentage increase in employment through 2020 in the Metro North Region that also require an educational level of maximum high school degree/associate’s degree are Insurance Sales Agents; Insurance Claims and Policy Processing Clerks; and Tellers.
- Many of the largest employers near Revere (1,000-4,999 employees) are located in Cambridge, Chelsea, Somerville, Winthrop, and Melrose.
- The majority of Shirley Avenue residents are working in service occupations or production, transportation, and material moving occupations.
- The unemployment rate in Revere in July 2013 was 8.1% which was higher than the state unemployment rate in July 2013 of 7.2%.
- There are currently limited workforce development or job training programs being offered directly within the Shirley Avenue neighborhood or Revere itself, making it difficult logistically for Revere residents to participate in these programs.
- A significant amount of people who live in the Shirley Avenue neighborhood are travelling outside of the area to shop.
- Businesses in the Shirley Avenue neighborhood are generally very small and have been in the neighborhood for 4 years or more.
- The majority of local business owners are renting their storefronts.
In order to assess potential employment opportunities for residents in the Shirley Avenue neighborhood, it is important to have an understanding of the historical trend of employment by industry in the City of Revere. As seen in Figure 25 above, over the last ten years in Revere, Retail Trade, Health Care services, and Accommodation and Food Services have employed the largest number of people relative to other industries. Employment in Retail Trade, and Accommodation and Food Services has remained relatively stable, while employment in Health Care and Social Assistance has consistently grown. Based on this information there may be an opportunity for Shirley Avenue residents to access jobs in these industries.

The Massachusetts Department of Labor and Workforce Development creates job projections looking forward the next 20 years to understand where there may be potential occupational and industry opportunities. These projections are done at a regional level. The Revere region is designated the Metro North Workforce Investment Area and includes the following cities and towns: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham,
Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn. Professional and Technical Services, Educational Services, and Health Care and Social Assistance are the industries that employ the most people in Metro North.

Table 6 below shows the industry projections for the ten industries with the highest percent increase in employment through 2020.

Table 6: Industry Projections through 2020

<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Industry Title</th>
<th>Employment</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2010</td>
<td>2020</td>
</tr>
<tr>
<td>523000</td>
<td>Securities, Commodity Contracts, and Other Financial Investment</td>
<td>1,060</td>
<td>1,753</td>
</tr>
<tr>
<td>813000</td>
<td>Religious, Grant-making, Civic, Professional, and Similar Organizations</td>
<td>3,295</td>
<td>5,357</td>
</tr>
<tr>
<td>520000</td>
<td>Finance and Insurance</td>
<td>13,049</td>
<td>20,810</td>
</tr>
<tr>
<td>522000</td>
<td>Credit Intermediation and Related Activities</td>
<td>6,489</td>
<td>10,260</td>
</tr>
<tr>
<td>524000</td>
<td>Insurance Carriers and Related Activities</td>
<td>5,303</td>
<td>8,375</td>
</tr>
<tr>
<td>425000</td>
<td>Wholesale Electronic Markets and Agents and Brokers</td>
<td>2,239</td>
<td>3,491</td>
</tr>
<tr>
<td>337000</td>
<td>Furniture and Related Product Manufacturing</td>
<td>185</td>
<td>283</td>
</tr>
<tr>
<td>339000</td>
<td>Miscellaneous Manufacturing</td>
<td>1,682</td>
<td>2,531</td>
</tr>
<tr>
<td>326000</td>
<td>Plastics and Rubber Products Manufacturing</td>
<td>623</td>
<td>874</td>
</tr>
<tr>
<td>237000</td>
<td>Heavy and Civil Engineering Construction</td>
<td>823</td>
<td>1,056</td>
</tr>
</tbody>
</table>

The Massachusetts Department of Labor and Workforce Development also projects occupations going forward. MAPC analyzed these projections and selected occupations with an educational level requirement no higher than a high school degree or associate’s degree in order to find job opportunities that may be available to the majority of current residents in the Shirley Avenue neighborhood. In Table 7 below, the twenty job occupations with the highest percentage increase in employment through 2020 that require an educational level of maximum high school degree/associate’s degree are shown.
### Table 7: Occupational Projections through 2020

<table>
<thead>
<tr>
<th>Title</th>
<th>Employment 2010</th>
<th>2020</th>
<th>Change Level</th>
<th>%</th>
<th>Annual Average Openings Total</th>
<th>Growth</th>
<th>Replacements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance Sales Agents</td>
<td>468</td>
<td>835</td>
<td>367</td>
<td>78.42</td>
<td>48</td>
<td>37</td>
<td>11</td>
</tr>
<tr>
<td>Insurance Claims and Policy Processing Clerks</td>
<td>997</td>
<td>1,591</td>
<td>594</td>
<td>59.58</td>
<td>89</td>
<td>59</td>
<td>30</td>
</tr>
<tr>
<td>Tellers</td>
<td>1,049</td>
<td>1,595</td>
<td>546</td>
<td>52.05</td>
<td>98</td>
<td>55</td>
<td>43</td>
</tr>
<tr>
<td>Personal Care Aides</td>
<td>2,360</td>
<td>3,331</td>
<td>971</td>
<td>41.14</td>
<td>116</td>
<td>97</td>
<td>19</td>
</tr>
<tr>
<td>Fitness Trainers and Aerobics Instructors</td>
<td>942</td>
<td>1,228</td>
<td>286</td>
<td>30.36</td>
<td>44</td>
<td>29</td>
<td>15</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>5,277</td>
<td>6,778</td>
<td>1,501</td>
<td>28.44</td>
<td>300</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Landscaping and Groundskeeping Workers</td>
<td>2,011</td>
<td>2,524</td>
<td>513</td>
<td>25.51</td>
<td>87</td>
<td>51</td>
<td>36</td>
</tr>
<tr>
<td>Hairdressers, Hairstylists, and Cosmetologists</td>
<td>2,347</td>
<td>2,929</td>
<td>582</td>
<td>24.80</td>
<td>103</td>
<td>58</td>
<td>45</td>
</tr>
<tr>
<td>Medical Secretaries</td>
<td>1,920</td>
<td>2,394</td>
<td>474</td>
<td>24.69</td>
<td>73</td>
<td>47</td>
<td>26</td>
</tr>
<tr>
<td>Machinists</td>
<td>1,034</td>
<td>1,283</td>
<td>249</td>
<td>24.08</td>
<td>44</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>7,802</td>
<td>9,501</td>
<td>1,699</td>
<td>21.78</td>
<td>311</td>
<td>170</td>
<td>141</td>
</tr>
<tr>
<td>Business Operations Specialists, All Other</td>
<td>1,698</td>
<td>2,064</td>
<td>366</td>
<td>21.55</td>
<td>70</td>
<td>37</td>
<td>33</td>
</tr>
<tr>
<td>Team Assemblers</td>
<td>1,387</td>
<td>1,675</td>
<td>288</td>
<td>20.76</td>
<td>57</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>Self-Enrichment Education Teachers</td>
<td>1,599</td>
<td>1,925</td>
<td>326</td>
<td>20.39</td>
<td>57</td>
<td>33</td>
<td>24</td>
</tr>
<tr>
<td>Security Guards</td>
<td>2,410</td>
<td>2,891</td>
<td>481</td>
<td>19.96</td>
<td>86</td>
<td>48</td>
<td>38</td>
</tr>
<tr>
<td>Sales Representatives, Services, All Other</td>
<td>3,350</td>
<td>4,007</td>
<td>657</td>
<td>19.61</td>
<td>164</td>
<td>66</td>
<td>98</td>
</tr>
<tr>
<td>Billing and Posting Clerks</td>
<td>1,326</td>
<td>1,561</td>
<td>235</td>
<td>17.72</td>
<td>47</td>
<td>24</td>
<td>23</td>
</tr>
<tr>
<td>First-Line Supervisors of Office and Administrative Support Workers</td>
<td>3,279</td>
<td>3,823</td>
<td>544</td>
<td>16.59</td>
<td>142</td>
<td>54</td>
<td>88</td>
</tr>
<tr>
<td>Receptionists and Information Clerks</td>
<td>1,807</td>
<td>2,106</td>
<td>299</td>
<td>16.55</td>
<td>85</td>
<td>30</td>
<td>55</td>
</tr>
<tr>
<td>Managers, All Other</td>
<td>1,042</td>
<td>1,202</td>
<td>160</td>
<td>15.36</td>
<td>39</td>
<td>16</td>
<td>23</td>
</tr>
</tbody>
</table>
Figure 26 below shows the average monthly employment across all industries in Revere. This number peaked around 9,400 in 2007 and has been generally declining since then. The number of people employed in Revere in 2012 was around 8,900. It is important to keep in mind that this number is representative of people working in the City who may also be traveling from other areas for their jobs.

