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CITY OF REVERE

DRAFT 2020-2024 Consolidated Plan & 2020 Annual Action Plan

Office of Strategic Planning & Economic Development

Executive Summary

SECTION I: EXECUTIVE SUMMARY - 24 CFR 91.200(c), 91.220(b)

Introduction

Every five years, the U.S. Department of Housing and Urban Development (HUD) requires entitlement communities to develop a Consolidated Plan to assist in determining community needs and establishing affordable housing and community development priorities. This *2020-2024 Consolidated Plan* serves as the strategic plan for allocating federal funds to maximize positive impact for low and moderate-income persons.

The City of Revere, as an entitlement community for Community Development Block Grant (CDBG) funds, has undertaken a community-wide dialogue in the development of this Consolidated Plan. The City, as a member of the North Suburban HOME Consortium, further assisted in the development of the Consortium's Consolidated Plan, which identifies the regional Affordable Housing needs and priorities.

The Consolidated Plan consists of the following Sections:

- The **Process** describes the consultation and citizen participation process undertaken to collect information from residents and stakeholders on community conditions and needs.
- The **Needs Assessment** analyzes needs related to affordable housing, special needs housing, community development and homelessness.
- The **Market Analysis** examines demographics, the supply of affordable units, the regional housing market and other conditions that impact community needs and the programs that address these needs.
- The **Strategic Plan** identifies specific goals for each jurisdiction based on the highest priority needs informed by the Needs Assessment, Market Analysis, and extensive consultation with community groups and citizens.

Summary of the objectives and outcomes identified in the Plan

The primary objective of HUD's Entitlement Programs is to develop viable communities through the provision of decent housing, a suitable living environment, and expanded economic opportunities. Four priority needs were identified with goals corresponding to

those needs. The priority needs were determined by review of data, community meetings, public and stakeholder engagement, and NSC member consultations.

NSC Consortium Priority Needs:

Affordable Housing – There is a continuing need for the development of affordable owner-occupied and rental housing, rehabilitation of existing housing to ensure affordability and livability, and support to homebuyers. The escalating housing costs in the Greater Boston area have exacerbated an affordable housing crisis among low- and moderate-income households. The NSC communities have prioritized the creation and preservation of affordable housing, including development of affordable rental and owner-occupied housing, as a strategy to address escalating housing costs for low- and moderate-income households.

City of Revere Priority Needs:

Economic Development – There is a need to provide economic opportunities to low- and moderate-income residents through redevelopment or investment in commercial districts, supporting entrepreneurship, promoting a dynamic business climate, and preserving a strong employment base.

Public Facilities, Infrastructure and Parks – The City of Revere has identified a need to improve City parks, public facilities, and infrastructure to address accessibility, climate resiliency, and other needs disproportionately affecting low- and moderate-income residents. Investing in the improvement and/or reconstruction of City infrastructure, public facilities, parks and open spaces is essential to improving the quality of life for low- and moderate-income residents. The removal of architectural barriers permits expanded utilization of public spaces and facilities by persons with disabilities and/or mobility limitations. In addition, the City is committed to ensuring environmental resiliency, specifically through flood drainage improvements in low- and moderate-income neighborhoods.

Public Services – The City of Revere recognizes the diverse range of economic, housing and health challenges facing Revere’s low- to-moderate income residents and is therefore committed to investing in a variety of public service activities aimed at providing essential services and furthering goals of self-sufficiency. Crucial needs within the Revere community continue to include: transportation and recreational opportunities for the elderly, critically ill, and physically and developmentally

disabled, affordable child care, access to food and emergency services, transitional housing, life-skill building, supportive services and advocacy, ESOL classes and job preparedness. Strong interagency coordination with the City’s network of service providers is vital to improving quality of life and shaping viable neighborhoods.

Evaluation of past performance

TBD

Summary of Citizen Participation Process and Consultation Process

Public Input on Housing and Community Development Needs

The City of Revere and the North Suburban Consortium implemented broad-based approach to maximizing Stakeholder and citizen participation. These efforts included a stakeholder survey, consultation interviews and focus groups with key stakeholders and community organizations, and two periods of public comment. Further details regarding these consultation efforts are included in the Process section of this plan.

Public Hearing and Comment Period on Draft Plan.

The public hearing for both the five-year Consolidated Plan and 2020 Annual Action Plan will be held in March/April 2020 and will follow the second 30-day public comment period on the final draft plan.

Summary of public comments

TBD

Summary of comments or views not accepted and the reasons for not accepting them

TBD

The Process

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SECTION II: THE PROCESS

LEAD & RESPONSIBLE AGENCIES 24 CFR 91.200(B)

Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

Responsible Agencies

Agency Role	Name	Department/Agency
CDBG Administrator	REVERE	Office of Strategic Planning and Economic Development

The Office of Strategic Planning and Economic Development is the agency charged with the administration of the federal CDBG funds. The Department prepares all plans and reports, provides financial oversight, and monitors program compliance.

The Department also is representing the City within the North Suburban Consortium, the administering entity for federal HOME funds.

Consolidated Plan Public Contact Information

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CONSULTATION - 91.100, 91.200(B), 91.215(L)

Introduction

The City of Revere through its Office of Strategic Planning and Economic Development undertook extensive consultations with relevant agencies, organizations, and community-based groups to obtain input on priority needs, recommended strategies, and investment opportunities. The consultations were conducted through a variety of methods including one-on-one interviews, stakeholder sessions, a web-based stakeholder survey, and meetings with a variety of community organizations.

Stakeholder Interviews: In June thru October 2019, a series of stakeholder meetings and interviews was conducted to discuss issues and opportunities related to housing and community development needs, as well as fair housing issues, throughout the City of Revere and the North Suburban Consortium. Individuals representing government and policy makers, nonprofit organizations, affordable housing providers, and other interested parties were invited to participate to ensure that as many points of view as possible were heard.

Stakeholder Web-based Survey: This survey sought input from housing and community development stakeholders for the purposes of identifying priority needs and providing feedback on the housing and community development conditions in Revere and the other NSC communities. A total of 34 survey responses were received, consisting of a range of organizations including: city agencies, regional housing agencies, housing providers, lenders, for-profit developers, social service providers and advocate groups, and citizen representatives. The participating agencies included social service providers that support low-income and near-homeless populations to maintain housing and secure available public and private resources. Agencies providing temporary and transitional housing to at-risk population like single mothers, victims of domestic abuse, elderly, people with disabilities and/or mental illnesses etc. were identified and reached out to for information through the survey as well as in-depth interviews.

Public Input Sessions: One public hearing for the North Suburban Consortium Consolidated Plan took place in February 2020 and a second public hearing for the City of Revere's Draft Consolidated Plan and 2020 Annual Action Plan is scheduled for April 24, 2020. The first public input session was focused on the findings of the Needs Assessment, Market Analysis, and Strategic Plan. The objective of this session was to seek public input regarding the priority needs and goals set forth for the next five years. The purpose of the second public hearing is receiving and address comments regarding both the Consolidated Plan sections, including the 2020

Annual Action Plan. Public notice of each hearing and 30-day comment period was published on April 22, 2020 through the Revere Journal.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

The Community Development Department, which is City Department responsible for the development of the Consolidated Plan, coordinates many of the planning, community development and housing initiatives within the City. The Department maintains continued collaboration with the relevant City Departments, Human Service Organizations, and homeless Continuum of Care members. The on-going collaboration enables the coordination of efforts and investments.

The City of Revere participates in the North Suburban Consortium, the HOME Program Consortium. As a member within the Consortium, the Community Development Department seeks to coordinate HOME investments to best address the needs and priorities of City of Revere.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The City of Revere as a member of the Balance of State CoC has adopted the goals within the Massachusetts Plan to End Homelessness. The City of Revere shares the State's goals of 1. increasing the number of permanently supportive housing units; 2. improve job readiness and achieve employments; 3. provide homeless prevention and rapid rehousing assistance; and 4. provide case management services to increase the likelihood of residential stability.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

The City of Revere had been an active participant in the Balance of State Continuum. The City of Revere has consulted with CoC and regularly consults with non-profits, housing authorities, state agencies, advocacy groups, and property developers.

Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

The following table lists the organizations that Revere consulted with, or the organization serves the Revere area but was consulted by another community in the NSC consortium.

Agencies, Groups, Organizations who participated

Agencies, Groups, Organizations who participated		
1	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p> <p>What section of the Plan was addressed by Consultation?</p> <p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Balance of State CoC</p> <p>Housing Services – Housing Planning organization Civic Leaders Business and Civic Leaders</p> <p>Housing Need Assessment Market Analysis Anti-poverty Strategy</p> <p>The group was consulted in a small group meeting. The priority needs identified included: the need to produce and preserve affordable housing within this high demand market and the need to support through education and financial assistance homeownership of moderate-income households. The agency spoke of the coordination</p>

		that exist within the NSC and their efforts to increase housing affordability for low and moderate-income persons. The anticipated outcome is efforts to increase affordable housing resources.
2	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p> <p>What section of the Plan was addressed by Consultation?</p> <p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The Neighborhood Developers, Inc.</p> <p>Housing Services - Housing Services-Employment Civic Leaders</p> <p>Housing Need Assessment Market Analysis</p> <p>The agency was consulted in a small group meeting. The agency spoke of the need to produce desirable affordable housing, the need to focus neighborhood redevelopment efforts, and the need to improve commercial corridors. The agency spoke of current efforts of concentrated neighborhood revitalization and the City' commitment to comprehensive redevelopment. Identified issues were that there was less housing and more parking created, and owners do not adequately split properties. The anticipated outcome is the cooperative identification of affordable housing development opportunities.</p>
3	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p>	<p>Housing Families Inc.</p> <p>Housing Services - Housing Services-Children Service-Fair Housing</p>

<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Public Housing Needs Homelessness Strategy Market Analysis Economic Development Anti-poverty Strategy</p>	
<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The organization was consulted in a small group meeting. The agency spoke of exploring efforts to establish a Community Preservation Act (CPA) to address the housing needs of Revere residents. The city would like to create an overall trust within the community through the CPA initiative. Anticipated outcomes are to work with community members and banks to create an Affordable Housing Trust Fund to support tenant organizing and tenant rights.</p>	
<p>4</p>	<p>Agency/Group/Organization Agency/Group/Organization Type</p>	<p>Revere Elder Affairs Housing Services-Elderly Persons Services-Health Service-Fair Housing</p>
<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Needs Assessment Market Analysis</p>	
<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The agency was consulted in a small group meeting. Issues identified included long waitlists and being unable to access housing needs where housing needs are provided. Many seniors have lost housing due to high rent and do not know of available support programs to support them in</p>	

		such instances. The anticipated outcome is the cooperative identification of affordable housing development opportunities targeted towards the elderly.
5	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p> <p>What section of the Plan was addressed by Consultation?</p> <p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Community Action Programs Inter-City, Inc. (CAPIC)</p> <p>Services - Housing Services-Children Publicly Funded Institution/System of Care</p> <p>Housing Need Assessment Public Housing Needs Market Analysis</p> <p>The agency was consulted in a small group meeting. The agency spoke of low-income senior individuals and families being priced out of the housing market, often losing their homes to the bank. The anticipated outcome is to continue working towards addressing community needs, providing support through paying back rents, first, last, and security deposits, and providing referrals with available resources.</p>
6	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p> <p>What section of the Plan was addressed by Consultation?</p> <p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes</p>	<p>Principal Developer</p> <p>Housing Business and Civic Leader</p> <p>Housing Need Assessment Market Analysis</p> <p>The agency was consulted in a small group meeting. Issues identified during the consultation were acquisition and construction costs. Developers often face zoning challenges due to the general community</p>

