



Fairmount Indigo Corridor Business and Job Attraction and Retention Strategy

LISC Boston
The American City Coalition
Initiative for a Competitive Inner City

Acknowledgments

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About LISC Boston

Local Initiatives Support Corporation (LISC) believes that everyone should have the right to live in a safe, prosperous neighborhood full of opportunities. Since 1981, Boston LISC has been working towards this vision by providing funding, financing, and technical assistance to Community Development Corporations (CDCs), Non-Profit Developers, and Policy & Advocacy Organizations in Greater Boston. With Boston LISC's support, community developers have been able to and will continue to provide affordable housing, spark economic development, and increase access to high-quality education, transportation, and other crucial resources.

About TACC (The American City Coalition)

The American City Coalition is a 501(c)(3) nonprofit organization based in the Lower Roxbury neighborhood of Boston and is grounded in a comprehensive and collaborative approach to neighborhood revitalization. TACC advances multi-sector and multi-stakeholder partnerships that focus public and private investment to improve quality of life for low-income families living in Roxbury and along the Fairmount Corridor. Through interrelated programs in inclusive community planning, equitable economic development, and supportive services strategies for subsidized housing and mixed-income communities, TACC identifies strategies that can positively impact the built environment, access to household-sustaining jobs, and the underlying determinants of healthy and safe communities.

About ICIC (Initiative for A Competitive Inner City)

Founded in 1994 by Harvard Business School Professor Michael Porter, the Initiative for a Competitive Inner City (ICIC) is the leading authority on inner city economic development with a reputation for effectively helping cities to develop strategies that capitalize on a community's unique competitive advantages. ICIC's mission is to promote economic prosperity in America's inner cities through private sector engagement that leads to jobs, income, and wealth creation for local residents.

Contents

A. Call to Action	2
B. Underlying Themes	3
C. Corridor and Business Profile	6
D. Newmarket and Readville Opportunity Maps	13
E. Strategy and Recommendations	15
F. Strategy Alignment	27
Appendix A: List of Working Group Members	29
Appendix B: List of Business and Stakeholder Interviews and Roundtables	30
Appendix C: Current State and Local Government Incentives	31
Appendix D: Relevant City of Boston Small Business Plan Recommendations	35
Appendix E: Business Cluster Data	36
Appendix F: Business Narratives	38
Appendix G: Additional Resources	44

A. Call to Action

In January 2016, General Electric, along with the City of Boston and the Commonwealth of Massachusetts, announced that the company would move its headquarters to the South Boston Waterfront. This can be added to the city's growing list of successes in retaining and growing its commercial base, while strengthening its reputation as a hub of innovation and industry.

The spotlight on General Electric's relocation provides an opportunity for public policymakers to consider how the necessary outreach, focus, and tools needed to attract and retain businesses in Boston can be realistically and consistently applied to diverse and emerging industries across all of Boston's neighborhoods. Moreover, it is an opportunity for sustained dialogue on how targeted business attraction and retention closely overlap with the shared goals of improved economic inclusion and equity in Boston's neighborhoods—particularly within its neighborhoods of concentrated need.

This opportunity for discussion and implementation cannot be neglected or delayed. During a period of strong economic growth in the Greater Boston region, increased prosperity has not impacted all of the city's neighborhoods equitably. Within the Fairmount Indigo Corridor, 135,000 Bostonians have not benefited equally from the city's recent economic gains. Across a range of economic and demographic indicators, the corridor lags behind the rest of Boston and closely parallels many of the Commonwealth of Massachusetts's Gateway Cities.

At the same time, the corridor contains significant assets for a thoughtful approach that can support and grow existing businesses and increase the number of local jobs.

These assets include:

- Workforce accessibility provided by the Fairmount Indigo commuter rail line;
- Existing and growing business clusters within its industrial commercial cores;
- Connections to strong and emerging regional industry clusters;
- Links to city and regional business districts and access to transportation networks; and
- Comparative affordability as compared to other Boston neighborhoods.

With both community needs and assets in mind, The American City Coalition (TACC), LISC Boston, and Initiative for a Competitive Inner City (ICIC), in coordination with a working group comprised of community stakeholders and businesses, developed a series of place-based recommendations that can be piloted within the Fairmount Indigo Corridor. The recommendations aim to support business attraction and retention along the corridor, strengthen and expand its key commercial and industrial clusters, and create additional jobs for the residents of Boston who need them most.

B. Underlying Themes

Business and job attraction and retention are one component of inclusive economic development...

The acceleration of economic opportunity requires a collaborative strategy focused on meeting multiple needs simultaneously, including:

1) supporting and strengthening local entrepreneurship; 2) enhancing the vitality of retail corridors; 3) tailoring workforce development programming to meet current resident and employer needs; 4) working directly with residents to build financial assets and expand financial empowerment; 5) ensuring access and opportunity for both temporary and permanent jobs; 6) strengthening connections to existing job centers (e.g. downtown business district and the Longwood Medical Area); and 7) attracting and retaining businesses and jobs.



...the focus of this strategy is on increasing the number of local jobs for residents of the Fairmount Indigo Corridor...

Regional job growth is important, but it is insufficient to create sustained employment opportunity for those with the greatest need unless it is paired with a concerted focus on scaling job opportunities within the corridor.

Focusing on business and job growth in the Fairmount Indigo Corridor will help mitigate barriers that often limit residents from accessing jobs in other parts of the city and region. There is a substantial body of research, including ICIC's work, which has found that companies based in the inner city are far more likely to hire inner-city residents than those in the central city or suburbs.¹



...and recommendations must build on existing local efforts and connect with residents...

When considering business attraction, there is a need to shape cohesive marketing of the corridor that focuses on assets and grounds business attraction within existing community development goals. There is already important work underway within the corridor and this strategy builds on and aligns with those initiatives. For example, the focus on increasing local jobs must be met with corresponding attention and resources dedicated to strengthening connections between corridor employers and residents.



...while also aligning with the goals of policymakers.

The goal is to ensure that the recommendations are incorporated into ongoing policy development. To accomplish this, the recommendations were designed to align with the existing plans and goals, including the City of Boston Small Business Plan, Imagine Boston 2030, and the Commonwealth's recent economic development legislation and ongoing priorities.

¹ Porter, Michael. "A Cluster-based Approach to Inner City Economic Development." Inner City Economic Summit. 4 October 2011; ICIC defines an inner city as a set of contiguous census tracts in a city that have higher poverty and unemployment rates than the surrounding Metropolitan Statistical Area (MSA) and, in aggregate, represent at least 5% of a city's population. Each inner-city census tract must meet either of two criteria: (1) an absolute poverty rate of at least 20% or (2) a relative poverty rate that is at least 150% or greater than that of the MSA, as long as the unemployment rate is at least 150% greater than that of the MSA and/or the median household income is 50% or less than that of the MSA. Applying ICIC's definition to the 2011 American Community Survey data for all U.S. cities with populations greater than 75,000, ICIC identifies 328 inner cities.

B. Underlying Themes



There is opportunity for job growth along the entire corridor...

The focus of this work is on established, medium-sized small businesses (20+ employees). It is this type of business that is a critical lynchpin in maintaining diverse job opportunities for workers with a variety of skill sets and educational levels. Therefore, the primary focus was outside of the primarily retail Main Streets districts within the corridor. Nevertheless, there remain opportunities for business and job attraction and retention throughout the corridor. Identifying and supporting businesses in these dispersed sites will require careful and sustained partnerships between the public sector and neighborhood advocates.



...and particular focus on sustaining and utilizing the corridor's industrial commercial nodes...

While there are opportunity sites throughout the corridor, the location of existing clusters, current land use, and connections to regional transit networks mean Newmarket and Readville will likely be the primary focus for business growth. Industrial zoned land, which can be targeted for a wide range of uses, is limited within Boston and has been decreasing over the last ten years. 22% of remaining industrial zoned land falls within the Fairmount Indigo Corridor, primarily within the Newmarket and Readville industrial commercial areas. It is these areas, outside of retail corridors, that provide the primary opportunity for job growth on a larger scale.



...but there are pressures on these areas...

The city has set a significant and essential goal for housing development and lower-density industrial commercial nodes are widely seen as areas to help meet this goal. Concurrently, a range of new businesses types and clusters are increasingly locating in industrial commercial areas, including leading-edge manufacturing and makerspace. There needs to be an increased and sustained focus on how to densify current industrial commercial nodes by adapting models that can go "vertical." This focus of new clusters and new models has important implications for Newmarket and Readville.



...and industrial commercial nodes are not identical.

While having much in common, Readville and Newmarket also differ in important ways. Newmarket sits in close proximity to the downtown business district, and has a higher concentration of businesses, jobs, and commercial and industrial properties. Readville has the potential for job growth, due to its relative abundance of available land for commercial and industrial properties, but the commercial industrial core also sits in close proximity to established residential neighborhoods. These differences in business sectors and strengths were considered when designing incentives that can strengthen existing clusters while cultivating new business clusters.

B. Underlying Themes



Ultimately, the need is urgent.

Strengthening the economic mobility of those with the greatest need requires a concerted focus on growing the local business and job base. The Fairmount Indigo Corridor has both the needs and assets for focused, place-based public and private sector investments that target business and job growth and can bring upward mobility and opportunity to residents. This strategy will also continue to grow Boston's overall business and job base—ultimately, what is good for the corridor is good for the City of Boston and the Commonwealth of Massachusetts.

C. Corridor and Business Profile

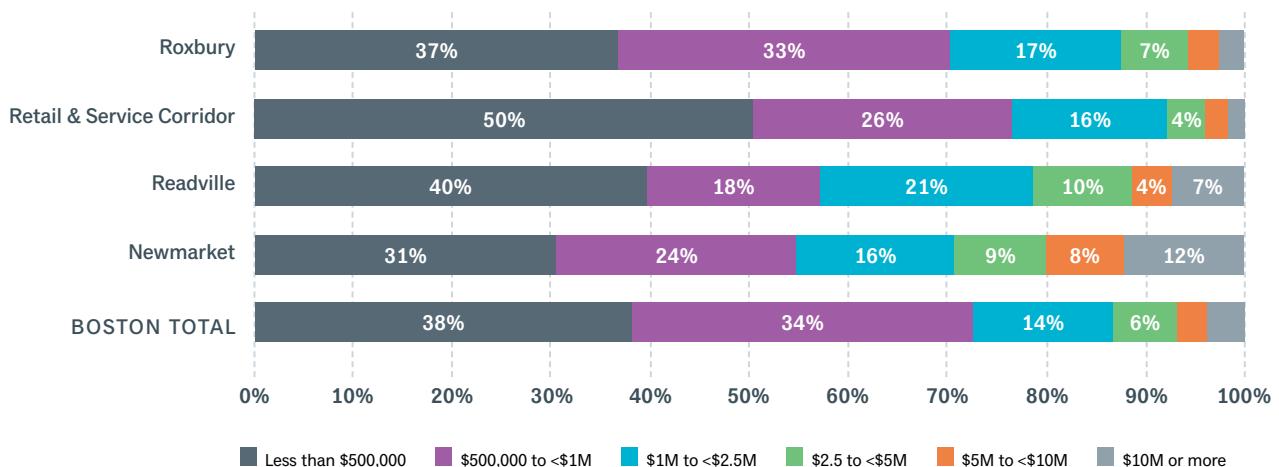
The Fairmount Indigo Corridor accounts for 8% of Boston's businesses and 5% of Boston's jobs. There are 3,857 businesses located within the corridor, with a total of 30,757 jobs. 289 of the businesses have 20 or more employees, encompassing 17,701 jobs.² Businesses in the Fairmount Indigo Corridor are smaller, on average, by annual revenue and number of employees when compared to Boston businesses overall. Fairmount Indigo Corridor businesses have average annual revenues of \$2.3 million and employ 8.5 employees, compared to \$3.1 million and 13.6 employees for Boston businesses overall. Larger businesses are concentrated in Newmarket and to a lesser extent in Readville, due, in part, to higher concentrations of commercial and industrial properties. The average Newmarket business has \$6.5 million in annual revenue and employs 16.6 employees. Readville businesses have higher average annual revenue compared to the city (\$3.9 million) and approximately the same number of employees (8.2).³ (see Figure 1).