Many of the largest employers near Revere (1,000-4,999 employees) are located in Cambridge, Chelsea, Somerville, Winthrop, and Melrose. According to the Massachusetts Department of Labor and Workforce, the largest employers in Revere are New England Confectionery Company and People’s United Bank with each employing 250-499 people.

Figure 26: Average Monthly Employment in Revere

Looking specifically at the Shirley Avenue neighborhood, there are 3,040 civilians over the age of 16 that are employed in the neighborhood. As shown in Figure 27 above, the majority of Shirley Avenue residents are working in service occupations or production, transportation, and material moving occupations. These are more likely to be low wage jobs without substantial benefits. A significant percentage also work in sales and office occupations.38

Unemployment and Labor Force

The unemployment rate in Revere in July 2013 was 8.1%. This compares to the state unemployment rate of 7.2% in the state in July of 2013. As indicated in Figure 28 below, the unemployment rate in Revere has increased significantly from 2000. In 2000, around 750 people were unemployed and in July 2013, this number had increased to over 2000.39 Unemployment is a major challenge for the City and improved access to tailored workforce development and job training programs could help to improve occupational outcomes.

Figure 28: Unemployment Rate in Revere

Figure 29 below indicates that while the labor force in Revere dipped in 2005, it has been steadily growing since 2006 through 2013. The labor force includes all persons 16 years of age or over within a specified geographic area, who are either employed or unemployed. As the population and Labor Force in Revere continue to grow it will be increasingly important to ensure that there are enough accessible jobs available and at the appropriate skill levels.

Figure 29: Labor Force in Revere

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Workforce Development

MAPC has worked to compile existing workforce development opportunities for residents in the Shirley Avenue neighborhood. While there are many programs available, there is not a substantial amount of information on what each program provides. It is also clear that there are currently limited workforce development or job training programs being offered directly within the Shirley Avenue neighborhood or Revere itself, making it difficult logistically for Revere residents to participate in these programs.

The programs and services offered in Revere or in close proximity to the city are outlined in Table 8 below.
<table>
<thead>
<tr>
<th>Program</th>
<th>Services Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONNECT</strong> (&lt;br&gt;(Member organizations include Bunker Hill Community College, CareerSource, Centro Latino, Metro Credit Union, Metropolitan Boston Housing Partnership, and TND))</td>
<td>- Financial Aid Assistance&lt;br&gt;- College Application Assistance&lt;br&gt;- Intro to College Workshops&lt;br&gt;- Transitions to College Program&lt;br&gt;- Career Pathway Program&lt;br&gt;- Scholarships &amp; One-on-One Tutoring&lt;br&gt;- English as a Second Language classes&lt;br&gt;- GED Classes&lt;br&gt;- Computer Training&lt;br&gt;- Application assistance for SNAP or MassHealth&lt;br&gt;- Small Business Owner Workshops and Advisors&lt;br&gt;- Financial Health Workshops &amp; Coaches&lt;br&gt;- Housing Workshops&lt;br&gt;- Assistance with Rent and Utility Arrearages&lt;br&gt;- Housing Counseling.</td>
</tr>
<tr>
<td><strong>North Shore Workforce Investment Board (WIB) Center</strong></td>
<td>- Job search assistance, computer access to the State's new UI online system, exploring training options and other Job Seeker Services.&lt;br&gt;- Workshops on resume development, interviewing techniques, job search transition, salary negotiations, and networking for unemployed professionals&lt;br&gt;- Assistance in accessing occupational and skills training courses.&lt;br&gt;- Assistance for individuals in career transition to help ID skills, interest, values, and other factors as they choose a career&lt;br&gt;- Assistance in matching job seekers with appropriate job openings and in identifying job leads and finding the right career match.&lt;br&gt;- Services for businesses including assisting them with staffing needs &amp; offering employers customized, on-site interview sessions and information events at the center&lt;br&gt;- Hosting off-site job fairs.</td>
</tr>
<tr>
<td><strong>Community Action Programs Inter-City, Inc. (CAPIC)</strong></td>
<td>- Vocational counseling&lt;br&gt;- Medical billing/office skills&lt;br&gt;- Early child education&lt;br&gt;- Computer skills&lt;br&gt;- Electronic quality control&lt;br&gt;- English as a Second Language&lt;br&gt;- Adult and youth educational/GED prep programs.&lt;br&gt;- 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&lt;br&gt;- Outreach to clients to ID barriers to employment&lt;br&gt;- Outreach to local agencies and businesses to identify potential job opportunities in the local area&lt;br&gt;- Employment counseling and case management to unemployed or under employed low-income residents&lt;br&gt;- Referrals to other CAPIC programs, including housing services, fuel assistance and child care as well as free career awareness workshops and training.</td>
</tr>
<tr>
<td><strong>RevereCares</strong></td>
<td>- Service Learning Programs to provide students with knowledge of a specific field of work and to build on this knowledge by providing students with paid field related summer internships within the community.</td>
</tr>
<tr>
<td>Service Provider</td>
<td>Programs and Services</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| **Women Encouraging Empowerment**                                                  | -English language instruction  
-Employment training  
-Academic counseling  
-Goal setting  
-Computer training  
-Job searching  
-Resume writing  
-Interviewing skills  
-Workers rights.  |
| **Jewish Vocational Services (JVS)**                                                   | -Educational testing  
-Skills training  
-English for Speakers of Other Languages  
-Becoming a Citizen courses  
-Job search training  
-Career counseling  
-Adult Basic Literacy  
-Adult Diploma Program instruction  
-Citizenship education  
-Financial literacy  
-Financing and starting your own business.  |
| **International Institute of New England (IINE)**                                    | -ESOL classes  
-Job Readiness Classes that emphasize interview techniques, job search strategies, and workplace preparation  
-Career laddering programs catered to industry-specific skill sets  
-Computer literacy classes  
-Hospitality Training Program (HTP)  
-Bridges to Business program that helps entrepreneurs from MA and RI start, expand and/or strengthen their business.  |
| **Job Training Alliance (Greater Boston)**                                             | -Accounting Technologies Program  
-Allied Health Certificate Programs  
-American Red Cross Certified Health Care Asst  
-At Your Service  
-Building Energy Efficient Maintenance Skills (BEEMS)  
-Building Real Careers in Construction/Building Pathways  
-Café Careers  
-Career Collaborative  
-Careers in Banking and Finance  
-Caring for our Seniors: a CNA training program  
-Computerized Administrative Support Training  
-Food Service Job Training Program  
-HELP (Human Services Employment Ladder Program)  
-Hospitality Training Program  
-Nurse Assistance Home Health Aide Training Program  
-Partnership for Automotive Career Education (PACE)  
-Pharmacy Technician Certification Training Program  
-Quickbooks  
-Resident Health Advocate Training Program  
-Room Attendant Class  
-Service Industry Training Program  
-Skills2Work.  |