	<p>of the consultation or areas for improved coordination?</p>	<p>being against new developments. The anticipated outcome is to explore zoning codes to find ways to change and allow for different types of projects that better meet community needs.</p>
<p>7</p>	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p> <p>What section of the Plan was addressed by Consultation?</p> <p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Revere Housing Authority</p> <p>Housing PHA Services – Housing Publicly Funded Institution/System of Care Planning organization</p> <p>Housing Need Assessment Public Housing Needs Market Analysis Economic Development</p> <p>The agency was consulted in a small group meeting. The agency spoke on the lack of availability for affordable housing units for working families. There is also a great need for 2- 3-bedroom housing units and the rising increase of those accommodations. The outcome is anticipated to be the PHAs involvement in future affordable housing projects.</p>
<p>8</p>	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p>	<p>North Suburban Consortium</p> <p>Housing Services – Housing Regional organization Planning organization</p>

What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Economic Development
How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted in a small group meeting. The agency spoke on the community exploring different spaces and looking towards dense development to replace the inefficient use of land in the city. Anticipated outcomes are to work with community banks to create new programs and developments that would create more effective use of land while providing adequate housing for individuals and families.
9 Agency/Group/Organization	Housing Families, Inc.
Agency/Group/Organization Type	Housing Services – Housing Services – Children Services – Persons with Disabilities Services – Persons with HIV/AIDS Services – Victims of Domestic Violence Services - Homeless
What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Market Analysis
How was the Agency/Group/Organization consulted and what are the anticipated outcomes	This organization was consulted by another NSC community.

	of the consultation or areas for improved coordination?	
10	Agency/Group/Organization Agency/Group/Organization Type What section of the Plan was addressed by Consultation? How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Balance of State CoC Housing Services – Housing Planning organization Civic Leaders Business and Civic Leaders Housing Need Assessment Market Analysis Anti-poverty Strategy The group was consulted in a small group meeting. The priority needs identified included: the need to produce and preserve affordable housing within this high demand market and the need to support through education and financial assistance homeownership of moderate-income households. The agency spoke of the coordination that exist within the NSC and their efforts to increase housing affordability for low and moderate-income persons. The anticipated outcome is efforts to increase affordable housing resources.
11	Agency/Group/Organization Agency/Group/Organization Type What section of the Plan was addressed by Consultation?	D'Ambrosio Brown LLP Business Leaders Housing Need Assessment Market Analysis

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	This business was consulted in a small group meeting on September 18, 2019.
12	Agency/Group/Organization Agency/Group/Organization Type What section of the Plan was addressed by Consultation? How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Traggorth Companies Housing Planning organization Housing Need Assessment Market Analysis This organization was consulted through an in-person session held on September 18, 2019.
13	Agency/Group/Organization Agency/Group/Organization Type What section of the Plan was addressed by Consultation? How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	TD Bank Revere Business Leaders Housing Need Assessment Market Analysis This organization was consulted through an in-person session held on September 18, 2019.

14	Agency/Group/Organization	Metropolitan Area Planning Council (MAPC)
	Agency/Group/Organization Type	Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	This organization was consulted through an in-person session held on September 18, 2019.
15	Agency/Group/Organization	Citizens' Housing and Planning Association (CHAPA)
	Agency/Group/Organization Type	Services-Housing Services-Children Services-Health Services-Employment Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes	This organization was consulted through an in-person session held on September 18, 2019.

	of the consultation or areas for improved coordination?	
16	Agency/Group/Organization Agency/Group/Organization Type What section of the Plan was addressed by Consultation? How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Eastern Equity Partners, LLC (Russo) Business Leaders Housing Need Assessment Market Analysis This company was consulted through an in-person session held on September 18, 2019.
17	Agency/Group/Organization Agency/Group/Organization Type What section of the Plan was addressed by Consultation? How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Joseph Festa Construction Company, Inc. Business Leaders Housing Need Assessment Market Analysis This company was consulted through an in-person session held on September 18, 2019.
18	Agency/Group/Organization Agency/Group/Organization Type	Revere Elder Affairs Services-Elderly Persons Publicly Funded Institution/System of Care

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	This agency was consulted through an in-person session held on September 18, 2019.
19	Agency/Group/Organization	Suffolk Downs
	Agency/Group/Organization Type	Planning organization Business Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	This agency was consulted through an in-person session held on September 18, 2019.
20	Agency/Group/Organization	City of Revere
	Agency/Group/Organization Type	Publicly Funded Institution/System of Care Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes	This agency was consulted through an in-person session held on September 18, 2019.

of the consultation or areas for improved coordination?

Identify any Agency Types not consulted and provide rationale for not consulting

All relevant agencies were consulted.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Local / Regional / Federal Planning Efforts

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
FY2019 CoC Application	Massachusetts Department of Housing and Community Development	Increase affordable housing opportunities for low and very low-income households; increase supportive services for special needs households.

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))

During the Consolidated Planning process, the City of Revere sought input and guidance from all the major housing, health, mental health and service agencies. Many of the key stakeholders operate on a regional basis and therefore their input demonstrates the cooperation and coordination that exist. As members of the Balance of State Continuum of Care and of the regional North Suburban HOME Consortium, the City of Revere plans and implements key housing and homeless initiatives on a regional basis.

The City of Revere coordinated the development of the Consolidated Plan through its participation in two regional efforts: public hearings and a web-based survey. The implementation of Consolidated Plan's strategies will be coordinated with regional efforts while responding to the identified needs of Revere's low- and moderate-income persons.

The City of Revere has proactively engaged residents and key stakeholders in the development of this Consolidated Plan. Stakeholder sessions, consultations with key organizations, and well-publicized public hearings complemented the City's regular, on-going interactions with key agencies and the business community. Over the years, the City has developed excellent working relationship with housing agencies, private developers, human service providers, agencies and private business operators.

As part of the North Suburban HOME Consortium, the City of Revere collaborates on regional housing needs and priorities.

CITIZEN PARTICIPATION

Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The City of Revere reviewed its existing Citizen Participation Plan and compared its efforts to the best practices identified by HUD. Many of its past practices were consistent with the HUD recommendations. These successful efforts included broadly advertised hearings held at convenient locations during evening hours, utilization of relevant community-focused plans, and an ongoing dialogue with key stakeholder organizations. The City expanded upon these past practices to include a web-based resident survey conducted in coordination with all members of the North Suburban HOME Consortium.

The citizen participation process enabled the City to establish Consolidated Planning goals that capitalized on existing networks, identified opportunities to leverage existing investments, and to focus the investment of public resources on the highest priority needs.

Citizen Participation Outreach

Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL
Public Meeting - TBD	Broad community – City of Revere	TBD	TBD.	TBD.	TBD

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

The City of Revere recognizes that its housing and economic development initiatives must be placed in a regional context. Revere enjoys good relations with its neighbors and regularly consults with neighboring jurisdictions about redevelopment initiatives.

The City of Revere through the Office of Community Development is in regular contact with various public and private agencies to ensure funding priorities are in line and coordinated with current community development goals and objectives. The Office of Community Development is active in the North Suburban HOME Consortium and consults with numerous housing and real estate entities.

CITIZEN PARTICIPATION

Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The City of Revere reviewed its existing Citizen Participation Plan and compared its efforts to the best practices identified by HUD. Many of its past practices were consistent with the HUD recommendations. These successful efforts included broadly advertised hearings held at convenient locations during evening hours, utilization of relevant community-focused plans, and an ongoing dialogue with key stakeholder organizations.

The citizen participation process enabled the City to establish Consolidated Planning goals that capitalized on existing networks, identified opportunities to leverage existing investments, and to focus the investment of public resources on the highest priority needs.

As part of the North Suburban HOME Consortium, the City of Revere supported outreach efforts of the Malden Redevelopment Authority to obtain input on regional housing market assessment and housing needs.

Input from this extensive participation process was utilized to establish the funding priorities for CDBG.

Citizen Participation Outreach

Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL
Public Meeting	North Suburban Consortium	Public Meeting held by the Malden Redevelopment Authority in February 2020 for purposes of the North Suburban Consortium (NSC) Consolidated Plan. The public meeting was advertised in Revere and attended by some of Revere's residents and interested parties.	TBD	TBS	TBD
Public Meeting	Broad community – City of Revere	Public Hearing is scheduled to take place on April 24, 2020.	TBD.	TBD.	TBD

Needs Assessment

SECTION III: NEEDS ASSESSMENT

Overview

The Needs Assessment examines needs related to affordable housing, special needs housing, community development, and homelessness. Furthermore, it identifies those needs with the highest priorities which form the basis for the Strategic Plan section and the programs and projects to be administered. Specific detail and data regarding the City of Revere's housing needs is available in the North Suburban Consortium's 2020-2024 Consolidated Plan.

The City of Revere, with nearly 13% of its 20,230 households living in poverty, is a community with significant needs, many of which require coordinated, place-based responses. The City, through its Department of Planning and Community Development, is committed to the identification and implementation of housing and community development strategies that provide the greatest impact given funding restrictions. Like most of the North Suburban Consortium communities, the City of Revere is experiencing an affordable housing crisis. According to ACS data, 46% of the City's households experience a housing cost burden; this equates to 9,365 low- and moderate-income households. Of this amount, 4,735 households are considered severely cost-burdened, where more than 50% of monthly income is spent on housing costs. This housing cost burden disproportionately affects extremely low-income renters.

The CDBG program operates under federally-established income limits. Revere is the direct recipient of CDBG funds. These limits are based on median family income for the Boston-Cambridge-Quincy Metropolitan Statistical Area (MSA), currently defined as Essex, Middlesex, Norfolk, Plymouth, Suffolk, and Rockingham counties, and are adjusted annually.

Generally, very low-income refers to incomes at or below 30% of AMI; low-income refers to incomes between 31 and 50% of AMI; moderate-income refers to incomes between 51 and 80% of AMI; all adjusted for family size. The CDBG program targets low- and moderate-income beneficiaries.

The City of Revere and the NSC communities are all part of the Boston-Cambridge-Quincy, MA-NH HUD Metro FMR Area. Based on HUD's FY 2019 Income Limit Summary for this area, the Median Family Income (MFI) is \$113,300. The following table provides the current income limits subject to annual adjustments by HUD.

FY 2019 HUD Income Limits for the Boston-Cambridge-Quincy, MA-NH HUD Metro FMR Area

Household Size	30% of Median Extremely Low Income	50% of Median Very Low Income	80% of Median Low Income
1	\$24,900	\$41,500	\$62,450
2	\$28,450	\$47,400	\$71,400
3	\$32,000	\$53,350	\$80,300
4	\$35,550	\$59,250	\$89,200
5	\$38,400	\$64,000	\$96,350
6	\$41,250	\$68,750	\$103,500
7	\$44,100	\$73,500	\$110,650
8	\$46,950	\$78,250	\$117,750

Source: U.S. Department of Housing and Urban Development (HUD), effective June 28, 2019

<https://www.huduser.gov/portal/datasets/il/il2019/2019summary.odn>

NON-HOUSING COMMUNITY DEVELOPMENT NEEDS – 91.215 (F)

Non-housing community development covers a broad range of needs, including public facilities, infrastructure and transportation, human services, and neighborhood services. These needs are primarily addressed by a broad range of funding sources, supplemented with targeted HUD funding. Existing local and regional plans helped identify needs and were complemented by resident surveys and stakeholder focus groups.