This analysis identifies a set of competitive clusters with the highest potential for growth in Newmarket and Readville.

Clusters are sets of closely related and interconnected industries operating within specific geographies and reflect the unique economic assets and competitive advantages in a given geography. This analysis focuses on clusters because they are an important driver of economic growth and provide an effective framework for organizing the implementation of economic development activities. Industries in strong clusters register higher employment growth as well as higher growth of new businesses, innovation, and wages.⁵

For the analysis, a set of standardized cluster definitions were used as defined by the U.S. Cluster Mapping Portal, a project led by Harvard Business School's Institute for Strategy and Competitiveness, coupled with 2009-2013 employment data from the U.S. Census Bureau. This analysis identifies a set of specialized and growing clusters that are strengths in Newmarket and Readville, as well as the surrounding region. These clusters represent those with the highest potential for growth through targeted initiatives in Newmarket and Readville. Additional cluster data is provided in Appendix F.

Figure 1: Businesses by Revenue Size along the Fairmount Indigo Corridor⁴



² Source: InfoUSA (2015); ICIC analysis. Analysis excludes the Public Administration sector.

³ Source: InfoUSA (2015); ICIC analysis. Analysis excludes the Public Administration sector.

⁴ Note: Excludes the Public Administration sector. Source: InfoUSA (2015); ICIC Analysis.

⁵ Delgado, Mercedes, Michael E. Porter, and Scott Stern (2012). Clusters, Convergence, and Economic Performance. Working Paper No. 18250. National Bureau of Economic Research: Cambridge, MA.

C. Corridor and Business Profile

Competitive Clusters:⁶ Newmarket

Business Services

Businesses in the Business Service cluster are designed to support other aspects of a business or to assist unrelated companies. Businesses in this cluster include corporate headquarters; professional services such as consulting, legal services, facilities support services, computer services, engineering and architectural services, and placement services; and for-hire ground passenger transportation services.

tCognition, American Data Storage

Construction Products and Services

Businesses in the Construction Products and Services cluster supply construction materials, components, products, and services. Construction materials and components include those made of sand, stone, gravel, asphalt, cement, concrete, and other earthen substances. Construction products include pipes and heat exchangers. Construction services include the construction of pipelines for water, sewers, oil and gas, power, and communication, as well as building services for homes and industrial buildings.

Suffolk Construction, Pinck & Co.

Food Wholesale (Fishing and Fishing Products/Livestock Processing)

Businesses in the Fishing and Fish Products cluster are engaged primarily in catching fish and other seafood and processing the catch for consumption. Businesses in the Livestock Processing cluster are engaged in processing meat from livestock and livestock wholesaling.

Slade Gorton & Co., Pier Fish Co., Superior Farms, Boston Brisket Co.

Hospitality and Tourism

This cluster contains establishments related to hospitality and tourism services and venues. This includes sport venues, casinos, museums, and other attractions. It also includes hotels and other accommodations, transportation, and services related to recreational travel such as reservation services and tour operators.

Best Western, Hampton Inn

Marketing, Design, and Publishing

The Marketing, Design, and Publishing cluster consists of establishments involved in design services (physical and graphical), marketing (including advertising creation, marketing research, media buying, and public relations), and publishing (both in hard copy and on the internet).

Stran Promotional Solutions, Valliere Design Group

⁶ Clusters are defined by U.S. Cluster Mapping Portal, a project led by Harvard Business School's Institute for Strategy and Competitiveness (<http://clustermapping.us>). Employment data is from the U.S. Census Bureau ZIP and County Business Patterns.

C. Corridor and Business Profile

Competitive Clusters: Readville

Business Services

Businesses in the Business Service cluster are designed to support other aspects of a business or to assist unrelated companies. Businesses include corporate headquarters; professional services such as consulting, legal services, facilities support services, computer services, engineering and architectural services, and placement services; and for-hire ground passenger transportation services.

CF Technologies, Parsons Corporation

Distribution and Electronic Commerce

Businesses in the Distribution and Electronic Commerce cluster consist primarily of traditional wholesalers, as well as mail order houses and electronic merchants. The businesses in this cluster mostly buy, hold, and distribute a wide range of products such as apparel, food, chemicals, gases, minerals, farm materials, machinery, and other merchandise. The cluster also contains businesses that support distribution and electronic commerce operations, including packaging, labeling, and equipment rental and leasing.

ABS Warehouse, HD Supply Facilities Maintenance

Food Processing (Manufacturing)

Businesses in the Food Processing and Manufacturing cluster are involved in the processing of raw food materials and the manufacturing of downstream food products for end users. This includes millers and refineries of rice, flour, corn, sugar, and oilseeds. These upstream products contribute, in part, to producing specialty foods, animal foods, baked goods, candies, teas, coffees, beers, wines, other beverages, meats, packaged fruits and vegetables, and processed dairy products.

Dancing Deer Baking Co., McCrea's Candies, My Grandma's of New England

Hospitality and Tourism

This cluster contains establishments related to hospitality and tourism services and venues. This includes sport venues, casinos, museums, and other attractions. It also includes hotels and other accommodations, transportation, and services related to recreational travel such as reservation services and tour operators.

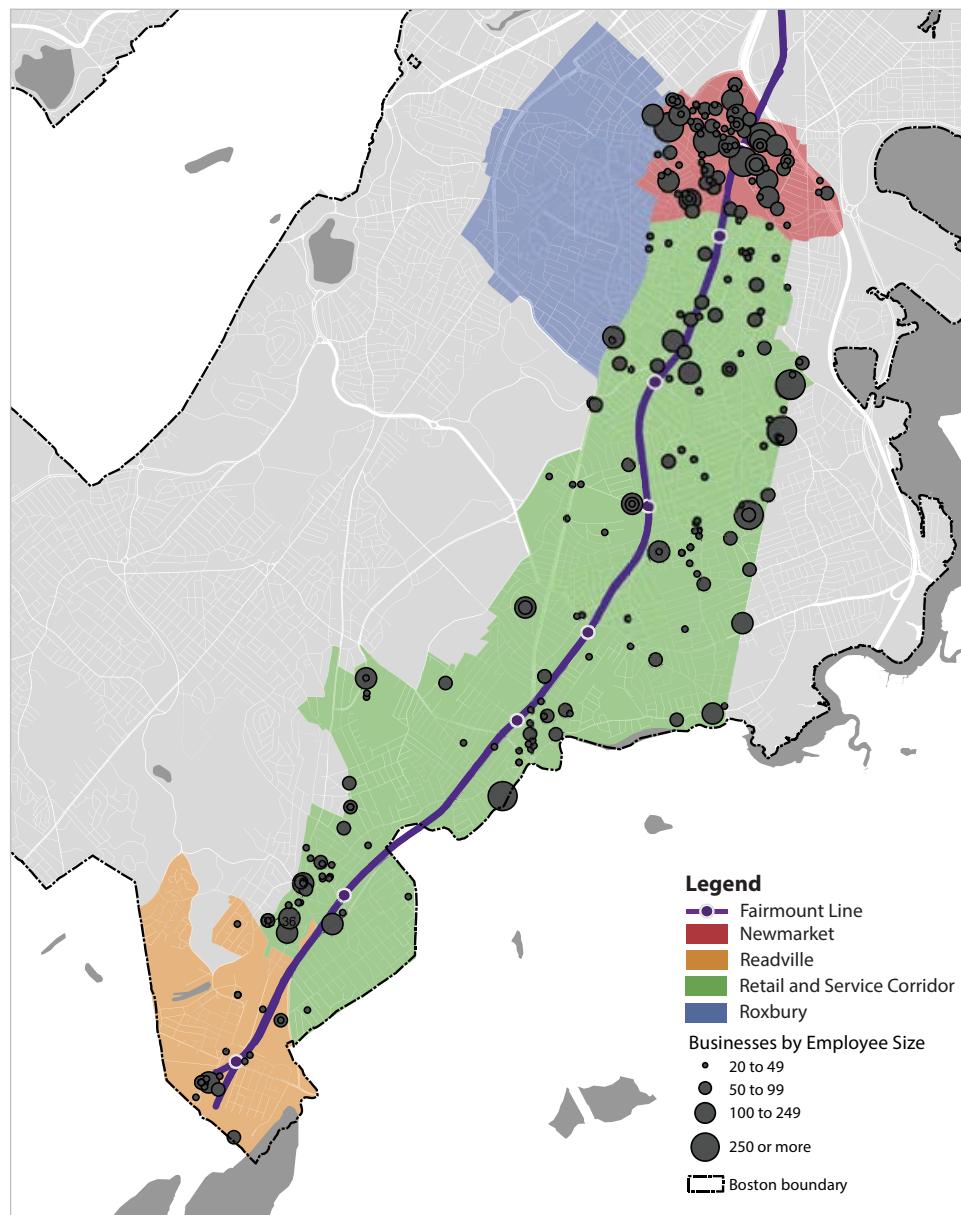
Rock Spot Climbing, Sky Zone Trampoline Park

C. Corridor and Business Profile

Analysis of the location of established mid-sized small businesses reflects the heterogeneity of the business environment along the corridor, and reinforces the need for an approach which focuses attention on existing industrial commercial nodes (see Figure 2).

In addition to existing and growing business clusters, consideration was given to the existing land use and zoning (see Figure 3). As part of the recently released City of Boston Small Business Plan, the city underlined the lack of available, affordable industrial space within Boston.