Working with these service providers to coordinate the programming that they offer and to find ways to tailor and offer programming aligned with the job projections for the area.
would be an effective way to increase job opportunities and improve outcomes for the residents living in Shirley Avenue.

**Local Business**

An important part of improving the economic outcomes of a neighborhood is working with the local businesses to make sure that they have adequate support and that they are receiving the services that they need. In the Shirley Avenue neighborhood in particular, partnering with the local business owners can help to improve the storefronts and merchandise and strengthen the business district overall. In order to collect some baseline information on how residents were interacting with the local shops, TND administered a shopper’s survey, asking local shoppers about their shopping patterns and how often they were frequenting the Shirley Avenue businesses. TND also administered a business survey to learn more about the perspective of the local business owners, what they saw as challenges for their business, and what they felt were potential opportunities to improve.

The shopper’s surveys were collected at the June 2013 Housing and Economic Development Charrette and then throughout July 2013 on weekdays between 3-6 PM. Surveyors stood on Shirley Avenue either near Nahant Avenue or near the Revere Beach T station and invited passersby to take the survey. There were a total of 147 shopper’s surveys that were filled out. 80% of the respondents were people who lived in the Shirley Avenue neighborhood.

Shopper’s were asked to indicate the kinds of stores that they wanted to see the most on Shirley Avenue and that they were most likely to frequent. As you can see below in Figure 30, the most desired type of stores were restaurants, grocery stores, and bakeries and cafes.

![Retail Suggestions](image-url)

Figure 30: Shopper’s Survey-Retail Suggestions

Shopper’s were also asked how frequently they were going to certain types of stores that are available on Shirley Avenue. In Figure 31 below, it is clear that less than 35% of shoppers are frequenting stores along Shirley Avenue on a weekly basis suggesting that a
significant amount of people who live in the Shirley Avenue neighborhood are traveling outside of the area to shop.

![Shoppers Frequenting Local Businesses Weekly by Business Type](image)

Figure 31: Shoppers Survey-Shoppers Frequenting Local Businesses by Business Type

Perhaps most significantly, shopper’s who were going outside of Shirley Avenue to shop were asked why they were doing so. As you can see in Figure 32 below, there are many reasons why shoppers travel outside of the neighborhood to get what they need, but the most frequent reason cited is that the goods outside the neighborhood are much higher quality. This information suggests that the inventory in local stores may not be serving the needs and desires of the neighborhood. If stores were able to diversify and improve the quality of their goods, they could capture a significant amount of potential business from residents that are currently leaving the area to shop.
TND also worked closely with the local businesses in the Shirley Avenue neighborhood to ask them to fill out a business survey. In total, 30 Businesses were surveyed. Surveys were collected in August and October 2013 both through in person and over the phone meetings with business owners.

As you can see in Figure 33 below, for the most part, businesses responded that they would participate in funding opportunities that would allow them to improve their building facades and agreed that the facade of their building was an important representation of the business and affected whether or not customers would come into their store. These responses reflect a general willingness to make improvements to their stores if funds become available.

---

**Figure 32: Shoppers Survey - Why Consumers Shop Outside of Shirley Avenue**

- What I need is available: 22%
- It's close to my home: 9%
- The businesses are attractive: 6%
- The prices are lower: 15%
- There is good customer service: 10%
- I can find unique products or services: 10%
- The goods and services are high quality: 4%
- I can always find parking: 4%
- I can use my credit card/debit card or check here: 5%
- The businesses are close to each other: 3%
- Other: 6%
Figure 33: Business Survey-Building and Infrastructure Conditions

As indicated in Figure 34 below, the majority of businesses in the neighborhood employ just 1-2 employees with only 6 businesses employing 3 or more. In general these are not large employers or job opportunities for residents living in the Shirley Avenue neighborhood. They are often run by family or friends and may have low overheads.

Figure 34: Business Survey-Number of Employees
The majority of businesses in the area have been there for more than 4 years with only 8 of the businesses surveyed reporting that they had been there for less than three years. The age of the responding businesses is displayed below in Figure 35.

![Age of Businesses Chart]

Figure 35: Business Survey-Age of Business

As you can see in Figure 36 below, the majority of businesses surveyed felt that the health of their business was about the same or somewhat worse as compared to 6 months ago. This suggests that there may be opportunities to work with local business owners to help them to cater their inventory more to the residents of Shirley Avenue at the same time that they are improving the economic returns for their businesses.

![Health of Business Chart]

Figure 36: Business Survey-Health of Businesses

The majority of business owners are renting their store spaces as seen in Figure 37 below. This may inform the way that their property is maintained if they are not actually able to
make particular improvements. In these cases, it may be more effective to work with the owners on instituting facade improvements. Programs such as small business loan programs could help existing business owners to explore ownership opportunities so that they have more control over the maintenance and upkeep of their store.

![Building Ownership Pie Chart]

**Development Opportunities**

In order to understand development opportunities that might prove to enhance economic and housing opportunities, the project team analyzed the total assessed value/land value to determine what parcels in the Shirley Avenue neighborhood are potentially under-utilized. The results indicate that there are a significant amount of high value properties along the beachfront and a mix of different uses along Shirley Ave. The values are likely high because of the location and density of the neighborhood. Figure 38 below shows the results of this analysis.

![Figure 38: Results of Analysis]

**Figure 37: Business Survey-Building Ownership**
TND also did an independent analysis to identify certain ownership patterns, potentially underutilized parcels, properties for lease or sale as of January 2013, and existing and planned development. Potentially underutilized properties were identified as parcels exceeding 7,000 SF with low density development. The analysis identified clusters within the neighborhood where targeted investment in rehabilitation or new construction could have significant neighborhood impact. Figure 39 below depicts these development opportunity clusters.

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Figure 38: Total Value of Parcels Per Square Foot

41 City of Revere Assessor Data. (2013).
There are several proposals for new development in Revere that have the potential to change the face of the neighborhood and potentially have either positive or negative impacts on the residents of Shirley Avenue. Below are proposed major developments in the Shirley Avenue neighborhood area.