Describe the jurisdiction’s need for Public Facilities and Improvements:

Non-housing community development covers a broad range of needs, including public facilities, infrastructure and transportation, human services, and neighborhood services. The City of Revere recognizes the importance of public facilities, community facilities, and recreational facilities. These needs are primarily addressed by a broad range of funding sources, supplemented with targeted HUD funding. Existing local and regional plans helped identify needs and were complemented by resident surveys and stakeholder focus groups.

Describe the jurisdiction’s need for Public Improvements:

The City of Revere needs for public improvements include, but are not limited to, the following areas noted by participants in focus groups and surveys:

- Revere Historic Museum
- Open space
- Streets and sidewalks
- wetland preservation (Rumney and Belle Isle Marshes)
- Improve transportation, walkability, complete streets
- Indoor recreational facility, skate parks, ADA accessibility
- Arts and culture along beachfront
- Place making initiatives

- Community gardens
- Northern Strand Community Trail improvements (bike to the sea)
- Tree plantings
- commercial kitchen (incubator programs to businesses)

How were these needs determined?

These needs were determined through surveys, public meetings, stakeholder focus groups and through existing policy and plans.

Describe the jurisdiction's need for Public Services:

The City of Revere has a high concentration of low- and very low-income residents that face several significant challenges related to health, vocational training, housing, nutrition, and educational attainment. Through an assessment of data related to educational attainment, employment, and community health outcomes, the City has identified a high demand for public services such as housing, emergency services, job training, domestic violence, after school programming, youth programs, access to healthy food, small business assistance.

How were these needs determined?

These needs were determined through surveys, public meetings, stakeholder focus groups and through existing policy and plans. The City is currently in the process of developing its Master Plan, which is anticipated to be made available for public comment January 2020.

Market Analysis

SECTION IV: MARKET ANALYSIS

Overview

Consistent with HUD's objectives, the City of Revere has prioritized the expansion of economic opportunity, the availability of safe, decent, affordable housing, and creation of suitable living environments. An analysis of the existing market and community data supports the City's investment in preserving and producing affordable housing, improving the condition of existing housing stock, retaining and expanding its employment base, and investing in public facilities, parks, and infrastructure.

The housing market data clearly demonstrates the lack of enough safe, affordable housing stock. An analysis of median contract rents shows a substantial increase in rents from 2009-2017. The median rent increased by more than 20%, reaching a high median rent of \$1,173. Even though the City has seen a 4% decrease in median home value between 2009-2017, there is still a significant lack of affordable housing and the median value of \$332,100 (ACS 2013-2017) makes homeownership unachievable for low- and moderate-income households. The data supports a recurring theme, which is that many people who grew up in Revere can no longer afford to live in Revere.

More data and information regarding Revere's Housing Market Analysis is available in the North Suburban HOME Consortium's Consolidated Plan.

NON-HOUSING COMMUNITY DEVELOPMENT ASSETS – 91.215 (F)

REVERE

Like much of the Metro-North region, the City of Revere labor force has benefited from the national economic recovery and Boston's economic growth. With a civilian labor force of 30,340, Revere has a relatively low unemployment rate of 5.96% for adults over the age of 25 (ACS 2011-2015).

Average commute time is perhaps the best indicator of Boston's impact on Revere's employment statistics. 55% of Revere's employed residents travel more than 30 minutes to work, suggesting residents are commuting into Metro-Boston. While Metro-Boston provides employment opportunities, Revere recognizes the importance of local economic growth on tax revenue and the City's financial stability.

Local economic growth has been identified as a priority need throughout the Consolidated Plan process. The City, through its Economic Development Department, seeks an environment that is "conducive to growing and attracting business in order to strengthen and revitalize the City's neighborhoods and communities and to stabilize and transform our physical, social, and economic development." CDBG funds are a critical resource that can support business growth through direct financial assistance, commercial property improvements, and infrastructure upgrades.

The City, along with all NSC member communities are being served by the Metro-North Regional Employment Board (REB). The REB is a "public-private partnership whose mission is to enable area residents to gain the skills to maximize their economic sufficiency and provide employers with the workforce they need to effectively compete in the changing world economy". The REB charters two career centers, both operated by Middlesex Community College. Initiatives of the REB are supported by local programs that aim to

bolster English language skills, family stability, education, and employment readiness.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobless workers %
Agriculture, Mining, Oil & Gas Extraction	19	0	0	0	0
Arts, Entertainment, Accommodations	3,648	0	16	0	0
Construction	888	0	4	0	0
Education and Health Care Services	5,217	0	22	0	0
Finance, Insurance, and Real Estate	1,659	0	7	0	0
Information	503	0	2	0	0
Manufacturing	1,093	0	5	0	0
Other Services	1,037	0	4	0	0
Professional, Scientific, Management Services	2,243	0	10	0	0
Public Administration	0	0	0	0	0
Retail Trade	2,816	0	12	0	0
Transportation and Warehousing	1,123	0	5	0	0
Wholesale Trade	821	0	4	0	0
Total	21,067	0	--	--	--

Data Source: 2011-2015 ACS (Workers), 2015 Longitudinal Employer – Household Dynamics (Jobs)

Labor Force

The tables below reflect labor force data, including the number employed and the unemployment rate in the civilian labor force, and

the number of people employed in various occupations by sector from the American Communities Survey.

The tables also illustrate that most workers—55% —commute more than 30 minutes to work daily.

Total Population in Civilian Labor Force

Total Population in the Civilian Labor Force	30,340
Civilian Employed Population 16 years and over	27,670
Unemployment Rate	8.73%
Unemployment Rate for Ages 16-24	40%
Unemployment Rate for Ages 25-65	5.96%

Source: 2011-2015 ACS

Occupations by Sector

Occupations by Sector	Number of People	Median Income
Management, business and financial	4,675	
Farming, fisheries, and forestry	1,690	
Service	3,900	
Sales and office	6,990	
Construction, extraction, maintenance and repair	2,560	
Production, transportation and material moving	1,850	

Source: 2011-2015 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	11,940	45%

30-59 Minutes	11,130	42%
60 or More Minutes	3,425	13%
Total	26,495	100%

Source: 2011-2015

Education

Educational Attainment

Educational Attainment	In Labor Force		Not in Labor Force	Unemployment Rate
	Civilian Employed	Unemployed		
Less than high school graduate	3,080	190	1,555	6%
High school graduate (includes equivalency)	8,805	655	2,325	7%
Some college or associate degree	6,540	490	1,300	7%
Bachelor's degree or higher	5,515	565	755	9%

Source: 2011-2015 ACS

Educational Attainment by Age

Age	18–24 yrs.	25–34 yrs.	35–44 yrs.	45–65 yrs.	65+ yrs.
Less than 9th grade	80	880	455	1,380	1,330
9th to 12th grade, no diploma	510	315	775	1,020	820
High school graduate, GED, or alternative	1,255	2,890	2,800	6,095	3,330
Some college, no degree	1,545	2,090	1,855	2,480	775
Associate degree	155	420	430	1,055	355

Bachelor's degree	365	2,090	1,150	1,510	475
Graduate or professional degree	130	940	425	740	305

Source: 2011-2015 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	27,410
High school graduate (includes equivalency)	29,776
Some college or associate degree	36,464
Bachelor's degree	43,093
Graduate or professional degree	66,875

Source: 2011-2015 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

According to the ACS data, the two highest percentages of jobs exist within the following sectors: Education and Health Care Services (22%) and Arts, Entertainment, Accommodations (16%). The major occupation by sector is overwhelmingly Management (business and financial) followed by Sales and Office.

The Massachusetts Office of Labor and Workforce Development tabulates employment and wage statistics for Workforce Investment Areas. The Metro-North WIA includes the NSC as well as other regions of Metro-North Boston. The largest occupation is Professional and Technical Services, followed by Management, Sales, and Healthcare.

In terms of projected growth for the Metro-North WIA by 2024, the Office of Labor and Workforce Development projects that the health care and social assistance industry will add nearly 10,283 jobs and the industry category of professional, scientific and technical services will add 4,284 jobs. The accommodation and food services industry are projected to add 1,927 jobs, while educational services are projected to add 1,375 jobs by 2024.

Metro-North Regional Employment Board FY2017-2020 strategic plan https://masshiremetronorth.org/regionaldata/#_localplan/

Describe the workforce and infrastructure needs of the business community:

The manufacturing industry has identified a critical need for new workers to replace older, highly-skilled workers who are about to retire. The Advanced Manufacturing sector presents numerous career pathway opportunities for the region's residents to enter a growing sector. The industry offers a variety of positions that either requires a high school diploma or equivalent, associate degree, or bachelor's degree.

The healthcare industry has the second highest employment in the Metro-North, under the Professional, Technical, and Scientific industry, with 57,739 workers employed in the region. When compared to the state, the location quotient for healthcare (the Healthcare and Social Assistance Industry Sector) in the Metro-North region is .77 (13.8% of Metro-North's employment). Private hospitals, physician offices, nursing care facilities, and home healthcare services have the highest number of jobs in the Metro-North region within the healthcare industry. Home Health Care Services added the highest number of jobs from 2013 to 2015. The sheer volume of employment in the healthcare sector virtually demands a REB focus on the healthcare industry. Further, the growing number of retirees in the healthcare workforce in combination with the growth in the aging population in need of healthcare services also presents future workforce areas to address.

Overall, the Industrial Technology (IT) sector has seen major growth nationally and regionally and will continue to do so. Employers within the region have expressed the challenges they have faces in recruiting IT professionals for positions domestically and therefore have had to apply for H1B visas in order to fill local positions. In Metro-North, employment for IT occupations is projected to increase 21% from 2012 to 20122. Most of the growth was in the sectors of software and IT services. Domestic training in the IT sector would be beneficial in reducing the number of H1B visas needed while simultaneously filling in the growing number of IT positions within the region.

Metro-North Regional Employment Board FY2017-2020 Strategic Plan: <https://masshiremetronorth.org/regionaldata/#strategic>

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

The growth of the Boston metropolitan area will continue to put pressure on the housing market, placing additional upward pressure on prices, and making it harder and harder for low wage workers.

In June 2019, the Encore Boston Harbor resort and casino opened in Everett, MA, at a total cost of \$2.6 billion. The resort is in a commercial industrial area on the Mystic River, about five miles from downtown Boston. Its development rehabilitated a 33-acre parcel of land previously used for industrial purposes. After a remediation process to clean the site, Wynn Resorts constructed an integrated resort with a hotel, a harbor walk, restaurants, a casino, spa, retail outlets, and meeting and convention space. Public amenities of the year-round harbor walk include a picnic park, paths for bikers and pedestrians, viewing decks, waterfront dining and retail, a performance lawn, floral displays, and boat docks. The operations of the casino require significant employment training and support. With proper job readiness and job training, currently unemployed workers may be able to take advantage of casino and resort related jobs. This is just the second casino-resort located in Massachusetts and offers a large range of new employment opportunities that were not previously offered in the region.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

The ability of the NSC workforce to access and take advantage of job opportunities in today's economy varies significantly.