Figure 2: Businesses with 20 or more employees in the Fairmount Indigo Corridor⁷



⁷ Businesses shown include all private businesses with 20 or more employees in the Fairmount Indigo Corridor and exclude all businesses in the Public Administration sector. Source: infoUSA (2015); ICIC analysis

C. Corridor and Business Profile

“ As Boston conducts its first city-wide planning initiative in fifty years, the future land use of the city’s remaining industrial commercial areas, and those areas’ connections to Boston’s neighborhoods, will be of vital importance. ”

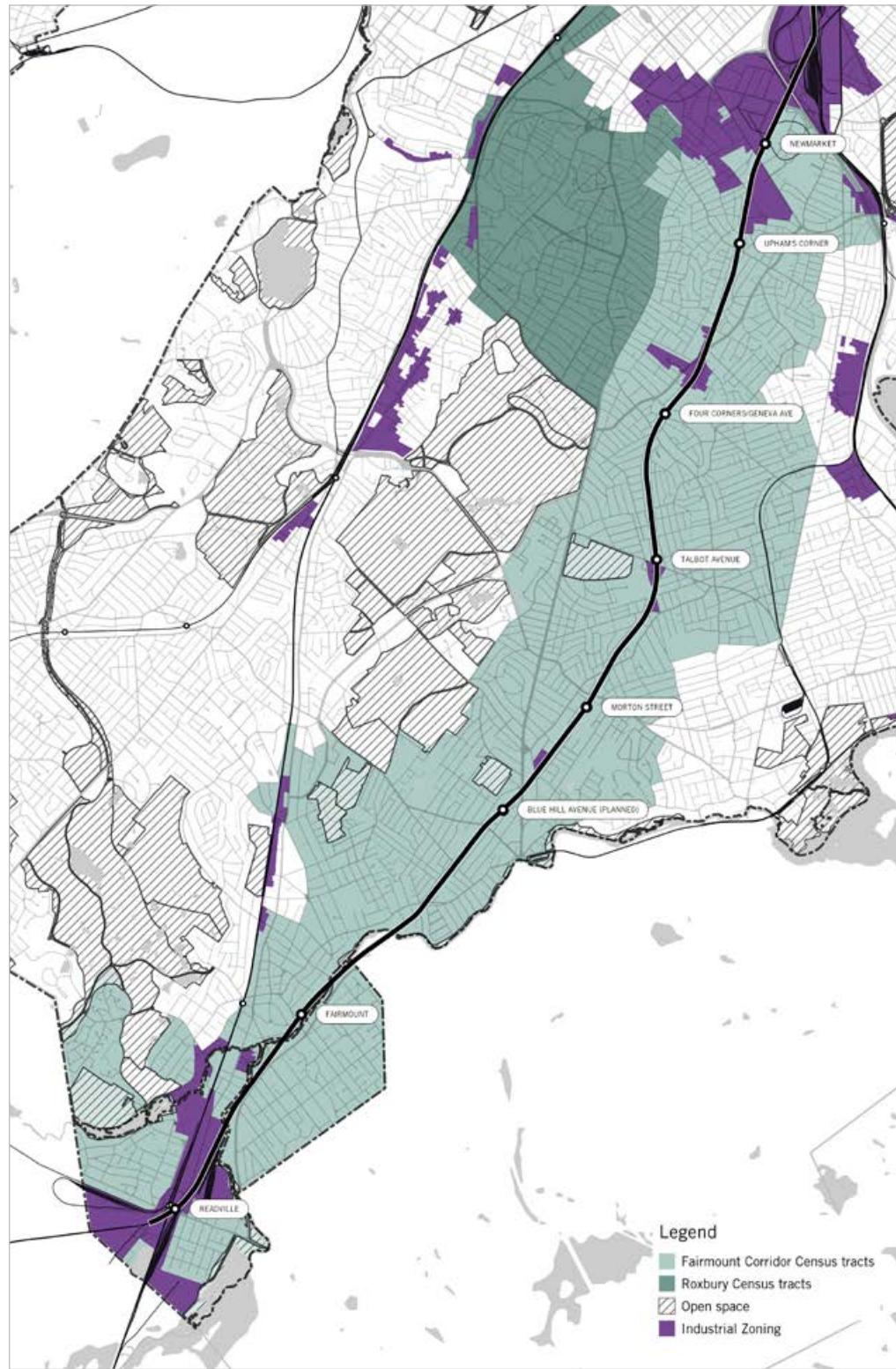
Current Industrial Zoning within the City of Boston		
Boston Total	3,133 acres	100%
Newmarket	421 acres	13.5%
Readville	264 acres	8.5%

The analysis reinforces this ongoing issue. Newmarket and Readville include a sizable percentage of the city’s industrial land, while also possessing ample opportunity for business growth given current land use within each area. For example, when considered in combination with Figure 2, it is clear that Readville has the potential for additional commercial industrial business development given the scale of underutilized, industrial-zoned land.

Finally, the broader economic and demographic context of the Fairmount Indigo Corridor was considered. When compared across a range of indicators, the corridor is similar to many of Massachusetts’ Gateway Cities (see Figure 4). This analogous context, and the concentrated needs and assets of the corridor, highlights an opportunity for flexible and innovative programs that make investments and assistance available on a similar scale.

C. Corridor and Business Profile

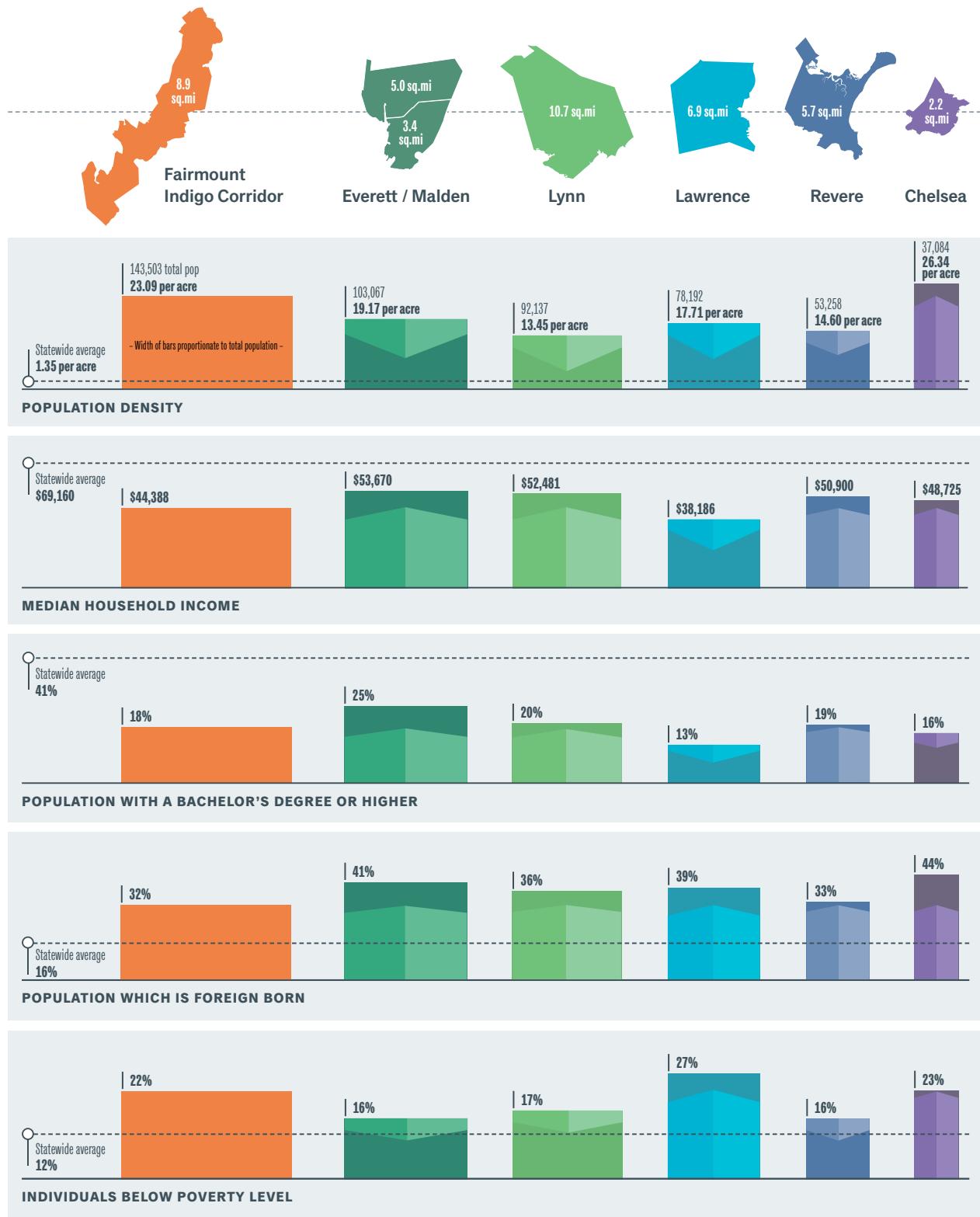
Figure 3: Industrial Zoning within the Fairmount Indigo Corridor