**Waterfront Square at Revere Beach** - Waterfront Square at Revere Beach is a joint development project between the City of Revere and Eurovest Development. The project is designed as a transit-oriented development centered around the Wonderland MBTA Station. The site area consists of 8.8 acres that the City acquired through land swaps with the MBTA. The project will be introduced in phases and will include 1.3 million square feet of development as follows:

- 900 residential condominiums
- 70,000-100,000 sf of hotel space,
- 145,350 sf of build-to-suit commercial lab/office space
- 31,000 sf of retail space
- A new parking garage
- Improvements to the T station
- A new public transit plaza and footbridge to the beach
- 4 acre eco-park
- On-site bike parking and connection to “Bike to the Sea”
- Streetscape improvements along Ocean Avenue that would complement the improvements envisioned in the updated Revere Beach Reservation Master Plan.\(^{43}\)

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\(^{42}\) The Neighborhood Developers. (2013).

525 Beach Street - This development is The Neighborhood Developers’ latest development proposal in Revere’s Shirley Avenue neighborhood. This proposal came out of a community engagement process that identified this property as an ideal site for new housing. 525 Beach will include 30 affordable rental apartments for families in a four story building with a mix of one, two, and three bedroom units. TND will be demolishing the existing vacant, dilapidated one-story warehouse and constructing the new residential building in its place. Construction has begun and the project’s anticipated completion date is in 2014.

Suffolk Downs Casino Proposal - There is currently a proposal for a Suffolk Downs Resort Casino which, if approved, would be developed by Mohegan Sun. There is one competing proposal, Wynn Resorts in Everett, MA. The Commission anticipates that the resort-casino licenses for Regions A (Eastern Massachusetts) and B (Western Massachusetts) will be awarded by May 2014. Suffolk Downs and Mohegan Sun have entered into a host agreement with the City of Revere that has the potential to bring financial benefits to the City in addition to providing a number of jobs for Revere residents, including those living in Shirley Avenue. However, the casino may also have some negative impacts, such as added traffic congestion. Traffic in Bell Circle was a particular concern raised by residents during the planning process.

Local businesses will also be affected if a casino is located in Revere. Positive impacts may include local vendor contracts and the opportunity for new customers. Negative impacts may include increased competition, such as with casino restaurants, as well as the possibility of increased commercial rents in the Shirley Avenue neighborhood. Residents and business owners cited the importance of neighborhood branding and marketing, and recognize that new strategies will be required to adapt to the significant changes that would follow should a casino locate in Revere.

Community Assets & Resources
In addition to a large number of committed and passionate residents, the City of Revere has a broad diversity and a number of private and public organizations and institutions that form the community assets needed to implement the neighborhood community action plan. These organizations and institutions work on a number of different issues including housing, economic development and workforce development, education, health, transportation, and community development. A full list of all of the organizations that are participating in the Shirley Avenue Action Planning Process, along with a brief description of that organization’s work is included as Appendix E.

Shirley Avenue Neighborhood Vision
At the December 2013 community meeting, participants were invited to comment on the vision of the neighborhood that emerged from this process. The draft vision statement for this process is included below and the graphic in Figure 40 below depicts that vision. Comments collected at the December 2013 community meeting and the upcoming January 2014 Steering Committee and community meetings will be used to make revisions to this vision and the final vision will be presented in February 2014.
Vision Statement

We envision a strong, healthy, and well cared-for Shirley Avenue neighborhood that is welcoming to families and residents of all ages and cultural backgrounds, with a vibrant business district, inviting open spaces, and economic opportunities for businesses and residents alike.

Figure 40: Shirley Avenue Draft Neighborhood Vision

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Shirley Avenue Neighborhood Action Plan

Based on the data and the community feedback that has been offered up until this point, the project partners worked together to assemble a list of potential recommended strategies and action steps. These action steps are organized below under guiding principles and seven strategies that have been adapted from the original goals put forth by the Ward 2 Task Force at the beginning of this process. Actions that have orange boxes under the Champion column do not currently have a champion. All of the strategies, actions, and timeframes are still preliminary and will continue to be revised and refined by the Steering Committee and the broader community through the completion of the community process in February of 2014.

Guiding Principles

1) We recognize that Shirley Avenue is a diverse neighborhood in age, income, and ethnicity.
2) We are building upon existing community assets to strengthen the Shirley Avenue neighborhood.
3) The actions in this plan are intended to occur in concert with all other changes happening in Revere and around the Shirley Avenue neighborhood—including the casino, Wonderland redevelopment, beachfront housing, and new MBTA station improvements.
4) All services, information, and events advocated in this plan must be provided in multiple languages, inclusive of Spanish, Khmer, and Arabic.
5) Stakeholders of this planning process will work together to attract, develop, and connect necessary resources for the residents and businesses of Shirley Avenue.
### Shirley Avenue Action Plan (Draft 2)
**Presented to Steering Committee on 1/16/2014**

**VISION**
We envision a strong, clean, and attractive Shirley Avenue neighborhood that is welcoming to families and residents of all ages and cultural backgrounds, with a vibrant business district, inviting open spaces, and economic opportunities for businesses and residents alike.

### Strategy 1
#### Celebrate and Strengthen Neighborhood Culture and Diversity

<table>
<thead>
<tr>
<th>ACTION</th>
<th>CHAMPION</th>
<th>TIMEFRAME</th>
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</thead>
<tbody>
<tr>
<td>Action 1.1: Establish a Community Activities Committee to plan events that build a stronger sense of neighborhood connectivity and pride</td>
<td>NDY Residents</td>
<td></td>
</tr>
<tr>
<td>Action 1.2: Develop and implement education around neighborhood history, cultures, and shared issues</td>
<td>Residents; WYE; RYIA; Garfield School; NDY</td>
<td></td>
</tr>
<tr>
<td>Action 1.3: Develop community leadership through training and engagement</td>
<td>WYE; NDY; RYIA</td>
<td>X X X</td>
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</tbody>
</table>

### Strategy 2
#### Improve Housing Conditions and Access to Housing

<table>
<thead>
<tr>
<th>ACTION</th>
<th>CHAMPION</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 2.1: Expand access to information on existing lead-based paint abatement, home rehabilitation, home improvement, and weatherization loans.</td>
<td>Chelsea Restoration; CAPC; ONRR; City of Revere</td>
<td></td>
</tr>
<tr>
<td>Action 2.2: Collaborate with partner organizations to increase funding for and expand availability of home rehabilitation loan programs.</td>
<td>NDY; City of Revere; ONRR; Mass. Affordable Housing Partnership, MA Department of Housing and Community Development; Metropolitan Area Planning Council; Citizens' Housing and Planning Association</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 2.3: Create more housing at a range of income levels, household sizes, and ages.</td>
<td>NDY; City of Revere; Chelsea Restoration; Revere Housing Authority</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 2.4: Prioritize redevelopment of blighted and vacant properties to improve neighborhood conditions and quality of life.</td>
<td>NDY; City of Revere; Chelsea Restoration; Revere Housing Authority</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 2.5: Improve access to information and resources on fair housing and tenant/landlord rights</td>
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</tbody>
</table>