Technological changes are at the forefront. In the midst of the demise of retail and manufacturing, companies are looking for a different "type" of a worker. Companies may increase their use of robotics, but now they need manufacturing workers who are skilled in computers and electronics. A generation ago, manual machines were the predominant driver most business; however, today, even in retail, a straight cashier is no longer enough. There is a need for a generalized customer service worker who can talk to customers and solve problems. According to the Metro-North Workforce Development Board, the 2% of people who are

unemployed and have the biggest barriers are those that were affected by automation and technology because the skill set required that is now required in those industries is different now than what it was a generation ago.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

The Metro-North region has the second-largest labor force in Massachusetts. The labor force has a full spectrum of workers, from professionals to persons on public assistance. The diversity of the workforce requires a broad menu of available services including workshops, individualized assistance, job search, training, and placements. For dislocated workers, low-income adults, and underemployed persons, career training is provided after an assessment of skills and interest. In many cases, occupational skills training, short-term skills development, and intensive job placement assistance is required. The Metro-North Regional Employment Board charters two career centers, both operated by Middlesex Community College, to serve the 20-community Metro-North region. The REB focuses on a continual alignment of curricula with employer needs. The alignment has led to the focus on the four emerging areas listed below (HealthCare, Advanced Manufacturing, Life Sciences, and Information Technology). Initiatives include:

The SCILS Initiative is a 4-year \$5 million project led by the Boston Office of Jobs and Community Services (JCS) on behalf of the Metro Boston region. Funded in April 2012 by an H1B Technical Skills Training grant that will improve career opportunities for residents and provide a more highly trained life science workforce for our healthcare and biotechnology sectors. The Initiative will target occupations such as Biological Technicians and Medical Lab Technicians and support occupational training, contextualized learning, customized training, program development and the recruitment, case management and placement of eligible participants.

CONNECT Program - a consortium of service providers in the Chelsea area, USDOL awarded a three-year \$3M Workforce Innovation Fund grant to the REB. The CONNECT Partnership represents an innovative strategy focused on co-location and bundling of complementary services for residents (especially Chelsea, Revere, and Everett) in order to increase the impact of services in addressing multiple obstacles to family self-sufficiency. CONNECT is a partnership of six organizations that includes: Bunker Hill Community College; Career Source (a Metro-North career center); The Neighborhood Developers (a

community development corporation that provides affordable housing and, financial stability, and other services); Metro Credit Union; Centro Latino (an adult basic education/ESOL provider); and Metropolitan Boston Housing Partnership (a homeless prevention and housing services organization).

Healthcare Partnership: The Healthcare Career Ladders tool was designed to raise awareness of healthcare career options among youth in in-school and out-of-school programs, as well as job seekers and training seekers served through the Metro-North Career Centers and area training providers. The tool displays the different occupations in the healthcare field, their corresponding wages, and the steps along a career ladder for each occupation.

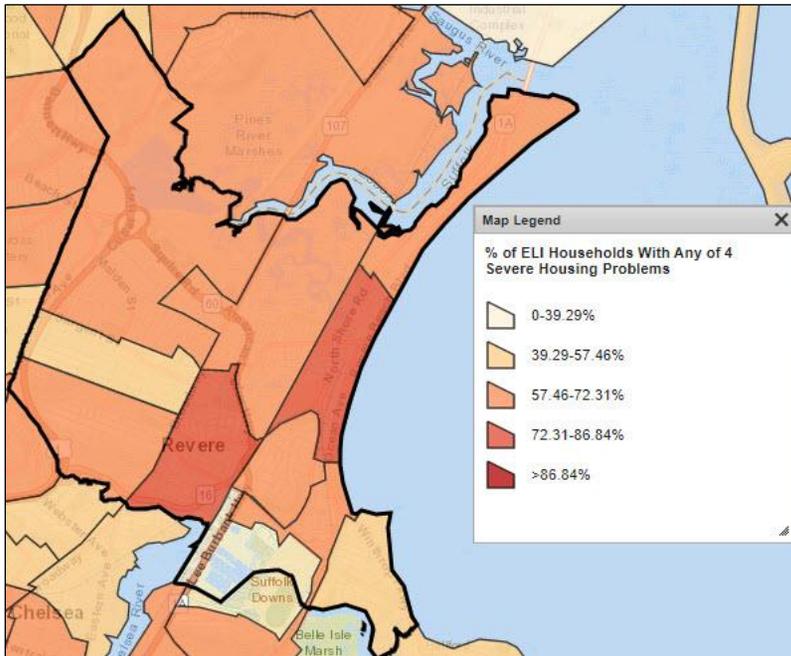
Additionally, the Metro-North REB is a collaborative partner within the Mass Casino Career Training Institute (MCCTI). Founded within Massachusetts Casino legislation, the MCCTI will provide training and placement services within the newly developed Everett Casino. Anticipated skills include casino operations, customer service, culinary arts, and hotel operations.

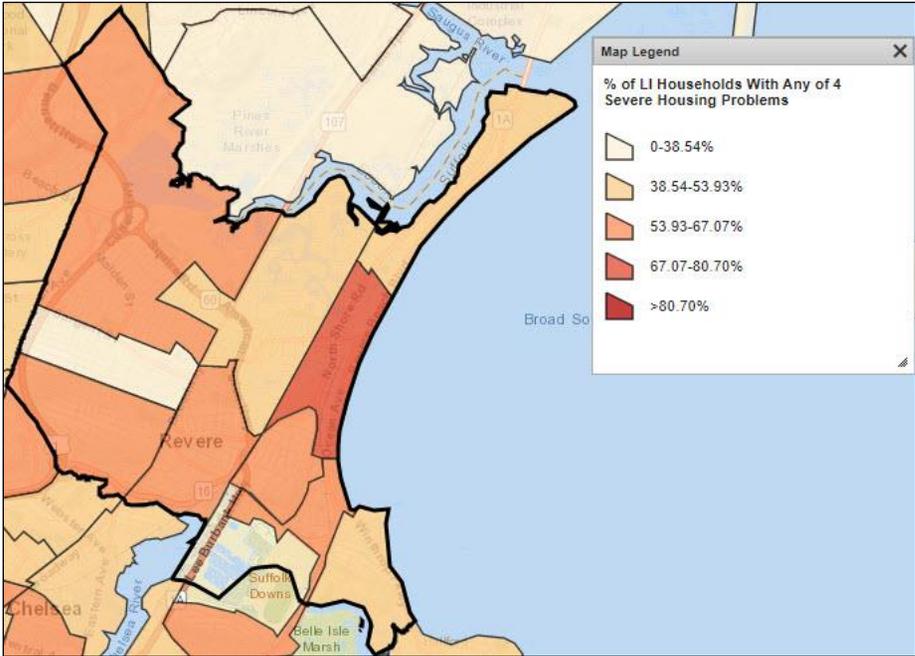
NEEDS AND MARKET ANALYSIS DISCUSSION

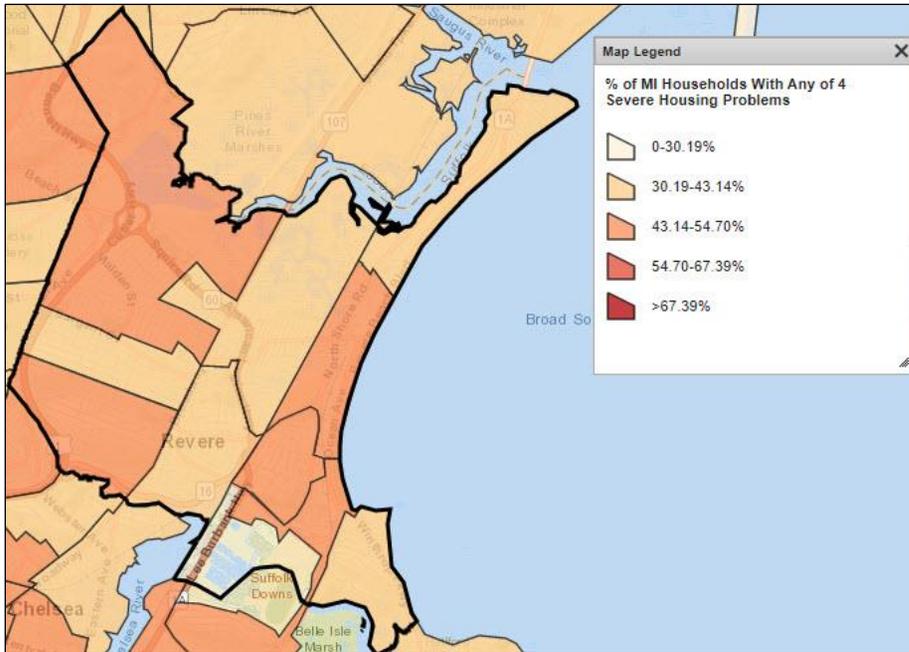
Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

Housing problems for Extremely Low, Low Income, and Moderate-Income households exist throughout the City of Revere.

As nearly 50% of the City's low- and moderate-income households experience housing problems, for the purposes of this evaluation, concentrations are defined as more than 50%.







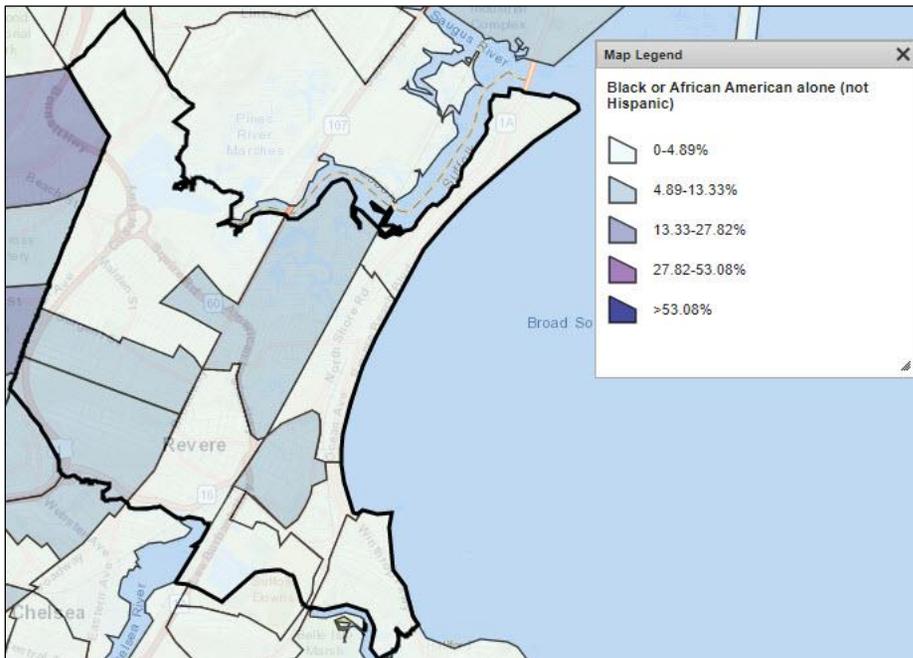
Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