Map by Utile Architecture and Planning

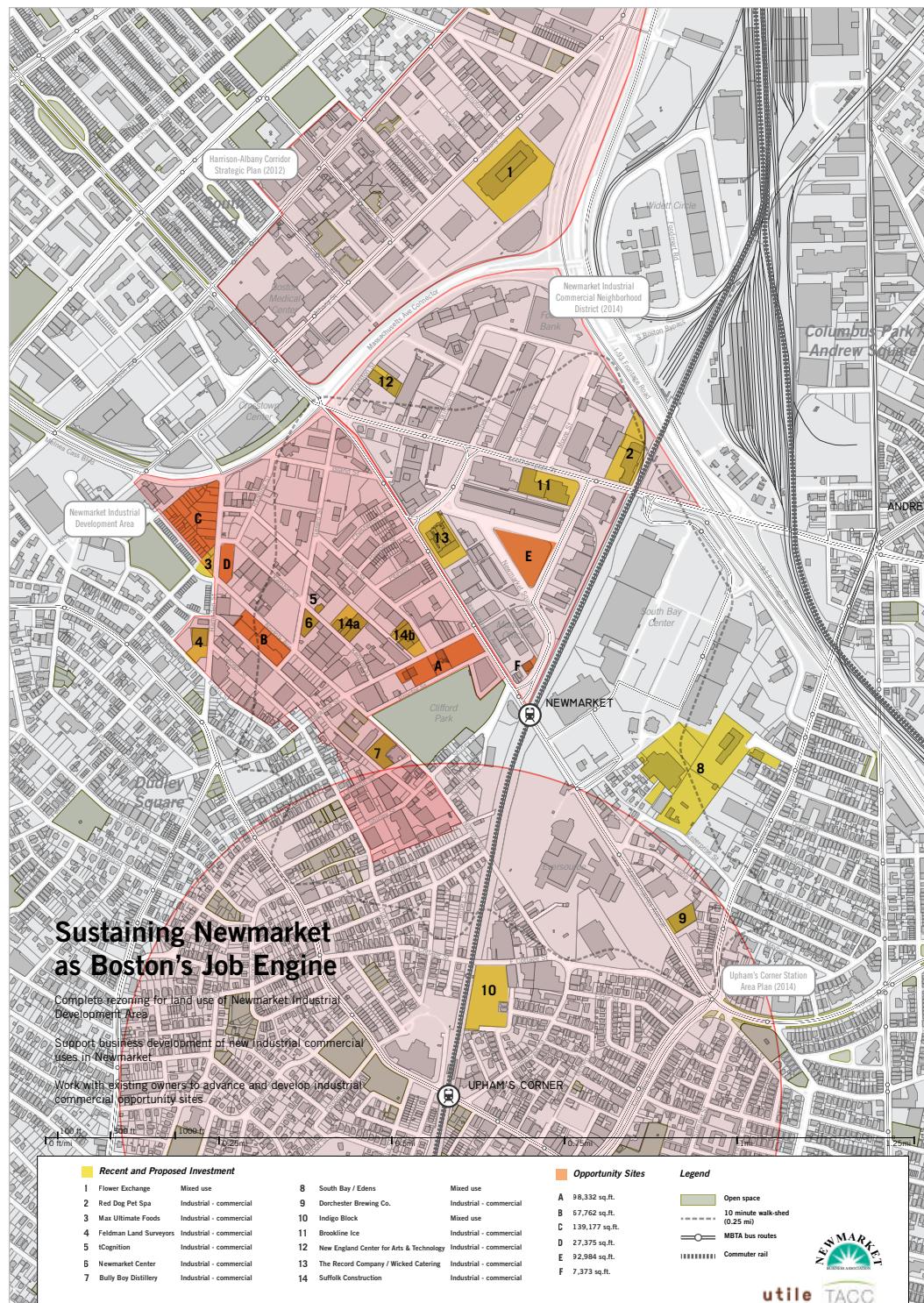
C. Corridor and Business Profile

Figure 4: The Fairmount Indigo Corridor and Comparable Gateway Cities

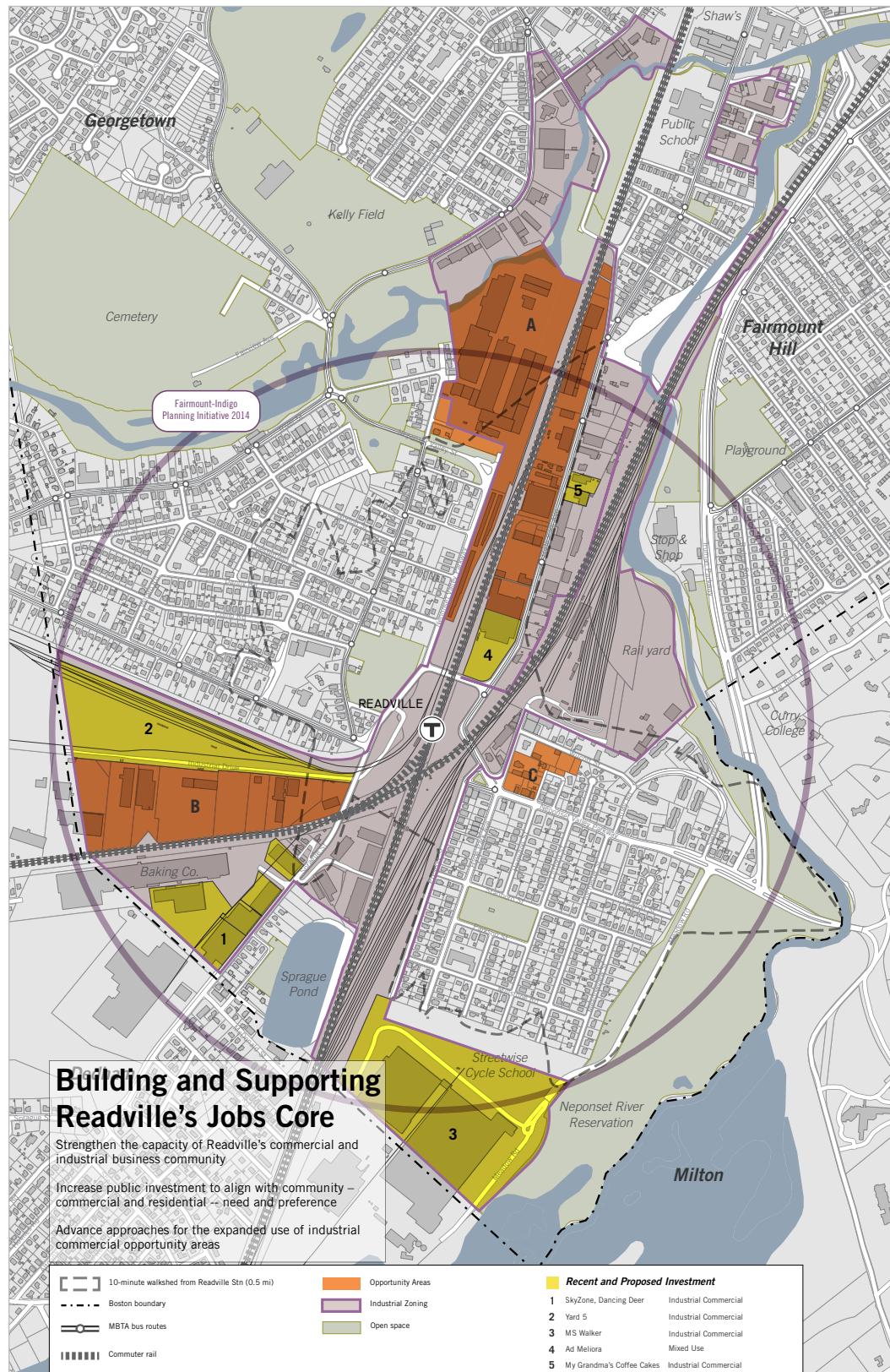


Source: U.S. Census Bureau (2014). American Community Survey 1-year estimates, MassGIS. Infographic by Utile Architecture and Planning

D. Newmarket and Readville Opportunity Maps



D. Newmarket and Readville Opportunity Maps



Map by Utile Architecture and Planning

E. Strategy and Recommendations

The overall strategy calls for the implementation and application of a series of public and private investments. These recommendations were developed from a review of existing organizing and planning initiatives, a review of national best practices, and interviews with business and community stakeholders from within both the Fairmount Indigo Corridor and broader region. Barriers to business relocation and expansion, as well as accessibility of employment, were identified. Existing business clusters were also identified to ensure that any recommendations aligned with current corridor strengths. Finally, practicable recommendations were developed which could meet these previously acknowledged needs.

The recommended implementation model is a Fairmount Indigo Corridor Business and Job Attraction and Retention, a strategy of 19 recommendations. The strategy does not require a broad regulatory structure. Instead, it needs a commitment from the public policymakers to work collaboratively with existing community coalitions, business advocacy groups, and individual businesses to promote, support, and attract businesses within the corridor, and strengthen the workforce connections necessary to catalyze sustainable job growth. Implementation of these recommendations will provide a model for a concentrated focus

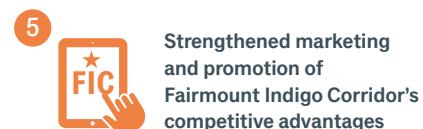
on business and job attraction and retention which can be implemented city-wide, as well as within other applicable cities across the Commonwealth of Massachusetts.

Each recommendation has been developed with careful consideration of the cost and benefit of the commensurate allocation of public resources. In particular, each recommendation that suggests a financial incentive or capital investment has been judiciously selected. The underlying rationale is that these types of public investments are justified when the primary policy goal is:

1. The distribution of public resources within the City of Boston and Commonwealth of Massachusetts to support neighborhood job growth and economic revitalization; and
2. The promotion and strengthening of specific industry clusters.

This document is not a detailed economic impact analysis. Where available, information on both the costs and benefits of specific recommendations is provided. Evaluating the long-term impact of the recommendations is imperative and should be the goal of both public and private stakeholders. Transparency around the economic impact of incentives and capital investments should be the principal objective.

Fairmount Indigo Corridor Business and Job Attraction and Retention Pilot



Targeted business and job attraction and retention closely overlaps with goal of improved economic inclusion and equity in Boston's neighborhoods.

E. Strategy and Recommendations



Expanded connections between employers and residents within the Fairmount Indigo Corridor

Improvements to the business ecosystem must be complemented with a sustained commitment to strengthening connections between employers and residents. Embedded community-based organizations have recently launched both in-person support and online job coordination initiatives. These efforts need to be supported and strengthened to ensure that they can expand their reach and consistently support resident employment pathways.

1.1 Strengthen local job coordination initiatives and identify sustainable funding mechanisms

Current Status	Next Steps	Implementer(s)
<p>The Fairmount Indigo CDC Collaborative, Newmarket Community Partners, and Jewish Vocational Services have hired an Economic Development Catalyst to connect job seekers with opportunities in Newmarket and Readville.</p> <p>Dudley Street Neighborhood Initiative and Jobcase have built an online portal which includes local job postings, community updates, and a forum for employment-focused conversation.</p>	<p>A. Build a partnership between existing efforts and develop a unified job coordination initiative which includes staffing, an online platform, and connections to workforce development initiatives</p> <p>B. Develop a shared proposal targeting funding for a pilot of the unified job coordination initiative, specifically targeting funding from the Neighborhood Jobs Trust</p>	<ul style="list-style-type: none">• Fairmount Indigo CDC Collaborative• Newmarket Business Association/ Newmarket Community Partners• Dudley Street Neighborhood Initiative <ul style="list-style-type: none">• Fairmount Indigo CDC Collaborative• Newmarket Business Association/ Newmarket Community Partners• Dudley Street Neighborhood Initiative• City of Boston's Office of Jobs and Community Services

E. Strategy and Recommendations



Enhanced application of current incentives, financing, and capital investment programs

Existing incentives and programs should be consistently applied to businesses currently located within the Fairmount Indigo Corridor, as well as those interested in relocating. These incentives and programs are currently underutilized for a number of reasons, including programmatic inflexibility, siloed administration, and irregular communication and outreach. The overall goal is to increase public sector focus on corridor business attraction and increase education, dissemination, and strategic application of existing incentives and programs within the corridor.

2.1 Create a Fairmount Indigo Business Working Group, including representation from the Fairmount Indigo Network, Newmarket and Readville business communities, and select other corridor stakeholders

Current Status	Next Steps	Implementer(s)
Fairmount Indigo Network has recently hired a coordinator to help align goals of organizations working and collaborating within the corridor. Network members have also designated an Economic Development Working Group which includes a focus on business attraction and retention.	A. Designate structure and membership of the Fairmount Indigo Business Working Group	<ul style="list-style-type: none">• Fairmount Indigo Network• Newmarket Business Association• Readville business advocacy organization
	B. Convene initial meeting of Fairmount Indigo Business Working Group	<ul style="list-style-type: none">• Fairmount Indigo Network• Newmarket Business Association• Readville business advocacy organization

2.2 Consistent meetings between staff from the City of Boston's Office of Economic Development, the Executive Office of Housing and Economic Development, MassDevelopment, and the Fairmount Indigo Business Working Group

Current Status	Next Steps	Implementer(s)
City of Boston's Office of Economic Development includes existing business programs and services, as well as additional incentives and programs targeting business attraction and retention, including the strengthening of the city's Back Streets initiative.	A. Convene initial meeting of public and community stakeholders to discuss a sustainable communication and outreach strategy	<ul style="list-style-type: none">• Office of Economic Development• Executive Office of Housing and Economic Development• Fairmount Indigo Business Working Group• MassDevelopment

E. Strategy and Recommendations

2.3 Create a Fairmount Indigo Business Working Group, including representation from the Fairmount Indigo Network, Newmarket and Readville business communities, and select other corridor stakeholders

Current Status	Next Steps	Implementer(s)
The City of Boston Small Business Plan has called for the increased utilization of both the Boston Local Development Corporation and Boston Industrial Development Financing Authority.	A. Fairmount Indigo Business Working Group to meet with Boston Local Development Corporation and Boston Industrial Development Financing Authority staff to discuss current goals and expectations	<ul style="list-style-type: none"> • Office of Economic Development • Fairmount Indigo Business Working Group
	B. City of Boston to set targets for use of Boston Local Development Corporation and Boston Industrial Development Financing Authority resources within the corridor	<ul style="list-style-type: none"> • Office of Economic Development • Fairmount Indigo Business Working Group

2.4 Utilize new programmatic flexibility of Massachusetts' Economic Development Incentive Program, and increase use of MassDevelopment's suite of financing tools to support business development

Cost: Between 2010 and 2015, subsidies from Economic Development Incentive Program ranged between \$13,000 and \$24 million per business with a median subsidy of \$372,000.⁸

Current Status	Next Steps	Implementer(s)
The recent economic development legislation streamlines the Commonwealth's Economic Development Incentive Program by removing geographic restrictions. MassDevelopment's suite of financing tools includes programs targeting commercial and industrial development, including site acquisition, construction renovation, and expansion.	A. Fairmount Indigo Business Working Group, Mass Development, and the Executive Office of Housing and Economic Development to meet and discuss programming and available resources and tools	<ul style="list-style-type: none"> • Fairmount Indigo Business Working Group • MassDevelopment • Executive Office of Housing and Economic Development
	B. Commitment from public stakeholders to utilize programmatic flexibility with targeted investments within the corridor	<ul style="list-style-type: none"> • Fairmount Indigo Business Working Group • Executive Office of Housing and Economic Development

⁸ "Subsidy Tracker 3.0." Good Jobs First. Accessed May 1, 2016. <http://www.goodjobsfirst.org/subsidy-tracker>. Note: Subsidy costs are for all projects between 2010 and 2015 with subsidies awarded by the Massachusetts Office of Business Development through the Economic Development Incentive Program where subsidy values are available. Subsidy costs are adjusted for inflation.