### Strategy 3
#### Connect Residents to Information, Resources, Education, and Jobs

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<thead>
<tr>
<th>ACTION</th>
<th>CHAMPION</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 3.1: Commit to higher standards of inclusive communication by translating written materials (policies, regulations, brochures)</td>
<td>ALL STAKEHOLDERS; Community Compact</td>
<td></td>
</tr>
<tr>
<td>Action 3.2: Increase availability of translation and interpreter services for neighborhood residents and agencies</td>
<td>ONRR; City of Revere</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 3.3: Create a widely distributed “Welcome to Revere” guide that includes municipal and non-profit resources, and resources to support integration into the community</td>
<td>ONRR; City of Revere</td>
<td>X</td>
</tr>
<tr>
<td>Action 3.4: Support the development of youth leaders and empower youth to lead violence prevention and leadership development work in the Shirley Avenue area</td>
<td>Revere Core; RYIA</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 3.5: Engage Revere Police Department to build positive relationships between youth and police.</td>
<td>Revere Core; RYIA</td>
<td>X X</td>
</tr>
<tr>
<td>Action 3.6: Support the hire of a full-time City staff member to focus on City-wide youth development and healthy relations</td>
<td>Revere Core; RYIA</td>
<td>X</td>
</tr>
<tr>
<td>Action 3.7: Connect residents to resources to improve financial stability and ability to reach long-term financial goals.</td>
<td>TND; CAPC; Community Schools; WYE</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 3.8: Work with the City of Revere to promote local hiring preferences in local development opportunities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 3.9: Use annual information on growth occupations and industries in Merrimack North Region, to develop or refine trainings suited to growing occupations</td>
<td></td>
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</tbody>
</table>
### Strategy 4

**Encourage the High Quality Growth of Local Businesses**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>CHAMPION</th>
<th>TIMEFRAME</th>
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</thead>
<tbody>
<tr>
<td>Action 4.1: Identify a business support organization or initiative for Shirley Avenue to establish a strong local business network and develop local business supports</td>
<td>Business Owners; City of Revere Community Development</td>
<td>X X</td>
</tr>
<tr>
<td>Action 4.2: Create a Branding and Marketing Plan for Shirley Avenue</td>
<td>Business Owners; Residents; City of Revere Economic Development; OR Business Support Organization</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 4.3: Improve hard and soft business skills among business owners to help meet customer demand</td>
<td></td>
<td>X X X</td>
</tr>
<tr>
<td>Action 4.4: Conduct surveys for Revere business owners and entrepreneurs to review city policies and connect with City officials</td>
<td>Business Owners; City of Revere; Chamber of Commerce</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 4.5: Develop business accountability for sidewalks, cleanliness, snow removal, and other maintenance</td>
<td>Business Owners; Business Support Organization</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 4.6: Identify funding sources to assist with storefront windows and building façade improvements</td>
<td>Business Owners; City of Revere; Community Development; Business Support Organization</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 4.7: Improve Shirley Avenue parking policies and practices for both</td>
<td>Business Owners; Ward 2 Councilmen; City of Revere</td>
<td>X</td>
</tr>
</tbody>
</table>

### Strategy 5

**Ensure a Welcoming, Clean, Safe and Accessible Neighborhood**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>CHAMPION</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 5.1: Create a forum with neighbors, City staff, Ward Councilmen, and Revere Police Department to discuss safety concerns and increase comfort with issue reporting</td>
<td>Residents; City Councilmen; Revere Police Department; TND</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 5.2: Integrate Revere Police Officers into community events to help build relationships and cross-cultural understanding between neighbors/police officers</td>
<td>TND; Residents; Revere Police Department; OR Community Compact</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 5.3: Build awareness and understanding of municipal inspection and reporting processes for building and neighborhood cleanliness and safety issues</td>
<td>Cleanliness Task Force; City of Revere Inspectional Services Department; ONR</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 5.4: Develop resident, business, and organizational leadership in maintaining cleanliness of Shirley Ave. Reduce trash in public and private areas</td>
<td>Cleanliness Task Force—TND, Residents</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 5.5: Install multi-lingual signage including dog waste rules with bags and “no dumping/flowering” sign</td>
<td>City of Revere DPW &amp; Community Development</td>
<td>X</td>
</tr>
<tr>
<td>Action 5.6: Advocate for and install additional trash receptacles and ensure those already in place are emptied and kept in good condition</td>
<td>Cleanliness Task Force—TND, Residents</td>
<td>X</td>
</tr>
<tr>
<td>Action 5.7: Increase education around current City trash storage and disposal policies and how residents can help reduce pests and rodents</td>
<td>Cleanliness Task Force; City of Revere Inspectional Services Department; ONR</td>
<td>X X X</td>
</tr>
<tr>
<td>Action 5.8: Streamline system for disposal of bulk trash items</td>
<td>Cleanliness Task Force; City of Revere Inspectional Services Department</td>
<td>X</td>
</tr>
<tr>
<td>Action 5.9: Hold a neighborhood improvement campaign involving planting, painting, community art projects, reporting and recognition standards</td>
<td>Cleanliness Task Force; Revere Beautification Committee</td>
<td>X</td>
</tr>
<tr>
<td>Action 5.10: Establish Friends of Costa Park to steward and oversee park programming</td>
<td>TND; Revere on the Move; City Council</td>
<td>X</td>
</tr>
</tbody>
</table>
### Strategy 6

**Improve the Pedestrian Environment in the Neighborhood**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>CHAMPION</th>
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</thead>
<tbody>
<tr>
<td>Action 6.1: Develop a program and advocate for repurposing of the end of Walnut Ave into a community space</td>
<td>Residents, Council on the Move, TBD</td>
<td>X</td>
</tr>
<tr>
<td>Action 6.2: Advocate for and install lighting on the north side of Shirley Avenue and additional lighting on other sides of the street</td>
<td>City of Revere Department of Community Development, Residents or Taskforce</td>
<td>X X</td>
</tr>
<tr>
<td>Action 6.3: Improve access and orientation to and within the neighborhood through signage and wayfinding from pedestrian crossings locations for the first time</td>
<td>City of Revere Department of Community Development, Residents or Taskforce</td>
<td>X X</td>
</tr>
<tr>
<td>Action 6.4: Identify immediate improvements to pedestrian crossing locations, wayfinding and signage, and signal timing at Bell Circle</td>
<td>Residents or Taskforce</td>
<td>X X</td>
</tr>
<tr>
<td>Action 6.5: Address gaps and problems with critical infrastructure, such as the steps near Gardfield School</td>
<td>City of Revere Department of Community Development, Residents or Taskforce</td>
<td>X X</td>
</tr>
</tbody>
</table>

### Strategy 7

**Engage Stakeholders in Long-term strategies for Shirley Avenue Neighborhood**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>CHAMPION</th>
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<tbody>
<tr>
<td>Action 7.1: Advocate for the development of a youth or community center in Shirley Avenue neighborhood</td>
<td>Revere CARES, RYLA</td>
<td></td>
</tr>
<tr>
<td>Action 7.2: Attract urban grocery and/or food/grocery store retailer to the Shirley Ave neighborhood</td>
<td>City of Revere Community Development</td>
<td></td>
</tr>
<tr>
<td>Action 7.3: Develop a neighborhood center in Shirley Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 7.4: Establish a task force to advocate for the multi-modal redesign of Bell Circle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 7.5: Develop a comprehensive financial opportunity center in the Shirley Avenue neighborhood</td>
<td>TND/CONNECT, CAPIO, Community Schools</td>
<td></td>
</tr>
</tbody>
</table>
**Action Plan Oversight and Implementation**

The Shirley Avenue preliminary action plan has been approved by the Steering Committee and will be refined through the upcoming community meetings where residents will be asked to weigh in on commitments to action steps that are potentially resident-led or require a high level of resident involvement, as well as to confirm consistency of the overall plan with the community’s vision for Shirley Avenue. The action steps that are most likely to be accomplished by residents are included above under Strategy #1 and #5 and initial work planning to accomplish these actions took place at the December meeting.