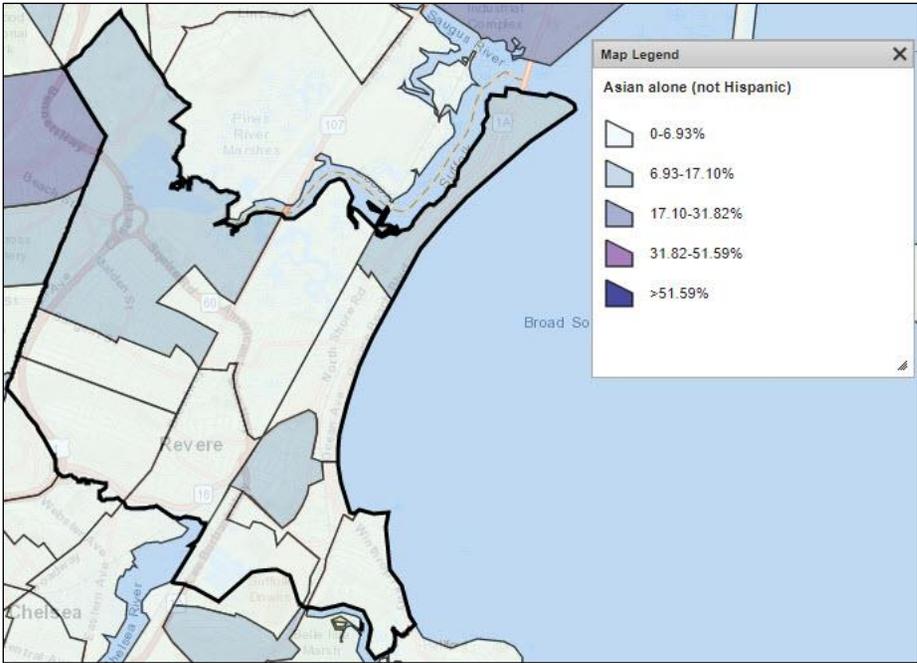
The concentration is defined as poverty rates or minority concentrations in excess of 20%.

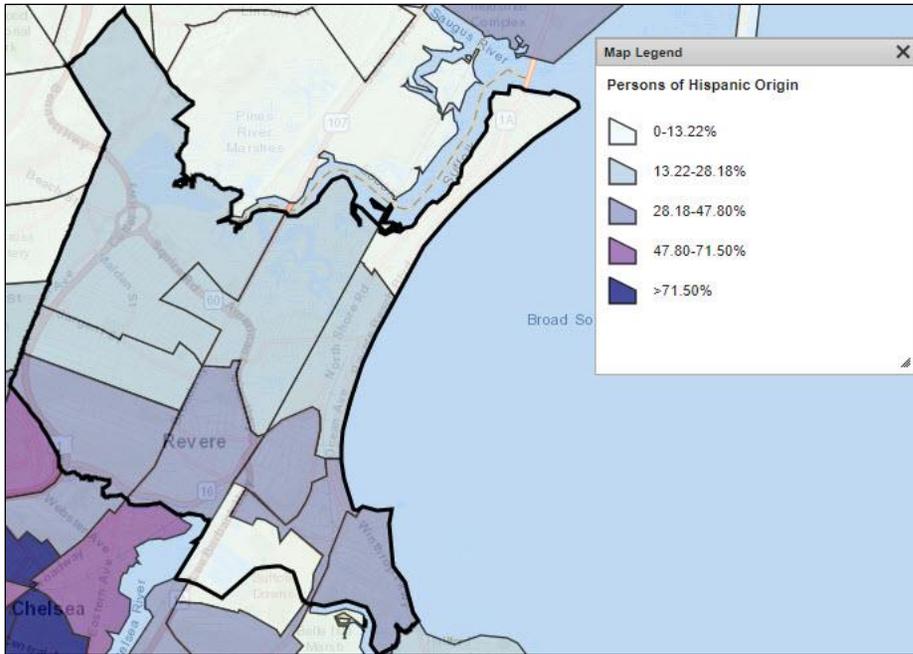
In the southern-end of Revere, there is a large concentration of Hispanic households that exceeds 20%:

- Census Tract 25025170100 is made up of 31% households with persons of Hispanic origin. The number of households living in poverty is 10.03% and 52.48% is cost-burdened.
- Census Tract 25025170601 is made up of 32.16% households with persons of Hispanic origin. The number of households living in poverty is 12.97% and 40.40% is cost burdened.
- Census Tract 25025170702 is made up of 38.73% households with persons of Hispanic origin. The number of households living in poverty is 27.15% and 51.99% is cost burdened.

- Census Tract 25025170701 is made up of 32.92% households with persons of Hispanic origin. The number of households living in poverty is 26.70% and 46.09% is cost burdened.
- Census Tract 25025170800 is made up of 31.75% households with persons of Hispanic origin. The amount of household living in poverty is 10.77% and 47.74% is cost burdened.







What are the characteristics of the market in these areas/neighborhoods?

With higher numbers of low- and moderate-income and minority households, these older, more dense neighborhoods have traditionally been underserved. They tend to have a range of challenges including housing overcrowding, need for public safety services, less access to parks and open space, and aged public infrastructure.

Are there any community assets in these areas/neighborhoods?

The City has continued to invest in improving these neighborhoods both with the use of federal CDBG and HOME funds as well as City Government fund. Street and sidewalk improvements have been and continue to be a priority. The City has been successful in attracting non-federal resources to improve the quality of life and economic opportunities for residents of these neighborhoods.

Are there other strategic opportunities in any of these areas?

There are three significant development opportunities in the areas of concentration. These opportunities include:

- **Broadway Central Business District Revitalization:** Revere’s downtown core will be redeveloped with concentrated and well-planned infrastructure improvements that support small business, help create jobs, and facilitate the development of new housing units with ready access to public transportation, services, and urban amenities.
- **Shirley Avenue Neighborhood:** The transformative Development Initiative, through MassDevelopment, has enabled the City of Revere and its local collaborative partners, to leverage equity investments to revitalize this area of concentrated poverty.
- **525 Beach Street:** The Neighborhood Developer’s invested \$10,000,000 into the construction of 30 units of affordable housing on Beach Street during the last Consolidated Plan cycle.

Strategic Plan

SECTION V: STRATEGIC PLAN

Overview

The Strategic Plan outlines each jurisdiction’s plan for allocating HUD entitlement grants and identifies local priorities within the regional context. Informed by qualitative and quantitative data gathered through citizen participation and consultation with stakeholders throughout the region, market analysis, and an assessment of U.S. Census and other local data that reflect community needs, the strategic plan identifies the highest priority needs toward which to direct grant dollars. The following goals were identified to meet these high-priority needs (in no particular order or ranking):

- Goal 1: Improve the Condition of Existing Housing** - Improvements to existing housing conditions including the rehabilitation and preservation of owner- and renter-occupied housing to bring units to code standard or provide safety improvements, energy efficiency improvements, access modifications, or treatment of lead or other home hazards.
- Goal 2: Support the Expansion of Affordable Housing** - Support the expansion and supply of safe, affordable homeownership and rental housing opportunities. The redevelopment of existing housing will address expanding the supply of affordable housing, improve the quality of an aged housing stock, and cure blighting neighborhood influences.
- Goal 3: Increase Economic Development Opportunities** - Enhance economic stability and prosperity by increasing economic opportunities for residents through job readiness and skill training, promotion of entrepreneurship (including among culturally diverse populations), and other strategies.
- Goal 4: Enhance Parks, Public Facilities, and Infrastructure** - Enhance publicly-owned facilities and infrastructure that improves the community and neighborhoods throughout the City of Revere. Improvements may include parks, streets, sidewalks, streetscapes, water/sewer/flood drainage, Historic Preservation and cultural resources, accessibility to meet American with Disabilities Act (ADA), reconstruction of community/recreational facilities, and other infrastructure and facilities.
- Goal 5: Enhance Public Services** – Provide essential services that improve the quality of life and opportunities to low- and moderate-income persons by Increasing access to jobs, education, health and wellness, recreation, and health and social services activities.

GEOGRAPHIC PRIORITIES – 91.215 (A)(1)

General Allocation Priorities: Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

The Community Development Block Grant (CDBG) program is intended to predominantly serve the needs of areas and individuals that are low- to moderate-income as defined by HUD. The City of Revere does not have any designated or targeted geographic priority areas; however, investments will be allocated for CDBG-eligible Census tract/block groups.

PRIORITY NEEDS - 91.215(A)(2)

Priority Needs

The City of Revere conducted an extensive needs assessment and consultation process that identifies many priority needs across the jurisdiction. Virtually all housing and community development needs were identified as important; however, pending available resources throughout the course of the next five years, the City may not be able to fund activities to address all priority needs. In some cases, a priority need may not be funded because it is addressed through other community resources.

The Priority Needs Summary Table assigns a “high” or “low” priority to each need, as prescribed by HUD. Generally, designating a need as “high priority” means that the jurisdiction plans to allocate funding to address it during the five-year consolidated plan period. A low priority need indicates that, while the need is a recognized priority, there may be insufficient funds to address it with Federal community development resources. To the extent community partners are able to assume these activities through other funding sources, the Plan would support them. Changes in the availability of resources may allow certain low priority needs to be funded, or, conversely, for high priority needs not to be funded. As conditions and resources available vary by jurisdiction, so does the level of priority attached to each need. A high or low priority designation is assigned to each priority need for each jurisdiction.

Priority Needs Summary Table

1	Priority Need Name	Affordable Housing	
	Low/High Need	High	
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals	Mentally Ill Chronic Substance Abuse Veterans Persons with HIV/AIDS Victims of Domestic Violence
	Associated Goals	Improve the Condition of Existing Housing Support the Expansion of Affordable Housing	
	Description	Rehabilitation of quality affordable owner-occupied and rental housing.	
	Basis for Relative Priority	The escalating housing costs in the Greater Boston Area has created an affordability crisis among low- and moderate-income households. Revere and the NSC has prioritized the improving the existing affordable rental and homeownership stock as a strategy to address escalating housing costs. The detailed analysis of housing stock, conditions, market trends, and affordability supports this prioritization.	

2	Priority Need Name	Economic Development	
	Low/High Need	High	
	Population	Extremely Low Low Moderate Large Families	Families with Children Chronic Homelessness Individuals
	Associated Goals	Increase Economic Opportunities	
	Description	Redevelopment or investment in commercial districts, supporting entrepreneurship, promoting a dynamic business climate, and preserving a strong employment base.	
	Basis for Relative Priority	This priority need was determined through extensive stakeholder consultation and through existing policies and plans. Specifically related to future economic development initiatives, local financial institutions were consulted with to understand the needs of their low- to moderate-income clientele.	

3	Priority Need Name	Public Facilities, Infrastructure and Parks	
	Low/High Need	High	
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly/Frail Elderly Persons who are Chronically Homelessness Veterans and Persons with Chronic Substance	Persons with HIV/AIDS and their Families Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Non-housing Community Development
	Associated Goals	Enhance Parks, Public Facilities and Infrastructure	
	Description	Investing in the improvement and/or reconstruction of City infrastructure, public facilities, parks and open spaces is essential to improving the quality of life for low- and moderate-income residents. The removal of architectural barriers permits expanded utilization of public spaces and facilities by persons with disabilities and/or mobility limitations. In addition, the City is committed to ensuring environmental resiliency, specifically through flood drainage improvements in low- and moderate-income neighborhoods.	
	Basis for Relative Priority	Needs were identified through a collaborative process that involves the ongoing evaluation of Revere's public facilities and infrastructure, consistent coordination and engagement with City departments and assessment of existing policy and plans.	