E. Strategy and Recommendations

2.5 Enhanced promotion and use of small business financing, and anchor procurement enhancement and capital programs, currently offered by corridor stakeholders

Current Status	Next Steps	Implementer(s)
Dorchester Bay Economic Development Corporation offers a range of direct lending products. Northeastern University, LISC Small Business, and LISC Boston are partnering to make financing available to businesses within the City of Boston; loan products include: contract financing, microloans, and larger term loans.	A. Meet with current corridor-based and corridor-focused financing and capital providers to discuss current gaps in marketing and outreach	<ul style="list-style-type: none">• Dorchester Bay Economic Development Corporation• LISC Boston
	B. Utilize Fairmount Indigo Network and Fairmount Indigo Business Working Group to advertise, and promote use of, available products	<ul style="list-style-type: none">• Fairmount Indigo Network
	C. Fairmount Indigo Business Working Group to explore partnerships with additional anchor institution, including the health care sector	<ul style="list-style-type: none">• Fairmount Indigo Network• LISC Boston

E. Strategy and Recommendations



Exploration and implementation of additional small businesses incentives, financing, and capital investment programs

Given the current land use and the broader business environment, careful consideration should be given to a range of incentive, financing, and capital investment programs, including those implemented in other U.S. cities. The benefit and cost of any new public investment program must be carefully considered, but there may be applicable models that can be incorporated into existing City of Boston and Commonwealth of Massachusetts programming.

3.1 Develop a City of Boston pilot program that can provide property tax abatements for commercial and industrial businesses to build, rehabilitate, or expand facilities

Model: New York City Industrial and Commercial Abatement Program (ICAP) provides property tax abatements for the renovation or new construction of industrial or commercial property for up to 25 years. To be eligible, projects must spend at least 30% of the property's Taxable Assessed Value within 4 years and construction must be completed within 5 years. New commercial or industrial construction or renovation can be anywhere in New York City and additional benefits are available in select areas of the city. The abatement varies by project and is based on the increase in post-improvement property tax and the initial property tax. In fiscal year 2015, New York City designated \$14.3 million of tax expenditures to support 302 abatements through ICAP.⁹

Cost: Based on a similar program in New York City, a property tax abatement for commercial and industrial businesses would have an annual cost of approximately \$50,000 in tax expenditures per abatement.¹⁰

Current Status	Next Steps	Implementer(s)
City of Boston may use Tax Increment Financing (TIF) to provide businesses with real estate property tax relief in return for substantial job creation.	A. City of Boston to explore feasibility of the creation of an abatement program similar to ICAP	<ul style="list-style-type: none">Office of Economic Development

⁹ Department of Finance, Office of Tax Policy. *Annual Report on Tax Expenditure: Fiscal Year 2015* New York, NY: The City of New York, 2015.

¹⁰ Ibid.

E. Strategy and Recommendations

3.2 Develop a City of Boston pilot program to provide rent abatements for commercial renters in exchange for rehabilitation of renter occupied buildings and significant job growth

Model: New York City Commercial Expansion Program (CEP) provides property tax abatements in the form of rent rebates for new, renewal, and expansion leases for commercial offices and industrial spaces built before 1999 that are located in designated abatement zones. Benefits are issued as a credit on the landlord's tax bill and passed through to the tenant as a reduction in rent. The abatement applies for up to 5 years for commercial offices and up to 10 years for manufacturing spaces. To be eligible, applicants must make permanent capital improvements to the property and its common areas, meeting the threshold for minimum expenditures per square foot of net usable space. The awarded abatement, which is dependent on lease term and varies by industry, goes up to \$2.50 per square foot. In fiscal year 2015, New York City designated \$15.5 million of tax expenditures to support 731 abatements through CEP.¹¹

Cost: Based on a similar program in New York City, a rent abatement for commercial and industrial businesses would have an annual cost of approximately \$20,000 in tax expenditures per abatement.¹²

Current Status	Next Steps	Implementer(s)
City of Boston may provide commercial tenants with rent relief on Boston Planning and Development Agency-owned properties in exchange for building improvements or job growth.	A. City of Boston to explore feasibility of the creation of an abatement program similar to CEP	<ul style="list-style-type: none">• Office of Economic Development

3.3 Develop a City of Boston pilot industrial commercial developer fund to catalyze applicable development projects

Model: New York City Industrial Developer Fund is a \$150 million public/private fund with a goal of supporting industrial development projects by providing grants, loans, and loan guarantees to applicable projects so as to leverage additional owner equity and private investment and financing. The fund is a newly created initiative announced in late 2015 as part of a broader "action plan" for the industrial and manufacturing sectors in New York City. The ultimate goal is to support the development of 400,000 square feet of renovated or new real estate by supporting 5 to 8 projects over the initial 5-year period. The initial focus is on supporting non-profit development entities.

Current Status	Next Steps	Implementer(s)
Public sector entities offer a range of commercial real estate financing, including MassDevelopment's lending tools which target both commercial development and the manufacturing sector.	A. City of Boston to explore feasibility of the creation of a pilot fund similar to Industrial Developer Fund	<ul style="list-style-type: none">• Office of Economic Development

¹¹ Department of Finance, Office of Tax Policy. *Annual Report on Tax Expenditure: Fiscal Year 2015* New York, NY: The City of New York, 2015.

¹² Ibid.

E. Strategy and Recommendations

3.4 Pilot and support the creation of a Community Benefit District within the corridor, including within industrial and commercial areas		
Current Status	Next Steps	Implementer(s)
A Community Benefit District provides a local-option mechanism for a district's revitalization by establishing a public-private partnership, managed by a 501(c)3 organization. A district is financed by a property assessment and typically other revenue sources.	A. Fairmount Indigo Network to support ongoing legislation, including exploration of a pilot district within the corridor	<ul style="list-style-type: none">• Fairmount Indigo Network• Massachusetts Smart Growth Alliance

E. Strategy and Recommendations



Targeted public engagement within the Fairmount Indigo Corridor

A range of public investments can further stimulate business and job growth within the corridor: continued investment in the commuter rail line to strengthen the links between transit equity and economic inclusion; place making improvements and infrastructure enhancements that can make areas more attractive to potential employers and employees; and targeted planning that can communicate the public sector's commitment to ensuring that the corridor's existing job clusters and existing commercial-industrial areas will be preserved and grown.

4.1 The Boston Planning and Development Agency finishes Newmarket industrial-commercial rezoning for land use to protect existing and emerging commercial and industrial uses

Model: The Newmarket Core Area (bounded by Southampton Street, Massachusetts Avenue, the Expressway Connector, and the Fairmount Indigo commuter rail line) was rezoned in 2014 to address outdated land uses established in the 1960s and reflect more contemporary industrial and commercial uses, ease permitting, retain and protect core industrial uses, and strengthen the identity of the core industrial district.

Current Status	Next Steps	Implementer(s)
Newmarket Core Area was updated in 2014. The remaining Industrial Development Area needs an analogous update.	A. Completion of land use zoning in Newmarket Industrial Development Area	<ul style="list-style-type: none">• Boston Planning and Development Agency• Newmarket Business Association

4.2 Identify food truck sites to service existing and future employee needs for food options

Current Status	Next Steps	Implementer(s)
Fairmount Indigo Corridor does not currently have a designated food truck site.	<p>A. Newmarket Business Association to submit request for food truck site with supporting data and community stakeholder support</p> <p>B. Identification of further food truck locations focused on Readville and other commercial hubs</p>	<ul style="list-style-type: none">• Newmarket Business Association• Office of Economic Development• Fairmount Indigo Business Working Group• Office of Economic Development

E. Strategy and Recommendations

4.3 Explore expansion of City of Boston's ReStore Boston to meet the needs of mid-sized commercial and industrial businesses within the corridor

Model: There are several industrial-eligible business signage programs, including the City of Chicago's Small Business Improvement Fund, which utilize TIF revenue to provide grants for commercial and industrial businesses. The grants can be utilized to cover a number of uses, including sign removal and replacement.

Current Status	Next Steps	Implementer(s)
ReStore Boston provides matching loans and grants to help neighborhood business and property owners complete storefront renovation projects. All loans and grants must meet eligibility criteria.	A. Fairmount Indigo Business Working Group to meet with Office of Economic Development staff to share needs and discuss potential expansion of ReStore	<ul style="list-style-type: none"> • Fairmount Indigo Business Working Group • Office of Economic Development

4.4 Conduct planning study in Readville to ensure that a community-driven process can inform future use of existing industrial-commercial areas

Model: Ongoing planning initiatives in JP/ROX, Dorchester Avenue in South Boston, and Dudley Square are models that could be adapted for use in Readville.

Current Status	Next Steps	Implementer(s)
Readville area was included in Boston Planning and Development Agency's Fairmount Indigo Corridor Plan as a current and future employment center.	A. City of Boston to work in close partnership with community stakeholders (both commercial and residential) to conduct a planning initiative in Readville	<ul style="list-style-type: none"> • Office of Economic Development • Boston Planning and Development Agency • Hyde Park neighborhood associations • Boston City Council

4.5 Continued commitment from Massachusetts Bay Transit Authority (MBTA) and Massachusetts Department of Transportation to enhance service of the Fairmount Indigo commuter rail line, in line with proposals of Fairmount Indigo Transit Coalition

Current Status	Next Steps	Implementer(s)
The Fairmount Indigo Transit Coalition's ongoing policy platform includes: <ul style="list-style-type: none"> • Overall focus and organizing around transit equity; • Construction of Blue Hill Ave Station; • Improvements to intermodal "last mile" connections; • Continued improvements to frequency, span, and fares. 	A. Commitment from MBTA and Massachusetts Department of Transportation on timeline for fulfillment of proposed enhancements	<ul style="list-style-type: none"> • Fairmount Indigo Transit Coalition • Fairmount Indigo Network • Commonwealth of Massachusetts • MBTA

E. Strategy and Recommendations

5



Strengthened marketing and promotion of Fairmount Indigo Corridor's competitive advantages

Corridor businesses and community stakeholders, along with the City of Boston and Commonwealth of Massachusetts, must work together to market and promote the many advantages of the Fairmount Indigo Corridor, including lower cost of land, available real estate, and access to strong transportation networks. Consistent promotion requires strengthened advocacy for business clusters that have had limited support to date, while reliably showcasing existing and future real estate opportunities.