The planning team will continue work with other organizations throughout January and February to confirm the commitment of area organizations and the City to take ownership of the other goals that are included in the plan. If there are strategies or actions that no organization will take ownership of, these will be included in the plan as long term initiatives that require a champion to move forward or that will be removed from the plan altogether. Such a decision will be made on a case-by-case basis and approved by the Steering Committee.

The plan is intended to be adaptable. TND will take ownership of revisiting and encouraging stakeholders’ accountability to the plan. This will include documenting accomplishments resulting from the plan and working with community stakeholders to determine whether changing neighborhood conditions or resources require adaptation of strategies in order to successfully implement the community’s vision for Shirley Avenue.
Quality of Life & Infrastructure Charrette
May 29th

Objective:
Create a Quality of Life & Infrastructure vision, share additional information & input, brainstorm solutions, have fun!

Setting the Room:
- Where Do You Live? Map (on wall at entrance)
- My Dream for Shirley Ave Is... (on chalkboard)
- Task Force Sign Up Sheets (tbd)

Agenda:
1. Review Strengths & Challenges that came out of Kick Off Meeting
2. Visioning Exercise: inform “vision” and to transition participants into the charrette
3. Small Group Table Activities:

Infrastructure:
   a. Recreational Spaces & Amenities
      i. Map: Inventory of existing recreational spaces & amenities
      ii. Photos of recreational spaces
      iii. Activity:
          1. Brainstorm list of what programs/activities are desired in neighborhood
          2. Map where these programs/activities could happen in the neighborhood
   b. Complete Streets
      i. Map: Neighborhood Map
      ii. Photos of intersections and streetscapes
      iii. Activity:
          1. Map locations that need improving (making sure to label the dots using active language)

Quality of Life:
   a. Safety
      a. Map: Neighborhood Map
      b. Data: Utilize RPD data (if possible)
      c. Activity:
          i. Brainstorm solutions to the safety issues
          ii. Map solutions (ie: lighting, police patrol, programming, crime walks, etc.)

   b. Cleanliness & Beautification
      a. Activity:
          i. Brainstorm solution ideas for improved maintenance of current space, ideas to do more, and idea on how to build community awareness & stewardship

   c. Youth Programs & Spaces (Note: We’re hoping to have this activity facilitated by Dimple/youth)
      a. Data: Slides from the Youth Presentation?
      b. Activity:
          i. Brainstorm ‘How Can Adults Support Youth Advocacy Efforts’?

   d. Community Connectivity, Pride & Reputation
      a. Activity:
          i. Brainstorm ideas to engage community, building on the current assets of the neighborhood
          ii. Shirley Ave Bumper Stickers
Session Name: Revere Meeting 6-12-2013
Created: 1/2/2014 3:07 PM

1.) What is your age? (multiple choice) | Responses
---|---
0-19 | 0 | 0%
20-29 | 10 | 34.48%
30-39 | 5 | 17.24%
40-49 | 6 | 20.69%
50-59 | 5 | 17.24%
60-69 | 3 | 10.34%
70 or better | 0 | 0%
Totals | 29 | 100%

2.) How do you identify yourself? (multiple choice) | Responses
---|---
White | 13 | 39.39%
Black or African American | 2 | 6.06%
Hispanic or Latino | 10 | 30.30%
Asian | 6 | 18.18%
Other | 1 | 3.03%
Two or more | 1 | 3.03%
Totals | 33 | 100%
3.) What is the main language that you speak at home? (multiple choice) | Responses
---|---
English | 20 66.67%
Spanish | 4 13.33%
Portuguese | 1 3.33%
Chinese Dialect | 0 0%
Haitian Creole | 0 0%
Arabic | 1 3.33%
Khmer | 3 10%
Other | 1 3.33%
Totals | 30 100%

4.) Where do you live? (multiple choice) | Responses
---|---
Revere, in the Shirley Ave neighborhood | 17 54.84%
Revere, but not in the Shirley Ave neighborhood | 5 16.13%
I do not live in Revere | 9 29.03%
Totals | 31 100%
5.) Do you own or rent the home where you live? (multiple choice) | Responses
---|---
I own a single family home | 4  12.90%  
I own a multi-family home | 9  29.03%  
I own a condominium or townhouse | 1  3.23%  
I rent my home | 14  45.16%  
Other (none) | 3  9.68%  
**Totals** | **31**  **100%**

6.) Do you work at a business in the Shirley Ave neighborhood? (multiple choice) | Responses
---|---
Yes | 6  18.18%  
No | 27  81.82%  
**Totals** | **33**  **100%**
7.) Where do you work or go to school? (multiple choice) Responses

<table>
<thead>
<tr>
<th>Location</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revere, in the Shirley Ave neighborhood</td>
<td>7</td>
</tr>
<tr>
<td>Revere, but not in the Shirley Ave neighborhood</td>
<td>3</td>
</tr>
<tr>
<td>Outside of Revere</td>
<td>14</td>
</tr>
<tr>
<td>I am not currently working or going to school</td>
<td>8</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>32</strong></td>
</tr>
</tbody>
</table>

8.) How do you normally get to work or school? (multiple choice) Responses

<table>
<thead>
<tr>
<th>Mode</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk</td>
<td>2</td>
</tr>
<tr>
<td>Bike</td>
<td>0</td>
</tr>
<tr>
<td>Drive my own</td>
<td>13</td>
</tr>
<tr>
<td>Drive with others</td>
<td>2</td>
</tr>
<tr>
<td>Take the bus</td>
<td>3</td>
</tr>
<tr>
<td>Take the T</td>
<td>5</td>
</tr>
<tr>
<td>I am not currently working or going to school</td>
<td>8</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>33</strong></td>
</tr>
</tbody>
</table>

![Pie chart for location](chart1.png)

![Pie chart for transportation](chart2.png)
9.) Of the housing challenges identified at the Kick-Off meeting, what would you say is the top challenge that the Shirley Avenue neighborhood is facing? (multiple choice)  

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condition/Cleanliness</td>
<td>6</td>
<td>21.43%</td>
</tr>
<tr>
<td>Affordability</td>
<td>10</td>
<td>35.71%</td>
</tr>
<tr>
<td>Unresponsive Property Owners</td>
<td>7</td>
<td>25%</td>
</tr>
<tr>
<td>Revere Housing Authority Maintenance/Condition</td>
<td>5</td>
<td>17.86%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>28</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