4	Priority Need Name	Public Services	
	Low/High Need	High	
	Population	Extremely Low Low Large Families Families with Children Elderly Frail Elderly Public Housing Residents Chronic Homelessness Individuals Mentally Ill Veterans	Persons with HIV/AIDS Victims of Domestic Violence Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	Associated Goals	Enhance Public Services	
	Description	Recognizing the diverse range of economic, housing and health challenges facing Revere’s low-to-moderate income residents, the City is committed to investing in a variety of public service activities aimed at providing essential services and furthering goals of self-sufficiency. Crucial needs within the Revere community continue to include: housing, emergency services, job training, domestic violence, after school programming, youth programs, access to healthy food, and small business assistance.	

Basis for Relative Priority	Revere’s needs for public services are based on an ongoing evaluation of programmatic needs among low- and moderate-income residents and initiatives designed to expand economic opportunities and improve quality of life. Throughout the program year and Consolidated Planning process, the City has engaged residents, public services providers, experts and officials to identify the diverse human service needs of the community. Consultations with public service agencies offer crucial insight into the needs of low- and moderate-income households and necessitate the continued support of programs providing essential services to Revere’s most vulnerable residents. The City places a high priority on supporting a range of programming, particularly those assisting children, elderly and developmentally and physically disabled persons.
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ANTICIPATED RESOURCES - 91.215(A)(4), 91.220(c) (1,2)

Introduction

The City of Revere anticipates receipt of CDBG funds in the amount of approximately \$4,061,300 annually. To maximize the impact of CDBG funds, the City expends significant general government funds and encourages all partners and projects to strategically leverage additional funds.

As a member of the North Suburban Consortium, the City has available HOME Investment Partnership program funds to support direct assistance to moderate income homebuyers and to subsidize the development cost of affordable housing projects.

Anticipated Resources Five Year Summary

Formula Grant Program	Revere
The Community Development Block Grant Program (CDBG)	\$4,061,300
Total	\$4,061,300

Through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), which enacted to respond to the growing effects of this historic public health crisis, the City of Revere will receive an additional \$477,809 in CDBG-CV allocations for Program Year 2020. The purpose of the special allocations is to assist the City in preventing, preparing for, and responding to the coronavirus (COVID-19).

Anticipated Resources Summary Table

Program	Source of Funds	Use of Funds	Expected Amount Available Year 1			Expected Amount Available Remainder of Con Plan	Narrative Description	
			Allocation	Program Income	Prior Year Resources			Total
CDBG	Public-Federal	Acquisition Admin and Planning Economic Development Housing Rehab Public Improvement Public Services	\$812,260	TBD	\$TBD	\$812,260	\$3,249,040	Block grant from U.S. Department of Housing and Urban Development to address housing, community development and economic development needs.
CDBG-CV	Public-Federal	Still to be determined	\$477,809	\$0	\$0	\$477,809	\$0	Special allocation of Community Development Block Grant funds to be used to prevent, prepare for, and respond to the coronavirus (COVID-19).

Explain how federal funds will leverage those additional resources (private, City and local funds), including a description of how matching requirements will be satisfied

The City anticipates CDBG funds will leverage additional public and private resources. Sources of leveraged funds may include state funds for street and sidewalk improvements; Low-income Housing Tax Credits, State Housing Bond funds, and private mortgage funds for housing programs; and federal, state, and local funds in support of human service programs.

The HOME program matching requirements are met through State Housing Bond funds and the Mass Rental Voucher program. Matching funds requirements are monitored by the Malden Redevelopment Authority as the NSC Lead Entity.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan:

No additional publicly owned land is anticipated to be used to address needs. City parks and public facilities will continue to be operated to provide recreation and services to low- and moderate-income persons.

Discussion:

The priorities identified within the Strategic Plan are the outcome of an extensive, comprehensive effort to identify community needs. The Strategic Plan assesses the available resources available to meet those needs. The City of Revere's investments will leverage public and private funds to address the economic development, affordable housing, community development, and special needs populations' needs.

INSTITUTIONAL DELIVERY STRUCTURE – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Institutional Delivery Structure Summary

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Revere Department of Planning and Community Development	Government	Ownership Rental Non-Homelessness Special Needs Public Facilities Neighborhood Improvements Public Services Economic Development	Jurisdiction
Revere Housing Authority	PHA	Public Housing	Jurisdiction

Access of Strengths and Gaps in the Institutional Delivery System

The institutional structure of the Department of Planning and Community Development (DPCD) has been developed over years of successful operation. Through clearly defined roles and responsibilities within a collaborative working environment, the City of Revere has a delivery system capable of undertaking projects, programs, and services to meet the priority needs of low- and moderate-income residents.

The DPCD directly provides programs in the areas of housing rehabilitation and lead hazard abatement. The DPCD, with additional technical expertise from relevant city departments and qualified professionals, oversees the Public Improvement projects. If additional funding were to be available, DPCD would expand its staffing to allow for additional long-range strategic planning and project coordination.

Public services are delivered through non-profit agencies that have demonstrated the capacity to achieve measurable outcomes and program compliance.

Homelessness Prevention Services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	
Mortgage Assistance	X	X	
Rental Assistance		X	
Utilities Assistance	X	X	
Street Outreach Services			
Law Enforcement	X	X	
Mobile Clinics			
Other Street Outreach Services			
Supportive Services			
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	
Mental Health Counseling	X	X	X
Transportation	X		

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

The City of Revere is not a direct recipient of public or private resources with which to address homelessness or to prevent homelessness. Revere is an active member of the “Balance of State” Continuum of Care (CoC), which is overseen by the Commonwealth of Massachusetts. Revere supports the goals of the CoC and the efforts of regional non-profits and service providers to ensure the adequacy of services for eligible persons and families.

The City of Revere is not a direct recipient of public or private resources of which to address the needs of HIV families.

Despite the lack of direct funding to support these vulnerable households, mainstream services are provided through a network of regional providers. Services are available to homeless individuals, at-risk households, veterans, and persons with HIV.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The City of Revere is an active member of the Commonwealth’s “Balance of State” Continuum of Care, which coordinates an effective service delivery system for persons experiencing homelessness. The CoC has identified removal of barriers to workforce participation as a leading cause of homelessness. The City of Revere funds several workforce readiness- education and soft employment skills programs- consistent with the CoC’s priorities.

The City of Revere is not a direct recipient of public funds dedicated to homeless or any special needs population but has consistently funded public service programs that serve homeless and special needs persons. Within its funding decisions, the City selected programs that are coordinated with regional programs.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The Institutional Structure and Service Delivery System would benefit from better coordination by the Commonwealth of Massachusetts in relation to the placement of homeless families in hotels/motels. The State's current methodology of a State-wide placement system has created undue burden on communities like Revere that have hotels/motels under State contract. The State's practice places high demands on municipal services and service providers as well as creating additional challenges for families experiencing homelessness.

GOALS SUMMARY – 91.215(A)(4)

Goals Summary Information

Goal 1: Improve the Condition of Existing Housing					
The age of Revere’s Housing stock, along with data on the number of low- and moderate-income households who live in sub-standard conditions indicates the need for an active housing rehabilitation program. Improvements to existing housing conditions including the rehabilitation and preservation of owner- and renter-occupied housing to bring units to code standard or provide safety improvements, energy efficiency improvements, access modifications, or treatment of lead or other home hazards.					
Priority Needs					
1. Affordable Housing					
Start Year	2020	Outcome	Availability/ accessibility	Category	Affordable Housing
End Year	2024	Objective	Provide decent affordable housing	Target Area(s)	N/A
Goal Outcome Indicator			GOI Quantity	Funding	
Rental Units Rehabilitated			18	CDBG: \$600,000	
Homeowner Housing Rehabilitated			10		

Goal 2: Support the Expansion of Affordable Housing					
Support the expansion and supply of safe, affordable homeownership and rental housing opportunities. The redevelopment of existing housing will address expanding the supply of affordable housing, improve the quality of an aged housing stock, and cure blighting neighborhood influences.					
Priority Needs					
1. Affordable Housing					

Goal 2: Support the Expansion of Affordable Housing					
Start Year	2020	Outcome	Availability/ accessibility	Category	Affordable Housing
End Year	2024	Objective	Provide decent affordable housing	Target Area(s)	N/A
Goal Outcome Indicator			GOI Quantity		Funding
Direct Financial Assistance to Homebuyers			5		CDBG: \$160,000

Goal 3: Increase Economic Development Opportunities					
Enhance economic stability and prosperity by increasing economic opportunities for residents through job readiness and skill training, promotion of entrepreneurship (including among culturally diverse populations), small business grants, microenterprise loans and revitalizing the major commercial corridors. Programs will include efforts to increase the physical environment through storefront improvements, streetscape improvements, and improved accessibility, in addition to providing direct assistance to eligible businesses.					
Priority Needs					
1. Economic Development					
Start Year	2020	Outcome	Availability/accessibility	Category	Non-Housing Community Development
End Year	2024	Objective	Create economic opportunities	Target Area(s)	N/A
Goal Outcome Indicator			GOI Quantity		Funding
Businesses Assisted			35		CDBG: \$700,000
Façade treatment/business building rehabilitation			30		CDBG-CV: \$200,000

Goal 4: Enhance Parks, Public Facilities, and Infrastructure

Enhance publicly-owned facilities and infrastructure that improves the community and neighborhoods throughout the City of Revere. Improvements may include parks, streets, sidewalks, streetscapes, water/sewer/flood drainage, accessibility improvements for persons with disabilities, improvement of neighborhood/recreational facilities, and other infrastructure and facilities.

Priority Needs

1. Public Facilities, Infrastructure and Parks

Start Year	2020	Outcome	Availability/accessibility	Category	Non-Housing Community Development
End Year	2024	Objective	Create suitable living environments	Target Area(s)	N/A
Goal Outcome Indicator				GOI Quantity	Funding
Public Facility or Infrastructure Activities Other than Low/Moderate-Income Housing Benefit				27,500	CBDG: \$951,876

Goal 5: Enhance Public Services

Increase access to jobs, education, health and wellness, recreation, and health and social services activities. This will include an array of human service programs to support the service needs of low-income households including special needs populations.

Priority Needs

1. Public Service
2. Affordable Housing

Start Year	2020	Outcome	Availability/accessibility	Category	Homeless Non-Homeless Special Needs Non-Housing Community Development Affordable Housing
End Year	2024	Objective	Create suitable living environments	Target Area(s)	N/A

Goal 5: Enhance Public Services		
Goal Outcome Indicator	GOI Quantity	Funding
Public Service Activities Other than Low/Moderate Income Housing Benefit	1,500	CDBG: \$687,356 CDBG-CV: \$183,000
Public Service Activities for Low/Moderate Income Housing Benefit	10	
Homeless Person Overnight Shelter	24	

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

The City of Revere will operate a housing rehabilitation program that assists existing owner-occupied homeowners to improve their properties. CDBG rehabilitation funds will be utilized to address the rehabilitation needs of an estimated number of 10 owner-occupied units and an estimated number of 18 affordable rental units. An estimated number of 10 extremely low-income/low income units will be provided affordable housing.