5.1 Develop community branding that conveys a narrative and celebrates the products and services created within the corridor

Current Status	Next Steps	Implementer(s)
<p>The Fairmount Indigo Network is currently leading a conversation around the need for a holistic corridor branding initiative.</p> <p>The Fairmount Indigo Planning Initiative included a focus on place-based branding and narrative building, including within the industrial commercial nodes.</p>	<p>A. Fairmount Indigo Network to meet with Boston Planning and Development Agency to explore how current branding efforts can build off previous initiatives</p> <p>B. Fairmount Indigo Network and Fairmount Indigo Business Working Group, and The Boston Foundation, to convene group of businesses for initial discussion of "Indigo Industry" branding</p>	<ul style="list-style-type: none">• Fairmount Indigo Network• Boston Planning and Development Agency <ul style="list-style-type: none">• Fairmount Indigo Business Working Group• Office of Economic Development• Fairmount Indigo Corridor businesses• The Boston Foundation

5.2 Develop real estate showcase tool that can promote available city-owned and privately-owned parcels appropriate for commercial development, as well as available space for commercial leasing

Current Status	Next Steps	Implementer(s)
<p>MassDevelopment is currently developing a Transformative Development Initiative tool that provides a multi-layered online platform that markets both districts and individual parcels.</p> <p>The City of Boston Small Business Plan announced plans to develop a platform to better connect prospective purchasers and tenants to available commercial real estate.</p>	<p>A. Fairmount Indigo Business Taskforce to partner with public stakeholders to develop extension of existing mapping tools for the corridor</p>	<ul style="list-style-type: none">• Office of Economic Development• Executive Office of Housing and Economic Development• Fairmount Indigo Network• Fairmount Indigo Business Working Group

E. Strategy and Recommendations

5.3 Create an annual marketing report which summarizes corridor business environment, including rental and vacancy rates, market statistics, and general market conditions

Current Status	Next Steps	Implementer(s)
The City of Boston Small Business Plan has previously conducted analyses of current conditions within the city's industrial neighborhoods and sectors.	A. Fairmount Indigo Business Taskforce to utilize philanthropic funding to develop a marketing report highlighting opportunities for business expansion and relocation with the corridor	<ul style="list-style-type: none"> • Office of Economic Development • Executive Office of Housing and Economic Development • Fairmount Indigo Network • Fairmount Indigo Business Working Group

5.4 Form and strengthen Readville business advocacy organization to support existing and emerging business clusters and strengthen connections with the City of Boston and the Commonwealth of Massachusetts

Model: The Newmarket Business Association helps Newmarket area businesses by promoting continued growth of businesses, applying influence on government decisions affecting the area, encouraging increased business-to-business interaction, and advocating on behalf of Newmarket businesses.

Current Status	Next Steps	Implementer(s)
Several organization in Hyde Park, including the Hyde Park Board of Trade, Hyde Park Main Streets, and Southwest Boston CDC, serve Readville businesses in varying capacities.	A. Newmarket Business Association to meet with Readville stakeholders to share best practices for creation of business advocacy organization B. Readville business advocacy organization is formed	<ul style="list-style-type: none"> • Readville stakeholders • Newmarket Business Association <ul style="list-style-type: none"> • Readville stakeholders

F. Strategy Alignment

These strategy recommendations were not developed in isolation. They build on and align with previous studies and planning initiatives which have highlighted the need for a focus on small- and medium-sized business attraction and retention, both within the Fairmount Indigo Corridor and the City of Boston more broadly.

Most recently, in March 2016, the City of Boston released its Small Business Plan. The plan includes a series of initiatives

and actions that closely parallel the corridor strategy recommendations. The strategy recommendations aim to reinforce the importance of the city's goals, as well as to promote a pathway for short-term, place-based implementations.

Alignment with the Small Business Plan as well as other recent initiatives are detailed below. (See Appendix D for full description of aligned recommendations.)

Building On



CITY OF BOSTON

- Small Business Plan (2016)
- Boston's Workforce: An Assessment of Labor Market Outcomes and Opportunities (2016)
- Neighborhood Innovation District Committee Report (2015)
- Fairmount Indigo Corridor and Station Area Planning (2012-2015)

COMMONWEALTH OF MASSACHUSETTS

- An Act Relative to Job Creation and Workforce Development (2016)

TACC

- Pathways to Prosperity (2013)

FAIRMOUNT INDIGO CDC COLLABORATIVE

- Research and Business Recruitment Project (2011)

Aligning With



CITY OF BOSTON

- Office of Economic Development
- Department of Neighborhood Development
- Boston Planning and Development Agency
- Office of Workforce Development
- Imagine Boston 2030

COMMONWEALTH OF MASSACHUSETTS

- Executive Office of Housing and Economic Development
- Executive Office of Labor and Workforce Development
- MassDevelopment

COMMUNITY PARTNERSHIPS

- Fairmount Indigo Network
- Fairmount Indigo CDC Collaborative
- Fairmount Indigo Transit Coalition
- Fairmount Indigo Business Working Group

BUSINESS ADVOCACY ORGANIZATIONS

- Newmarket Business Association/ Newmarket Community Partners
- Readville business advocacy organization

F. Strategy Alignment

Fairmount Indigo Job Attraction and Retention*	City of Boston Small Business Plan	Corridor and Station Area Planning	Neighborhood Innovation District Committee Report**	Fairmount Indigo Network Priorities
1.1 Strengthen local job coordination initiatives		✓	✓	✓
2.1 Create Fairmount Indigo Business Working Group			✓	
2.2 Improve communication between public sector, community stakeholders, and businesses	✓		✓	✓
2.3 Expand use of BLDC and BIDFA	✓	✓		
2.4 Target EDIP and MassDevelopment's business development tools		✓		✓
2.5 Promote business financing and anchor procurement programs	✓	✓	✓	✓
3.1 Pilot industrial commercial tax abatement program				
3.2 Pilot tenant commercial expansion incentive program				
3.3 Develop a City of Boston pilot industrial commercial developer fund				
3.4 Support and pilot CBD				✓
4.1 Complete Newmarket IDA land use update	✓			
4.2 Identify food truck locations within corridor				
4.3 Expand ReStore Boston to better meet needs of industrial businesses				
4.4 Conduct planning initiative in Readville		✓		✓
4.5 Continued investment to Fairmount Indigo Commuter Rail Line		✓		✓
5.1 Develop branding of business community				✓
5.2 Develop commercial real estate showcase tool	✓	✓		✓
5.3 Develop annual market report for corridor industrial commercial areas	✓	✓		
5.4 Strengthen Readville business advocacy organizations		✓		✓

*Simplified descriptions of recommendations. Please see recommendation section for comprehensive description.

**While the focus of the IDCR was on entrepreneurship, many of the recommended mechanisms to facilitate innovation growth are shared by these strategy recommendations.

Appendix A: List of Working Group Members

A working group comprised of community stakeholders, including businesses, trade and industry groups, and City of Boston and Commonwealth of Massachusetts officials guided and responded to research specific to the corridor.

Working group members provided critical review and experienced insight into what is working locally. Those listed below attended the working group meetings or conference calls.

Working Group Members¹³

Celina Barrios-Millner Immigrant Advancement, City of Boston	Meg Flanagan Dorchester Bay Economic Development Corporation	Allentza Michel Fairmount Indigo Network	Harry Smith Dudley Square Neighborhood Initiative
Dave Bassett Office of Workforce Development, City of Boston	Sherry Flashman Fairmount Indigo CDC Collaborative	Kerry Miller Massachusetts Restaurant Association	Donaldyn Stephenson FabLabs for America
Kaitlyn Bean Skillworks	Rox Freeman CommonWealth Kitchen	Zachary Nieder The American City Coalition	Sue Sullivan Newmarket Business Association
Noah Berger The Boston Foundation	Sarah Hamilton MASCO	Austin Nijhuis Initiative for a Competitive Inner City	Steve Tewksbury Carpenters Local 67
Joel Bookman LISC MetroEdge	Charles Hickey Jewish Vocational Services	Ines Palmarin LISC Boston	Mat Thall Southwest Boston Community Development Corporation
Marybeth Campbell Skillworks	Rebecca Koepnick The Boston Foundation	Emily Patrick Hyde Park Main Streets	Doreen Treacy Jewish Vocational Services
Charles Cofield Carpenters Local 67	Lincoln Larmond Mattapan United	Nam Pham Executive Office of Housing and Economic Development, Commonwealth of Massachusetts	Bob Van Meter LISC Boston
Valeska Daley Upham's Corner Main Streets	Gail Latimore Codman Square Neighborhood Development Corporation	Karleen Porcena LISC Boston	Weezy Waldstein Greater Four Corners Action Coalition
Dick Dalton Executive Office of Housing and Economic Development, Commonwealth of Massachusetts	Joan Libby Cavalier Coach Trailways	David Price Nuestra Comunidad Development Corporation	Travis Watson Dudley Square Neighborhood Initiative
Elizabeth Demetriou LISC Small Business	John Marston Eastern Bank	Abadur Rahman Codman Square Neighborhood Development Corporation	Andy Waxman Dorchester Bay Economic Development Corporation
Dan DeSantis Dorchester Bay Economic Development Corporation	Atiya Martin Chief Resilience Officer, City of Boston	Charlotte Rice The American City Coalition	Kim Zeuli Initiative for a Competitive Inner City
Dan Driscoll Harbor Health Services	Jorge Martinez Project RIGHT	Jerry Rubin Jewish Vocational Services	
Jeanne Dubois Fairmount Advisor	Neil McCullagh Corcoran Center for Real Estate and Urban Action, Boston College	Erica Schwarz Southwest Boston Community Development Corporation	
Jen Faigel CommonWealth Kitchen	Linda Mello Dorchester Bay Economic Development Corporation		

¹³ Affiliations may not be current

Appendix B: List of Business and Stakeholder Interviews and Roundtables¹⁴

Stakeholder Interviews

Mark Allio Massachusetts Small Business Development Center, Boston Regional Office	Michael Feldman Feldman Land Surveyors	Manoj Shinde tCognition
Seth Anapolle My Grandma's Coffee Cakes of New England	Meg Flanigan Dorchester Bay Economic Development Corporation	Sue Sullivan Newmarket Business Association
Esmael Ansari Rasky Baerlein Strategic Communications	Anne Haynes MassDevelopment	John Sullivan Accurate Fasteners
Peg Barringer Fine Point Associates	Bob Katz My Grandma's Coffee Cakes of New England	Mat Thall Southwest Boston Community Development Corporation
Rafael Carbonell Office of Business Development, City of Boston	Joan Libby Cavalier Coach Trailways	Mimi Turchinetz Southwest Boston Community Development Corporation
Frank Carpenito Dancing Deer Baking Company	John Marston Eastern Bank	Travis Watson Dudley Square Neighborhood Initiative
Betsy Cowan Office of Business Development, City of Boston,	Mike McCarthy Design Communications	Andy Waxman Dorchester Bay Economic Development Corporation
Dick Dalton Executive Office of Housing and Economic Development	Kerry Miller Massachusetts Restaurant Association	Beth Williams Roxbury Technology
Alan Dana Myer Dana and Sons	Joel Miller Perishable Management Solutions	
Dan DeSantis Dorchester Bay Economic Development Corporation	Reiner Moquette Advoqt Technology Group	
Jeanne DuBois Fairmount Advisor	Anthony Musto Hyde Park Concrete, Inc.	
Skip Dyer Spire	Emily Patrick Hyde Park Main Streets	
	Elaine Pulgini Pulgini Law	
	Mike Rothschild Newmarket Business Association	

¹⁴ There is overlap between working group members and interviewees.