10.) Of the housing challenges identified at the Kick-Off meeting, what would you say is the second most pressing challenge that the Shirley Avenue neighborhood is facing? (multiple choice)  

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condition/Cleanliness</td>
<td>9</td>
<td>33.33%</td>
</tr>
<tr>
<td>Affordability</td>
<td>6</td>
<td>22.22%</td>
</tr>
<tr>
<td>Unresponsive Property Owners</td>
<td>8</td>
<td>29.63%</td>
</tr>
<tr>
<td>Revere Housing Authority Maintenance/Condition</td>
<td>4</td>
<td>14.81%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>27</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
11.) Of the economic development challenges identified at the Kick-Off meeting, what would you say is the top challenge that the Shirley Avenue neighborhood is facing? (multiple choice)  

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variety of Businesses</td>
<td>2</td>
<td>6.67%</td>
</tr>
<tr>
<td>Programs to support businesses</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>Job Opportunities</td>
<td>12</td>
<td>40%</td>
</tr>
<tr>
<td>Affordability of Services/Businesses</td>
<td>3</td>
<td>10%</td>
</tr>
<tr>
<td>Cleanliness &amp; Beautification of Businesses</td>
<td>5</td>
<td>16.67%</td>
</tr>
<tr>
<td>Vacant commercial properties or storefronts</td>
<td>2</td>
<td>6.67%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>30</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

12.) Of the economic development challenges identified at the Kick-Off meeting, what would you say is the second most pressing challenge that the Shirley Avenue neighborhood is facing? (multiple choice)  

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variety of Businesses</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>Programs to support businesses</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>Job Opportunities</td>
<td>7</td>
<td>23.33%</td>
</tr>
<tr>
<td>Affordability of Services/Businesses</td>
<td>4</td>
<td>13.33%</td>
</tr>
<tr>
<td>Cleanliness &amp; Beautification of Businesses</td>
<td>4</td>
<td>13.33%</td>
</tr>
<tr>
<td>Vacant commercial properties or storefronts</td>
<td>3</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>30</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Appendix C
1. I’m going to list a series of different businesses and services. For each business type, I’m going to ask you if you think the business is available within easy walking distance.

2. Now I would like to know how often you use the businesses that you’ve indicated as being available in your community. For those that you have indicated as available, do you use them “at least weekly”, “not weekly, but at least once per a month”, “not monthly, but at least once a year”, or “less than once a year”. Please select the response that best represents how often you use each of the following stores or services in this neighborhood. Do not include how often you access these services in other neighborhoods.

3. I’m going to read the same list of businesses to you one more time. If a new business was going to open in Shirley Avenue today, what would you most like to see? Please select your top 3 choices.

<table>
<thead>
<tr>
<th>Categories</th>
<th>Available? (mark X for available)</th>
<th>How often do you frequent this business in Shirley Ave?</th>
<th>Top 3 Wants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>At least weekly</td>
<td>Not weekly, but least once a month</td>
</tr>
<tr>
<td>Retail</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grocery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convenience Stores</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharmacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thrift/resale/consignment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laundromat</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gas Station</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auto repair</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Care Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hair/beauty salon/barber</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pro Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical/Dental offices</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank/financial institution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check Cashing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fast food restaurants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full service restaurants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bakery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coffee house</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. What are the top 3 reasons that you shop for goods and services in this neighborhood?
   - Availability of products/services
   - Unique products or specialized services
   - Convenience
   - Lower prices or better value
   - Parking
   - Credit/debt cards/checks accepted
   - Quality of goods/services
   - Quality of customer service
   - Attractiveness of commercial or office district
   - Stores/offices needed are close to one another
   - Other ______________________________

5. How often do you shop for goods and services outside of this neighborhood?
   - At least once a week
   - Not weekly, but at least once a month
   - Not monthly, but at least once a year
   - Less than once a year
   - Never

6. What are the top 3 reasons that you shop for goods and services outside of this neighborhood?
   - Availability of products/services
   - Unique products or specialized services
   - Convenience
   - Lower prices or better value
   - Parking
   - Credit/debt cards/checks accepted
   - Quality of goods/services
   - Quality of customer service
   - Attractiveness of commercial or office district
   - Stores/offices needed are close to one another
   - Other ______________________________

7. Do you live within walking distance of this neighborhood (Shirley Avenue)?
   - Yes
     - If yes, how many years have you lived in this neighborhood?
       _________________________
   - No
     - If no, do you live in...
       - Another neighborhood in Revere
       - Chelsea
       - Winthrop
       - East Boston
       - Other City _________________________

8. Please indicate gender of respondent:
   - Male
   - Female
Appendix D
1. What is the name of your business? ________________________________

2. What is your name? ________________________________

3. Phone: ____________________________________________________

4. Email: ____________________________________________________

5. What is your relationship to the business?
   - Owner
   - Manager
   - Other Employee________________________

6. What type of business do you operate?
   - Retail (grocery, convenience store, pharmacy, thrift)
   - Personal Services (Laundromat, gas station, auto repair, child care, hair/beauty)
   - Professional services (Medical/dental, bank/financial institutions, check cashing)
   - Restaurants (fast food, full service, bakery)
   - Other ____________________________________________________

7. How many years have you been operating your business on Shirley Avenue? ________ years

8. How many employees does your business have (including yourself)? ________

9. Do you own or rent the building you operate in?
   - Own
   - Rent

10. Is your business a member of the Chamber of Commerce?
    - Yes
    - No
    - If no, please select the reasons (select all that apply):
      - I was not aware of the local Chamber of Commerce
      - I do not see a benefit to joining the Chamber
      - The cost for joining the chamber is too high
      - Other: ________________________________
11. Do you talk to or work in collaboration with any other Revere businesses on a regular basis?

☐ Yes
☐ No

If yes, does this help your business succeed? How so?
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

I’m going to read to you a series of statements. For each statement, tell me if you “Strongly Agree”, “Agree”, “Neither Agree Nor Disagree”, “Disagree”, or “Strongly Disagree”.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.</td>
<td>The exterior condition of my building effects whether people choose to come in and shop at my business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>I am satisfied with the condition of the exterior of the building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>If there was funding available to improve the façade of my building, I would take advantage of it</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>The sidewalks and streets in front my building are in good condition.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>There is adequate parking for my customers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>There is adequate parking for my employees and me.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18. What do you think could improve your business on Shirley Avenue?
19. Are there any types of business that you think are missing from Shirley Avenue?

☐ Yes
☐ No

If yes, what types? Are you interested in starting such a business?

_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

20. Compared to six months ago, do you think your business today is doing much better, somewhat better, about the same, somewhat worse, or much worse?

☐ Much better
☐ Somewhat better
☐ About the same
☐ Somewhat worse
☐ Much worse

21. What are the strengths of the neighborhood?

22. What are the challenges in the neighborhood?

23. What new ideas would you like to see neighbors working together on to benefit the entire neighborhood?

24. Who else should we talk to? (Who do you consider to be a leader in the neighborhood?) May we use your name?
SHIRLEY AVENUE ACTION PLAN: STAKEHOLDER SUMMARIES

This document provides a summary of community stakeholders in approximate order of most local to most regional. There are many other organizations and entities not listed here that are contributing to the health and vitality of the Shirley Avenue neighborhood and the plan encourages the involvement of as many groups as possible. All of the information gathered below is from organizational websites, marketing materials, and internal institutional knowledge.