The City of Revere is a participating member of the North Suburban HOME Consortium (NSC), in which HOME-funds are administered by the City of Malden. The NSC estimates over 100 families/households will benefit from HOME funded housing programs over the course of the next five years. HOME-funded activities will include new construction of rental housing, leased to persons at/below 60% AMI and/or dedicated to formerly homeless households; down payment assistance/buy down subsidy programs targeted to low-income households (at or below 80% AMI); and the rehabilitation of rental and homeowner housing.

LEAD-BASED PAINT HAZARDS – 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

Hazards created by lead-based paint are addressed through enforcement of the Lead Paint Notification Laws, the promotion of the [MassHousing “Get The Lead Out” Program](#), which provides Lead Remediation financing to eligible property owners, and the integration of lead remediation in the housing rehabilitation programs and affordable housing development programs.

Public Awareness and Education is the keystone of an effective public health policy. The Commonwealth’s [Childhood Lead Paint Prevention Program \(CLPP\)](#) provides a wealth of information on the hazards, safe treatment, and legal responsibilities related to Lead-based Paint Hazards. The CLPP additionally tracks childhood blood testing rates and incidence of poisoning. The commitment to raise public awareness led to the passage of Massachusetts’ Lead Law that requires property owners to remove or cover all lead paint hazards in homes built before 1978 if a child under 6 resides in the home.

In addition, a Rental Property Owner must provide these notifications and forms prior to execution of the rental agreement:

- Provide a copy of lead inspections reports
- Provide a copy of the letter of compliance
- Any information about lead in the home

A Seller of home built prior to 1978 must provide the Buyer the following:

- Property Transfer Notification
- A signed Property Transfer Lead Certification
- Any information about lead in the home
- A copy of any lead inspection report, Letter of Compliance, or Letter of Interim Control

- A 10-day period to have the home inspected for lead at the Buyer's expense.

The Commonwealth operates the "Get the Lead Out" program through certified Local Rehabilitation Agencies and private lenders. The program provides secondary financing at desirable rates to remediate/remove lead hazards from residential units. The funds, while limited, are available throughout the Commonwealth.

How are the actions listed above related to the extent of lead poisoning and hazards?

Per the [2017 Childhood Lead Screening Progress Report](#): approximately 74% of Revere's Housing Stock is considered to be at risk for lead paint hazards; the City has achieved a 83% screening rate for children under 6; and the rate of children with first-time blood lead levels ≥ 5 $\mu\text{g}/\text{dL}$ is just above 1%. Despite very low rates of elevated blood levels, the City addresses lead hazard throughout all housing rehabilitation efforts and will continue to explore opportunities and partnerships to address potential hazards within this housing stock to increase the access of families to lead safe housing.

How are the actions listed above integrated into housing policies and procedures?

The City of Revere has fully integrated Lead Hazard education and remediation into housing policies and programs. The City requires compliance with Mass Lead Notification Laws to be documented within all project files. Affordable rental projects are required to be free of lead-based paint hazards prior to occupancy; first-time homebuyers are required to sign the Commonwealth's Transfer of Property Notification in the case of purchasing of existing properties; and, any new construction or substantial rehabilitation will be fully led compliant.

The City of Revere also promotes the availability of favorable financing to remove lead hazard risks. Referrals to "Get the Lead Out" program and Revere's home rehabilitation program are regularly made by Community Development staff.

Additionally, CDBG and HOME program requirements require the following:

1. The Property Owner is required to provide required notice to all occupants
2. The home is to be inspected by a trained professional

3. Assess if the project is low, moderate, or high-risk de-leading
4. Have work performed by appropriate party
5. Monitor de-leading to insure compliance with federal and state laws
6. Obtain project clearance

ANTI-POVERTY STRATEGY – 91.215(J)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City of Revere continues its active engagement in a network of regional and local organizations, operating programs, and initiatives intended to help reduce the number of persons living in poverty. According to the 2013-2017 ACS, 13% of Revere residents live in poverty. To reduce this number, the City will continue its focus on the following Anti-poverty initiatives:

- Support for Economic Development initiatives that result in employment opportunities for low- and moderate-income residents
- Provision of training, technical assistance, and resources to support emerging and existing small business owners
- Provision of job readiness and job training programs for low-income residents
- Removal of barriers to education and employment
- Provision of services that support self-sufficiency

Economic Development: Revere’s Anti-poverty strategy is predicated upon the expansion of economic opportunities for all its residents. The City works to expand local economic opportunities through commercial property improvement programs, streetscapes and façade programs in Broadway Central Business district and along commercial corridors, and small business assistance programs. Additionally, proposed economic development opportunities at larger mixed-use Transit Oriented Development (TOD) are likely to benefit low income residents.

Employment Opportunities: The City of Revere is intently focused on living -wage, long term employment as the most effective poverty fighting tool. Revere’s unemployment rate as of December 2019 is 3.4%, which is a 2.2 point drop from 5.6% unemployment rate in January 2015. While Revere employment statistics benefit from the economics of Metro-Boston, the creation of jobs conveniently located near low-income neighborhoods is key to further reducing this number.

Job Training: workforce development job training programs available to Revere residents include:

- Metro North Regional Employment Board (MNEB) – Career Center in Everett with its educational partner Bunker Hill Community College; North Shore Community College is the educational partner of the North Shore Workforce Investment Board.
- Revere CARES/MGH Center for Community Health Improvement – Affiliated with “Building Futures” a youth employment initiative of *Career Source*, a Massachusetts One Stop Center; it is chartered by the Metro North Regional Employment Board and operated by Employment Resources, Inc.
- Community Action Program Inter-City, Inc. (CAPIC) – Offers employment training programs in collaboration with the Agency’s workforce/training subcontractor American Training, Inc./LARE. CAPIC works with Project Hope and the Green Hobs Academy to train and place clients in the following paths: Administrative assistant, accounting support, office computer skills, bio-medical, hospitality, culinary arts, automotive repair technician, CDL license, financial services, medical office, building maintenance, and certified nursing assistant.

Barriers to Employment: Basic Education/High School Degree, English Language skills, transportation, and affordable childcare have all been identified as barriers to employment. The City’s goal is to address these barriers through the provision of services for low-income residents; making necessary support services both available and accessible to residents.

Support Services: The integration of supportive social services is essential to remove barriers that face residents who are seeking employment.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan?

Most activities undertaken by the City with CDBG and other federal and state funds for low income families are efforts to reduce the number of persons in poverty and improve the quality of life for Revere residents, either directly or indirectly. Staff also work in partnership with citizens, other City departments and the public and private sectors to accomplish the City’s goal of reducing poverty.

CDBG programs can be used and can indirectly influence the impact on household living by those at or below the poverty level by reducing other costs, including affordable housing, energy efficiency, public transportation and health care assistance.

The City's Anti-Poverty strategy is coordinated with this Consolidated Plan as follows:

Economic Development Initiatives: The Plan prioritizes the need for economic development and proposes funding for commercial redevelopment within Central Business District

Provision of Training to Small Business: The Consolidated Plan identifies support for small business development as a priority.

Provision of Job Readiness and Job Training Programs: The Consolidated Plan prioritizes job readiness and training programs and proposes funding for such programs.

Removal of Barriers to Education and Employment and Support Services: The Consolidated Plan prioritizes after-school programs and English language programs. The City has proposed funding for both programs.

MONITORING – 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The Department of Planning and Community Development is responsible for managing the expenditure of funds covered in the Consolidated Plan and works closely with the HUD Field Office representative to address any compliance issues, improve the timeliness of expenditures, hire and train staff to better fulfill objectives and monitor the performance of sub-recipients.

Monitoring functions performed, include:

- Inclusion of program requirements within funding agreements
- Review of reimbursement requests through desk audits, and if appropriate, field observations
- Review of grant recipient’s program reports for eligibility of beneficiaries and of activities
- Provision of technical assistance upon request or as determined by desk reviews

The monitoring process is regularly evaluated to ensure effectiveness and improve efficiencies. Where applicable, all contracts for construction are monitored for Section 3 compliance, MBE and WBE goals and compliance with the Davis-Bacon Act and the Massachusetts and Federal Prevailing Wage Laws. All contractors participating in CDBG funded projects will continue to be required to fulfill all required regulations.

HOME program requirements are monitored by the Malden Redevelopment Authority as administrator of the HOME program.

2020 Annual Action Plan

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SECTION VI: ANNUAL ACTION PLAN

Overview

The Annual Action Plan provides the basis and strategy for the use of federal funds granted to the City of Revere by the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) program. This action plan presents proposed objectives and outcomes to be undertaken during the first program year (PY 2020) of the five-year Consolidated Plan (2020-2024). The City has been awarded \$812,260 for PY 2020, which extends from July 1, 2020 to June 30, 2021.

The primary objective of the CDBG program is to develop viable communities and to meet the needs of the City's low- and moderate-income residents through a range of activities that provide:

- A suitable living environment
- Decent, safe and affordable housing
- Services that benefit the City's low- and moderate-income residents
- Economic opportunities

In response to prevent the spread of coronavirus 19 (COVID-19) and facilitate assistance to eligible communities, households, and persons economically impacted by COVID-19, the City of Revere proposes to allocate \$651,000 of its PY 2020 CDBG funding to COVID-19 activities. The City will hold 20% (\$161,260) of the total allocation for administrative and planning costs.

EXPECTED RESOURCES – 91.220(c)(1,2)

Introduction

The City has been awarded \$812,260 in CDBG funds for the 2020 program year, which extends from July 1, 2020 to June 30, 2021. In addition, the City will also receive \$477,809 through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), to assist in preventing, preparing for, and responding to COVID-19.

Anticipated Resources

Expected Resources – Priority Table

Program	Source of Funds	Use of Funds	Expected Amount Available Year 1			Expected Amount Available Remainder of Con Plan	Narrative Description	
			Allocation	Program Income	Prior Year Resources			Total
CDBG	Public-Federal	Acquisition Admin & Planning Economic Development Housing Public Improvements Public Services	\$812,260	\$0	\$100,000	\$912,260	\$6,299,472	Block grant from U.S. Department of Housing and Urban Development to address housing, community development and economic development needs.

Program	Source of Funds	Use of Funds	Expected Amount Available Year 1			Expected Amount Available Remainder of Con Plan	Narrative Description	
			Allocation	Program Income	Prior Year Resources			Total
CDBG-CV	Public - Federal	Economic Development Public Services	\$477,809	\$0	\$0	\$477,809	\$0	Special allocation of Community Development Block Grant funds to be used to prevent, prepare for, and respond to the coronavirus (COVID-19).

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.

To maximize the impact of the CDBG funds, the City strategically leverages additional resources and City partnerships whenever feasible. The Office of Strategic Planning and Economic Development evaluates projects and programs to ensure that additional resources are leveraged at every opportunity.

As a member of the North Suburban Consortium, the City may assess HOME Investment Partnership (HOME) funds to support direct assistance to low-to-moderate-income first-time homebuyers and to subsidize an affordable housing development.

The City anticipates that the use of federal CDBG funds will leverage additional public and private resources. Sources of leveraged funds may include state and city funds for public facilities and street and sidewalk improvements; Low-Income Housing Tax Credits, State Housing Bond funds, and private mortgage funds for housing programs; and federal, state, and local funds in support of human service programs.