Appendix C: Current State and Local Government Incentives

Table 1. State and Local Government Financial Incentives for Targeted Businesses¹⁵

Program or Initiative Name	Incentive	Department or Agency	Area	Target	Goal
Brownfield Tax Credit Program	Tax incentive	Massachusetts Department of Revenue	Brownfield land	Businesses located on brownfield land	Provides eligible businesses and non-profits a tax credit for the costs incurred in a brownfields remediation project.
Economic Development Incentive Program (EDIP)	Tax incentive	Massachusetts Office of Business Development	Massachusetts	Businesses that generate substantial sales outside of Massachusetts	Provides state and local tax incentives in exchange for full-time job creation, manufacturing job retention, and private investment commitments. Projects require approval of the Massachusetts Economic Assistance Coordinating Council and are evaluated based on economic impact.
Investment Tax Credit (ITC)	Tax incentive	Massachusetts Department of Revenue	Massachusetts	Qualifying manufacturing, research and development, agriculture or commercial fishing businesses	Provides a 3% tax credit for qualifying businesses against their Massachusetts corporate excise tax. Credit is to be used for the purchase and lease of qualified property.
Life Sciences Tax Incentive Program	Tax incentive	Massachusetts Life Sciences Center	Massachusetts	Life science businesses	Provides tax incentives to Massachusetts-based companies engaged in life science research and development, commercialization, and manufacturing. Up to \$25 million in tax incentives are awarded each year.

¹⁵ Notes: Financial incentives are limited to tax incentives and grants available to targeted businesses from state and local governments. Targeted businesses are defined as the businesses that qualify for the specific incentive. Agricultural, film, and other specialized tax credits are excluded from incentive examples. Financial and technical assistance programs available for businesses through public and quasi-public agencies (e.g., Mass Growth Capital Corporation, MassDevelopment) also are excluded from incentive examples. Sources: Boston Planning and Development Agency, Commonwealth Corporation, Commonwealth of Massachusetts, Department of Revenue and Office of Business Development, MassDevelopment. Incentives are updated as of June 2016.

Appendix C: Current State and Local Government Incentives

Program or Initiative Name	Incentive	Department or Agency	Area	Target	Goal
Medical Device Tax Credit	Tax incentive	Massachusetts Department of Revenue	Massachusetts	Medical device businesses	Medical device businesses may claim a credit equal to 100% of the qualifying user fees paid by the businesses to the U.S. Food and Drug Administration.
Research & Development Tax Credit	Tax incentive	Massachusetts Department of Revenue	Massachusetts	Qualifying manufacturing and research and development businesses	Tax incentive for research and development investment for manufacturers and research and development companies. Tax incentive designed to spur growth and innovation throughout the commonwealth.
Single Sales Factor	Tax incentive	Massachusetts Department of Revenue	Massachusetts	Multi-state manufacturing businesses, qualifying defense contractors, and financial service providers	Reduces the tax burden for manufacturers and other qualifying companies by using a single sales factor to determine net income, rather than a three-factor apportionment formula.
Tax Increment Financing (TIF)	Tax incentive	Local municipality	Massachusetts	All businesses	In return for substantial job creation, a municipality may provide a business with real estate property tax relief on the business's incremental real estate property taxes for new investment. In addition to a real estate property tax exemption, a business may be eligible for a personal property tax exemption for existing and new property.

Appendix C: Current State and Local Government Incentives

Program or Initiative Name	Incentive	Department or Agency	Area	Target	Goal
Vanpool Credit	Tax incentive	Massachusetts Department of Revenue	Massachusetts	All businesses	Tax credit equal to 30% of the cost of the purchase or lease of company shuttle vans used for an employer-sponsored ride-sharing program.
Workforce Training Fund	Grant	Massachusetts Executive Office of Labor and Workforce Development, administered by Commonwealth Corporation	Massachusetts	All businesses	Provides financial resources to businesses to fund training for current and newly hired employees.

Appendix C: Current State and Local Government Incentives

Table 2. State and Local Government Financial Incentives for Infrastructure Improvement¹⁶

Program or Initiative Name	Incentive	Department or Agency	Area	Target	Goal
District Improvement Financing Program (DIF)	Bond	Local municipality	Massachusetts DIF districts	Infrastructure improvements	Allows a municipality to utilize the incremental real estate property tax to fund public infrastructure in a designated DIF district. After a project has been authorized, the city issues bonds to pay for the infrastructure improvements.
Infrastructure Investment Incentive Program (I-Cubed)	Bond	Massachusetts Executive Office for Administration and Finance	Massachusetts	Infrastructure improvement	Stimulate job growth through the investment of new public infrastructure and improvements needed to support new private development.
MassWorks Infrastructure Program	Grant	Massachusetts Executive Office of Housing and Economic Development	Distressed areas in Massachusetts	Infrastructure improvements	Provides grants to support sewers, utility extensions, streets, roads, curbcuts, parking facilities, site preparation and improvements on publicly owned land, demolition, pedestrian walkways, and water treatment systems.

¹⁶ Notes: Financial incentives for infrastructure improvement are limited to bonds and grants available from local and state governments. Sources: Boston Planning and Development Agency, Commonwealth of Massachusetts, Executive Office of Housing and Economic Development and Office of Business Development, MassDevelopment

Appendix D: Relevant City of Boston Small Business Plan Recommendations

The initiatives listed below are select recommendations excerpted from the 2016 City of Boston Small Business Plan.

INITIATIVE #1: Establish a Small Business Center

Launch a new web portal to integrate and publicize existing resources for small businesses and offer a variety of new tools and resources for small businesses, including:

- A tool to match small businesses with vacant neighborhood commercial space based on neighborhood market demand

INITIATIVE #3: Increase small business capital availability and innovation

- Build a pipeline of capital-ready small businesses in collaboration with the Small Business Center and BSO partners
- Seek out and collaborate with local and national leaders to pilot new capital programs in Boston and to scale promising programs
- Reposition the City's own debt capital to fill key gaps over time

INITIATIVE #4: Increase small business real estate availability, accessibility, and affordability

- Transform underutilized city properties into small business real estate with leasing priorities awarded to businesses in priority segments and/or with minority, women, or immigrant owners; allocate space for small businesses in new publicly-owned development
- On the new small business web portal, develop a tool to increase awareness of and match small businesses with vacant neighborhood commercial space based on neighborhood market demand.
- Explore the creation of new incentives and regulations, including policies that provide increased protection to small business tenants and provide incentives for tenant improvements.

INITIATIVE #5: Celebrate and promote small businesses

- Work with BSO partners to market business districts and sectors and to create seasonal campaigns

INITIATIVE #10: Increase capital availability

- Collaborate with the Capital Working Group to prioritize, assess, and solve for the distinct capital gaps affecting M/WBE and immigrant-owned businesses, including increased availability and flexibility of affordable working capital, microloans, and other products; work with the philanthropic and impact investing sectors to explore new capital vehicles and structures.
- Create an active referral pipeline of businesses to known capital sources, including the SBA, Accion, Boston Impact Initiative, and other public and private funders; expand WeBOS programs addressing the gender gap in venture capital funding

INITIATIVE #14: Create capital solutions for local services firms

- Pilot a program in which working capital loans are partially secured through anchor contracts.

INITIATIVE #15: Create capital solutions for local services firms

- Evaluate and optimize industrial land use to identify under-utilized parcels and potential City-owned development opportunities.
- Lead and support the development of new industrial real estate models, including subleasing and space-sharing models
- Direct BIDFA – the Boston Industrial Development Financing Authority – to work with Back Streets Boston to finance and incentivize industrial land optimization.
- Incentivize activity density through City-supported subletting platforms and incentives

INITIATIVE #20: Create capital solutions for local services firms

- Focus the City's one-to-one advising and other high-intensity programs on serving high-potential, established firms.
- Utilize the City's capital programs, including BIDFA and BLDC, as well as partnerships with traditional and alternative capital providers to expand, publicize, and deploy capital for established businesses.

Appendix E: Business Cluster Data

Table 1. Competitive Clusters in Newmarket

Cluster Name	Newmarket			Boston, MA			Boston-Cambridge-Quincy, MA-NH Metro Area (MA part)		
	LQ (2013)	Emp. (2013)	Emp. Growth Rate (2009-2013)	LQ (2013)	Emp. (2013)	Emp. Growth Rate (2009-2013)	LQ (2013)	Emp. (2013)	Emp. Growth Rate (2009-2013)
Business Services	0.3	874	31%	0.9	44,175	25%	1.2	211,016	12%
Construction Products and Services	2.1	152	114%	0.8	939	93%	1.0	4,634	11%
Fishing and Fishing Products	5.6	143	1%	0.9	369	4%	0.7	1,106	-39%
Hospitality and Tourism	0.4	215	5%	1.8	18,594	13%	0.9	35,803	4%
Livestock Processing	2.0	46	1%	0.3	117	5%	1.2	1,717	8%
Marketing, Design, and Publishing	1.9	954	111%	1.8	14,727	48%	1.3	40,523	25%
Wood Products	3.2	73	3%	0.3	107	4%	0.5	728	-16%

Notes: Clusters shown are competitive clusters in Newmarket with 45 or more employees. Location quotient (LQ) measures the specialization or concentration of a cluster in a particular location relative to the Massachusetts average. Clusters are defined by U.S. Cluster Mapping Portal.

Appendix E: Business Cluster Data

Table 2. Competitive Clusters in Readville

Cluster Name	Readville			Boston, MA			Boston-Cambridge-Quincy, MA-NH Metro Area (MA part)		
	LQ (2013)	Emp. (2013)	Emp. Growth Rate (2009-2013)	LQ (2013)	Emp. (2013)	Emp. Growth Rate (2009-2013)	LQ (2013)	Emp. (2013)	Emp. Growth Rate (2009-2013)
Business Services	0.30	134	74%	0.93	44,175	25%	1.2	211,016	12%
Distribution and Electronic Commerce	1.92	403	27%	0.52	11,727	30%	1.0	89,560	0%
Food Processing and Manufacturing	2.9	54	14%	0.34	672	-1%	1.0	7,595	-17%
Hospitality and Tourism	0.6	60	778%	1.81	18,594	13%	0.9	35,803	4%

Notes: Clusters shown are competitive clusters in Readville with 45 or more employees. Location quotient (LQ) measures the specialization or concentration of a cluster in a particular location relative to the Massachusetts average. Clusters are defined by U.S. Cluster Mapping Portal. Source: U.S. Census Bureau ZIP and County Business Patterns (2009-2013)

Appendix F: Business Narratives

tCognition: A Growing Business in Newmarket

Manoj Shinde is the kind of entrepreneur that communities all over the country would like to attract. His company , tCognition, is a 13 year-old cutting edge technology firm that specializes in developing custom applications and Client Relationship Management (CRM) services. Named as one of the Small Business Administration's Emerging 200 Businesses in 2008, tCognition clients range from startups to state governments to multi-billion dollar companies across the globe.