1. City of Revere
   The City of Revere is an official partner in the Shirley Avenue Neighborhood planning process, and is a key stakeholder in both the design and implementation of our action plan. In addition to the Mayor and his administration, elected City Councilors play a major role in local policy and programming. The city also consists of many municipal departments and agencies that act as stakeholders in this planning process. Some examples include: City of Revere Police Department; Department of Economic Development; Department of Public Works; Department of Community Development; Department of Parks and Recreation; Department of Inspectional Services; Department of Elder Affairs; and more.

2. Revere Community Committee (RCC)
   RCC is a community advisory committee convened by TND to guide the organization’s work in Revere. The committee is comprised of a mix of Revere residents, community leaders, and TND staff. The RCC aims to meet at least 10 times per year. Meetings over the past year have been heavily dedicated to the Shirley Avenue Neighborhood Planning process.

3. Ward 2 Development Task Force (NO LONGER IN EXISTENCE)
   The mission of the Ward 2 Development Task Force was to lead an inclusive community visioning process to create a shared action plan that supports a vibrant Shirley Avenue neighborhood. The task force was influential in recommending the Shirley Avenue Neighborhood planning process and working with the City of Revere along with TND to get approval from the Mayor. The task force has morphed into what is now the Steering Committee of the Shirley Ave Neighborhood Planning effort.

4. Revere Beach Partnership
   Revere Beach Partnership is a non-profit organization. RBP seeks to continue the heritage of Revere Beach as a nearby retreat for New England families; preserve the beach’s unique historic and natural assets; strengthen the beach as an asset to our community by the development of programs and partnerships within the community that further this goal and the overall well-being of our community; and plan and oversee the continued improvement of Revere Beach. The main event of the organization is the Revere Beach National Sand Sculpting Festival, now in its 10th year. The partnership consists of an executive director, a volunteer Board of Directors, and other volunteers that share a love for Revere Beach.

5. Office of New Revere Residents
   The Office of New Revere Residents is an open door center that provides connection to information, resources, and referrals. The office is a catalyst promoting cultural competent policy, practices, and programming throughout the city. Our goal is to support the wellbeing of...
our residents by serving as a facilitator in the successful integration into the civic, economic, social and cultural life of Revere. The office was established in 2012. The volunteer-run organization is still in development and is currently seeking funding and office space within City Hall.

6. Revere Beautification Committee
The Revere Beautification Committee is a non-profit, volunteer organization comprised of residents dedicated to improving the appearance and image of the City of Revere. They work in conjunction with the City of Revere, Department of Conservation and Recreation, among other organizations. Some of the many projects made possible by this collaboration include: planting beds and hanging flowers on Revere Beach, plantings at various city locations, painting of fire hydrants, promoting highway beautification by soliciting sponsors to adopt islands, trash barrels, and planters throughout Revere, as well as removing graffiti, debris and rubbish from area sites.

7. Revere CARES Coalition
The Revere CARES Coalition is a part of the Massachusetts General Hospital Center for Community Health Improvement. The goal of the coalition is to improve the well-being of Revere’s residents by preventing substance abuse and promoting healthy eating, active living, and healthy relationships. The coalition runs various campaigns and programs addressing these areas of need, including Gateway Drug Initiative, Revere on the Move, and Youth Empowered for Success (Y.E.S.). The coalition’s partnerships are quite extensive, ranging from city departments and local community organizations to health centers and MGH centers more regionally.

8. Revere on the Move
The Revere CARES Coalition created the “Revere on the Move” campaign to continue the work of creating a healthier community. The campaign aims to support initiatives that increase access to healthy foods and opportunities for physical activity in the City of Revere. Revere on the Move is supported by the Revere CARES Coalition, City of Revere, and MassGeneral Hospital for Children, and funded by Mass in Motion, MA Department of Public Health. The program has an extensive list of community partners across various municipal departments.

9. The Neighborhood Developers (TND)
The Neighborhood Developers is the organization convening the Shirley Avenue Neighborhood planning process. We are a Community Development Corporation (CDC) whose mission is to build vibrant and diverse neighborhoods with homes that are affordable to families with a mix of incomes, where people choose to invest in the social fabric, economic opportunities, and built environment. Our work is heavily focused on the development of affordable housing, community engagement, and resident asset development through our CONNECT programming.

10. Community Action Programs, Inter-city (CAPIC)
CAPIC is a private, non-profit corporation chartered in 1967 and designated to identify and eradicate the root causes of poverty in Chelsea, Revere and Winthrop. The organization is governed by a twenty one member community-based Board of Directors that represents public, private, and low-income sectors of their target communities. Programming is extensive and
includes childcare and educational services, workforce development, fiscal education, weatherization, fuel assistance, and more.

11. **Women Encouraging Empowerment (WEE)**
WEE was founded in 2010 with a mission to educate, advocate, protect and advance the rights or immigrants, refugees and low-income women and their families through organizing, leadership development and service delivery. WEE’s program focus is two areas: the cultivation of immigrant women leadership and the creation of a sustainable economy. Organizing is the core value and practice in each of these areas. WEE seeks the participation of committed women and their allies as lead organizers for change in the community with a volunteer base of committed women including the board of directors, founders, staff and program participants.

12. **Chelsea Restoration Corporation**
Chelsea Restoration Corporation (CRC) is a community based non-profit agency that is an integral part of the preservation and revitalization of local neighborhoods. CRC is driven by the needs of its community and its mission is carried out through relevant and quality services that are developed to address specific needs identified by the Board, staff, clients, and constituent advisory boards. CRC gives residents the opportunity to improve their living environments by developing skills in Property Management and Maintenance as well as Financial Counseling (personal budgeting).

13. **Walk Boston**
WalkBoston is a non-profit membership organization dedicated to improving walking conditions in cities and towns across Massachusetts. In the Shirley Avenue Area, Walk Boston has been an active advocate for the improvement of Bell Circle walkability, walk to school programs, and other beach walkability issues.

14. **MAPC**
The Metropolitan Area Planning Council (MAPC) is a regional planning agency serving the people who live and work in the 101 cities and towns of Metro Boston. Our mission is to promote smart growth and regional collaboration. Housing and Economic Development are the agency’s key focus areas in relation to the Shirley Avenue Neighborhood plan. As a public agency, MAPC has excellent access to resources including data and indicators to assist in our planning process, as well as knowledge of best practices and precedence from other communities.

15. **Massachusetts Bay Transit Authority (MBTA)**
The MBTA is the public operator of most bus, subway, commuter rail, and ferry routes in the greater Boston, Massachusetts area. In the Shirley Avenue Neighborhood Planning process, the MBTA would be the correct stakeholder for any items related to transit routes, frequency, T Station improvements, or anything abutting any of their properties in the area.

16. **Massachusetts Department of Transportation (MassDOT)**
The MassDOT is the statewide transportation organization. MassDOT includes four Divisions: Highway, Rail & Transit, Aeronautics, and Registry of Motor Vehicles. Many infrastructural changes in the Shirley Avenue area (including Bell Circle improvements, speed limit signage, traffic signal changes, etc.) fall under the jurisdiction of MassDOT.