If appropriate, describe the publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan.

No additional publicly owned land is anticipated to be used to address needs. City parks and public facilities will continue to be operated to provide recreation and services to low- and moderate-income persons.

Discussion:

The priorities identified within the Strategic Plan are the outcome of an extensive, comprehensive effort to identify community needs. The Strategic Plan assesses the available resources available to meet those needs. The City of Revere's investments will leverage public and private funds to address the economic development, affordable housing, community development, and special needs populations' needs.

ANNUAL GOALS AND OBJECTIVES

Goals Summary Information

The City of Revere proposes to address the following annual goals throughout the 2020 program year:

Goals Summary Information

Goal 1: Increase Economic Development Opportunities					
Enhance economic stability and prosperity by increasing economic opportunities for residents through job readiness and skill training programs, promotion of entrepreneurship (including among culturally diverse populations), assistance to small businesses, development of a storefront revitalization program, and other strategies.					
As a result of the COVID-19 pandemic, the closure of small businesses has resulted in lost wages, reduced goods and services, and a deep reduction in local tax revenue for the City of Revere. In 2020, the City anticipates using CDBG funds to assist microenterprises (5 or less employees) and other small businesses by providing loans, grants, and technical assistance.					
Priority Needs					
1. Economic Development					
Start Year	2020	Outcome	Availability/ accessibility	Category	Non-Housing Community Development
End Year	2024	Objective	Create economic opportunities	Target Area(s)	N/A
Goal Outcome Indicator			GOI Quantity		Funding
Businesses Assisted			10		CDBG: \$300,000
Jobs created/retained			50		CDBG-CV: \$200,000

Goal 2: Enhance Public Services

Increase access to jobs, education, health and wellness, recreation, and health and social services activities. This will include an array of human service programs to support the service needs of low-income households including special needs populations.

The City anticipates using CDBG funds for the following public service activities in response to COVID-19:

- Help struggling LMI households with rent and mortgage payments. Services may include direct rental, utility and mortgage assistance to assist people who have lost their job, been furloughed, or had their hours reduced because of the economic impact of COVID-19.
- Food assistance, including the funding of food banks and food distribution (i.e. meal or grocery delivery to seniors and public housing residents)
- Shelter assistance, including the expansion of existing shelters or creation of new shelters for social distancing
- Counseling services, including financial, mental health, and domestic violence counseling
- Subsistence payment to families with children
- Operational support to non-profit organizations

Priority Needs

1. Public Service
2. Affordable Housing

Start Year	2020	Outcome	Availability/accessibility	Category	Non-Homeless Special Needs Non-Housing Community Development Affordable Housing Homeless
End Year	2024	Objective	Create suitable living environment	Target Area(s)	N/A
Goal Outcome Indicator				GOI Quantity	Funding
Public Service Activities Other than Low/Moderate Income Housing Benefit				1,500	CDBG: \$250,000 CDBG-CV: \$300,000

Public Service Activities for Low/Moderate Income Housing Benefit	10	
Homeless Person Overnight Shelter	24	

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PROJECTS – 91.220(D)

Introduction

In PY2020, the City of Revere will utilize CDBG funding to address the priority needs identified in the Strategic Plan. These priorities include the creation and preservation of affordable housing, upgrades and improvements to the public infrastructure, systems and facilities, expansion of local economic opportunities, and public services assisting vulnerable low-to-moderate-income residents.

Project Information

#	Project Name
1	Planning and Administration
2	Public Services & Direct Benefits
3	Small Business Relief
4	Youth Employment

Project Summary Information

1	Project Name	Planning and Administration
	Goals Supported	Increase Economic Development Opportunities Enhance Public Services
	Needs Addressed	Economic Development Public Services
	Funding	CDBG: \$161,260 CDBG-CV: \$94,809
	Description	This funding is for CDBG administrative activities not covered by program activity costs.

Planned Activities	The planned activity is general administration by the community development staff of all CDBG-funded programs.
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2 Project Name	Public Services & Direct Benefit
Goals Supported	Enhance Public Services Support the Expansion and Preservation of Affordable Housing
Needs Addressed	Public Services Affordable Housing
Funding	CDBG: \$200,000 CDBG-CV: \$183,000
Description	This program supports public services provided to low- to moderate-income individuals or households and assists with activities designed to improve livability and access to basic needs, prevent the spread of COVID-19, and assist individuals and households economically impacted by COVID-19. Subrecipients (CBOs) are best positioned to tailor to highest need among service population.
Location Description	To be determined.
Planned Activities	Proposed activities in 2020 may include: <ul style="list-style-type: none"> • Housing-Related Assistance: home-based service delivery, rental/mortgage payment assistance, utility assistance. • Health and Wellness: food security, transportation, home-based care, counseling and mental health, related urgent needs

	<ul style="list-style-type: none"> • Employment Training: computer training, employment support, digital learning, summer jobs, hob training <p>Probable partners includes: CAPIC, Chelsea Restoration Corporation, Housing Families, Inc., The Neighborhood Developers, Mystic Valley Elder Services, and the Revere Senior Center. The City is also considering possible partnerships with the Disabilities Commission, First Congressional Church, HarborCOV, Revere Health Department, North Suffolk Mental Health, SUDI Office, and Veterans Affairs department.</p>
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3	Project Name	Small Business Relief
	Goals Supported	Increase Economic Development Opportunities
	Needs Addressed	Economic Development
	Funding	CDBG: \$300,000 CDBG-CV: \$200,000
	Description	This project supports the assistance to small businesses economically impacted as a result of COVID-19.
	Location Description	To be determined.
	Planned Activities	Proposed activities in 2020 may include: <ul style="list-style-type: none"> • Rental assistance • Employee retention • Technical assistance to small businesses • Working capital • Advocacy programs

Probable partners include: Mini-Grant Program (\$2,500-\$5,000) and a Microlending/Bridge Loan Program. The City is also considering additional TA Programs & Partnerships with the Chamber of Commerce, Concilio Latino, EForAll (immigrant enterprise), MA Biz Immigration Coalition, WEE (woman-headed microenterprise), and others.

4 Project Name	Youth Employment
Goals Supported	Enhance Public Services
Needs Addressed	Public Services
Funding	CDBG: \$50,000
Description	This program supports the Summer Youth Employment Program.
Location Description	To be determined.
Planned Activities	<p>Proposed activities in 2020 may include:</p> <ul style="list-style-type: none"> • Computer training • Employment support • Digital learning • Summer Jobs • Job training <p>Probable partners includes: Community School (+ Tech Goes Home), CONNECT, MACIR, Women Encouraging Empowerment, Youth Summer Jobs Program. The City is also considering partnerships with Just-A-Start Corporation and the Revere Public Library.</p>

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs.

Funding has been allocated to best address the priorities identified in the Strategic Plan.

The primary priority in PY 2020 for the City of Revere, is preventing the spread of coronavirus and assisting in the support of COVID-19 response services.

In 2020, the City has also prioritized the need for an increase in economic development and youth employment training programs.

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GEOGRAPHIC DISTRIBUTION – 91.220(F)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed.

As the Community Development Block Grant (CDBG) is intended to predominantly serve low- to moderate-income residents, PY2020 CDBG and CDBG-CV funding will be allocated to projects that are either within CDBG eligible areas or directly impact low- and moderate-income beneficiaries.

Public service and housing activities are operated based upon the eligibility of the person/households, no through geographic targeting.

Rationale for the priorities for allocating investments geographically.

All 2020 CDBG and CDBG-CV funding is to be allocated to COVID-19 related activities. Projects were prioritized based on their availability to address identified needs with the resources available.

Sealed activities are those projects that are determined to be a high priority by the Office of the Mayor and Office of Strategic Planning and Economic Development.

Discussion

The City of Revere will continue to target programmatic investments in low- and moderate-income areas, utilizing data analysis and input received during the citizen participation period and ongoing consultation with City departments, officials and community partners. As needs continue to far outweigh available resources, the City will seek to leverage additional resources whenever possible.

OTHER ACTIONS – 91.220(k)

This section highlights other actions that have been or will be taken in to carry out the strategies outlined in the Consolidated Plan.. Actions include a reiteration of affordable housing strategy, addressing lead-based paint, reducing poverty, institutional structure, and enhanced coordination.

The activities and goals listed within this Annual Action Plan coincide with the priorities identified in the Consolidated Plan. Activities selected for Program Year 2020 funding are those projects that will make an immediate impact to low- and moderate-income residents. Eligible public service activities are selected through a formal solicitation process, which prioritizes programming to best address identified community needs.

Actions planned to address obstacles to meeting underserved needs.

Revere’s membership within the North Suburban Consortium provides access to gap funding critical to address the lacking supply of affordable housing. The City will continue to identify projects and partners, utilizing this resource whenever viable, as developing innovative strategies.

Actions planned to foster and maintain affordable housing.

The City has a strategic goal of preserving, producing, and improving affordable housing. The City operates a home rehabilitation program that supports the programs and projects of its affordable housing providers. The North Suburban Consortium provides access to funding to address this high priority affordable housing goal.

Actions planned to reduce lead-based paint hazards.

The City, in coordination with the North Suburban Consortium, will ensure compliance with Massachusetts lead laws on all homebuyer assistance and developer-driven projects, both homeowner and rental. Testing and lead-safe removal of lead-based paint hazards are required in all HOME and CDBG funded rehabilitation activities.

The City will continue to provide housing rehabilitation funding, which requires safe treatment of all lead-based paint hazards. In addition, the Malden Redevelopment Authority, as HOME fund Administrator, will ensure compliance with MA lead laws on all homebuyer assistance and developer-driven projects, both homeowner and rental.

Actions planned to reduce the number of poverty-level families.

Aligned with its commitment to reduce poverty, the City prioritizes the funding of public service programs that support low-income Revere families in achieving self-sufficiency. Continued support for these anti-poverty programs is crucial as they provide vulnerable, at-risk families access to a variety of supportive services, basic essentials, advocacy, recreational opportunities, transportation, affordable childcare, emergency housing, financial literacy, skill building and job preparedness. The provision of such programming is necessary in addressing the economic, housing and health challenges facing low-to-moderate income residents, helping families move out of poverty.

Additionally, the City is an active member of MassHire, the region's workforce and employment board, and will continue to support job training and employment readiness programs.

Actions planned to develop institutional structure.

The City will continue to enhance its program coordination functions, specifically in the areas of prioritization of projects and performance monitoring. Through inter-departmental communication, the Office of Strategic Planning and Economic Development will be readily available to identify ready-to-proceed public works and facility projects. The City will evaluate its process for selection and oversight of public service projects to include a greater focus on goal and outcome measures.

Actions planned to enhance coordination between public and private housing and social service agencies.

The City benefits from a strong network of Revere-based non-profits, regional housing and human services providers. The City's ongoing comprehensive planning process provides an additional platform for Revere's public housing authority, nonprofit and other

private housing developers, as well as a range of community agencies to discuss demographic changes, community priorities, and opportunities for capacity building and coordination to meet shared goals. The City will continue to seek out ways of expanding our engagement with community partners, enhancing outreach and coordination efforts.

On a regional basis, the City will continue to participate as member of the North Suburban HOME Consortium. Through this participation, the City is able to effectively coordinate its housing agenda with the surrounding communities.

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