When his business needed to expand, Shinde chose the Newmarket community near the Fairmount/Indigo transit station.

Shinde found affordable space in an industrial corridor with access to transportation for his workers and easy access to downtown. It was a place for his business.

But there was another reason: his faith. He is a Hindu with a deep sense of social responsibility. "I have a vision to help improve the neighborhood. I want to help elevate people from poverty, especially those who can walk here. I take pride in being an American and I want to give back."

After graduating summa cum laude from Osmania University in Hyderabad, India, Shinde moved to the United States, receiving an MBA from Northeastern University in 2003. After stints as an engineer with Siebel Systems, Oracle, Sybase, and Hitachi, he began tCognition, specializing in Application Development, Maintenance and Support, Enterprise Applications, and Mobile Application Development.

Shinde purchased an old industrial building on Kemble Street with room to grow. tCognition plans on hiring 25 new employees in the next year. He has learned, though, that it takes more than a great concept, good service, and hard work to be successful. A favorable business environment is important, too.

Challenges to Growth

New businesses are sprouting up throughout Newmarket. Pankaj "Bobby" Guliani is Executive Vice President of *tCognition*. He wants to keep the positive momentum going. Guliani notes that security is always an issue for businesses. "People will want to work here if they feel safe." Partnerships with other businesses, the police, and the city are important to create a climate for growth.

Abandoned buildings are sprinkled in between new investments by Shinde and his neighbors. Property owners sometimes sit on old industrial properties, refusing to repair or renovate, while waiting for values to rise. Shinde and Guliani hope for better. Solutions exist. In many cities, strict building codes discourage abandonment. Incentives, like New York City's Industrial Commercial Abatement Program encourage renovation and re-use. "Tax incentives would help," says Manoj.

The local waste transfer station, a block away, needs to be cleaned up. Many business neighbors want the loading docks screened, the maintenance and upkeep improved, and the surrounding streets repaired, so that it doesn't deter companies from investing, customers from visiting, and potential employees from wanting to work in the area.



Manoj Shinde
President & CEO
tCognition

Appendix F: Business Narratives

With no restaurants nearby, lunch options are limited for employees and clients of tCognition. A favorable business environment requires a safe and clean neighborhood, as well as the basic amenities—good transportation, quality restaurants, for example—that cause businesses to want to invest and potential employees to want to work in the community. The Fairmount Indigo commuter rail line improves access to Newmarket, where tCognition and other new businesses are investing and maintaining their properties. A concerted effort to address these challenges can maintain the positive momentum that Newmarket has experienced.

Recommendations for Action

Shinde and Guliani are committed to Boston. They are steadfast in their support of the community. They welcome the Fairmount Indigo commuter rail line and recent investments in their industrial corridor. They suggest several concrete recommendations to improve the business climate, help spur job growth, and lead to a more sustainable community.

- **Security:** Coordinate community/police efforts to improve public safety. Increase the availability of social services to those in need of help.
- **Development Incentives:** A commercial tax abatement program would encourage reuse of abandoned industrial properties. Strict code enforcement of vacant properties would discourage the practice of allowing buildings to fall into disrepair.
- **Infrastructure Investment:** Investment by the city and commonwealth can leverage more private investment. Street and sidewalk repair, new lighting, and improvements in and around the transfer station would make it more attractive for area businesses to invest and expand.
- **Business Support Services:** More resources—including technical assistance, advocacy, and funds for workforce training—should be available to support area businesses. The Newmarket Business Association advocates for area businesses, but with a small staff and a large area to cover. Area businesses report that contact with the city often occurs only when inspectors come around.
- **Marketing:** Shinde and Guliani are in touch with other area businesses that are investing in Roxbury. Despite the challenges, they feel that the neighborhood is a hidden gem. The HUBZone incentives are an important resource. The “quiet investment” by local employers is often overshadowed by negative, and frequently inaccurate, perceptions.
- They note that the Fairmount Indigo Corridor has a cultural corridor initiative. Why not a Fairmount Indigo business initiative to unite area companies around common goals? One proposal: a series of one minute videos featuring 20 businesses describing why they love Roxbury. tCognition has a production company that could make it happen. Another: a Made in Roxbury campaign.

Appendix F: Business Narratives

Roxbury Technology: Repositioning a Business into Growing Industry

By all accounts, Beth Williams is a successful entrepreneur.

In 2008, the Initiative for a Competitive Inner City and Inc. Magazine named her company, Roxbury Technology, the winner of both the Top Minority Owned Business and the Top Woman-Owned Company of the Year on the Inner City 100 fastest growing businesses list nationwide.

Now, she is looking for a home for her business along the Fairmount Indigo Corridor.

For years, Williams employed up to 75 people making and selling remanufactured ink cartridges for printers and copiers. After taking over the business from her father in 2003, she increased sales from \$4M to \$16M. She sees Roxbury Technology as a way to create a sustainable, “green” business that supports the local community and provides jobs for people of color.

She has been recognized for her accomplishments and she has given back to her community, her city, and her country. In 2012, she was selected for the Board of Trustees of Roxbury Community College. A year later, she was named to Mayor Walsh’s Transition Committee for Economic Development, and in 2014, she was appointed to U.S. Secretary of Commerce Manufacturing Council.

All was going well—and then the roof fell in. Literally. In 2015, the roof of her factory collapsed under the weight of a heavy snowfall. The building was a lost cause and the business was no longer able to operate. Most of the employees were laid off.

Refocus, Retool, Rebuild

But Williams remains undeterred. As Winston Churchill once said, “Never let a good crisis go to waste.”

“We’re going to recover,” said Williams. She opened an office in Roxbury and has begun to refocus, retool, and rebuild her business. In keeping with her earth-friendly values, she wants to do contract manufacturing: installing LED fixtures and solar panels. It’s a growing industry, and she sees an opportunity—not only to grow her company, but also, to provide workforce training for residents to become installers.

So, she is looking in Roxbury and along the Fairmount Indigo Corridor for a new office and a showroom, and eventually a facility for training workers. It’s not easy. After years of boosting Boston and presenting at conferences for various public agencies, Williams is hoping she can get some support from the city and commonwealth. “Everyone is looking to build housing and residential units,” she said. “We need support from the Mayor and the government for small industrial companies.” Help in preserving industrial space, building procurement pathways, and simplifying permitting would be a great start.

The Fairmount Indigo commuter rail line is a boon to residents, workers, and companies—as long as businesses are not forced out by rising property values and conversions of industrial property to housing.



Beth Williams
President and CEO
Roxbury Technology, LLC

Appendix F: Business Narratives

Growing the Customer Base and Connecting with Anchor Institutions

And, Williams is hoping for some help rebuilding her customer base.

Northeastern University has been a loyal, long-time customer. She also would love to see the city and commonwealth purchase locally from businesses like hers.

In a Boston Globe article last June, Williams commented, "To me, it's a no-brainer. The city gives businesses like ours government contracts, you decrease unemployment, you increase sales and the tax base, and it all happens within your community. It's something I feel passionate about."

Williams is intrigued with General Electric coming to Boston, especially if they give back to the community. GE will bring jobs and investment. And, "GE would be a great partner," she said, for her LED installation business. Small businesses in communities like Roxbury need incentives, too. "I am trying to reposition my business into a growing industry." Partnerships with GE and the city, and programs to support purchasing by area anchor institutions like Northeastern University, would help area businesses grow.

Never far from her mind, though, is that it is not just about business. For her, it is about providing jobs and opportunities in an underserved community, promoting ecological responsibility, and creating a better community. It's in the Roxbury Technology mission:

Create jobs and build our community while making top-quality, earth-friendly products. This commitment guides us as we combine innovation with functional solutions, and find ways to make a difference while making a profit. We want to make a lasting difference, and we want to make it now.

With her passion, creativity, hard work, and commitment—and a little bit of help along the way—it's likely that Williams will succeed once again.

Appendix F: Business Narratives

Design Communications Ltd.: The Challenge of a Thriving City

It's the difficulty of growing prosperity.

A successful company in a thriving city needs to expand. And, because so many people want to live there, rents are rising, building prices are skyrocketing, and industrial property is being converted to residential development.

That is the quandary being faced by Design Communications, the City of Boston, and communities along the Fairmount Indigo commuter rail line. There are no easy answers.

For 32 years, Design Communications has flourished, fabricating custom signage and architectural specialties in an industrial building in South Boston Design Center. With over 40,000 square feet in what is now called the Innovation and Design Building the company employs 125 people. The rent has increased and the company needs to grow.

An area that at one time was a isolated collection of warehouses and depots now is trendy and expensive. Space is at a premium. Design Communications must find a new facility.

Mike McCarthy, Design Communication's vice president of operations, has been searching for new space, saying, "We have overturned a lot of rocks looking." Industrial property is in short supply throughout the City of Boston, and much of it is cost prohibitive.

"We want to stay in Boston," said McCarthy. "Our employees, many of them urban artists, are nearby."

The city has been supportive, showing Design Communications available properties as they become available, but the inventory is limited and property is being gobbled up for other uses.

The Transportation Paradox

And then, there is the "transportation paradox." Over 70% of Design Communications employees take public transportation to work every day. When Design Communications moves, the company would like to be on a transit line, accessible to its employee base. With the improvements along the Fairmount Indigo commuter rail line, more area workers have access to public transportation. More industrial properties are accessible to the line.

Along the corridor, however, property values are increasing, rents are escalating, and more industrial buildings are being converted to residential developments, making it harder to find a suitable location for the business.

Design Communications has been approached by other cities encouraging the company to relocate. Incentives available in the Gateway Cities program are attractive, but McCarthy has focused his attention on Readville and Newmarket. He wants to stay in Boston.



Mike McCarthy
Vice President of
Operations, Boston
Design Communications
Ltd. (DCL)

Appendix F: Business Narratives

Resolving the Dilemma

A concerted public policy focused on equitable business attraction and retention could make it easier for Design Communications and other employers to remain in the City of Boston. This focus must include:

- Targeting the Fairmount Indigo Corridor for incentives similar to the Gateway Cities program;
- Increased flexible funding for business expansion through the City of Boston and the Boston Local Development Corporation;
- Commercial property tax abatement for business enterprises similar to those offered in New York City's Industrial Commercial Abatement Program;
- Changes in zoning laws to preserve industrial properties;
- Support for organizations such as the Newmarket Business Association that can assist companies in finding suitable locations and accessing favorable financing and incentives for expansion;
- Improved marketing to showcase available space and help businesses connect with the properties, the information, and the resources that will help them expand.

For Mike McCarthy and Design Communications, the clock is ticking. They need to find a location in the next year. "We want to stay in Boston," he said. "We are desperately searching for space."

It's a problem of prosperity, but an important and pressing problem nonetheless—especially, if the City of Boston is to continue to thrive—and, if it hopes to retain the businesses and jobs that are so critical to its neighborhoods and their residents.

Appendix G: Additional Resources

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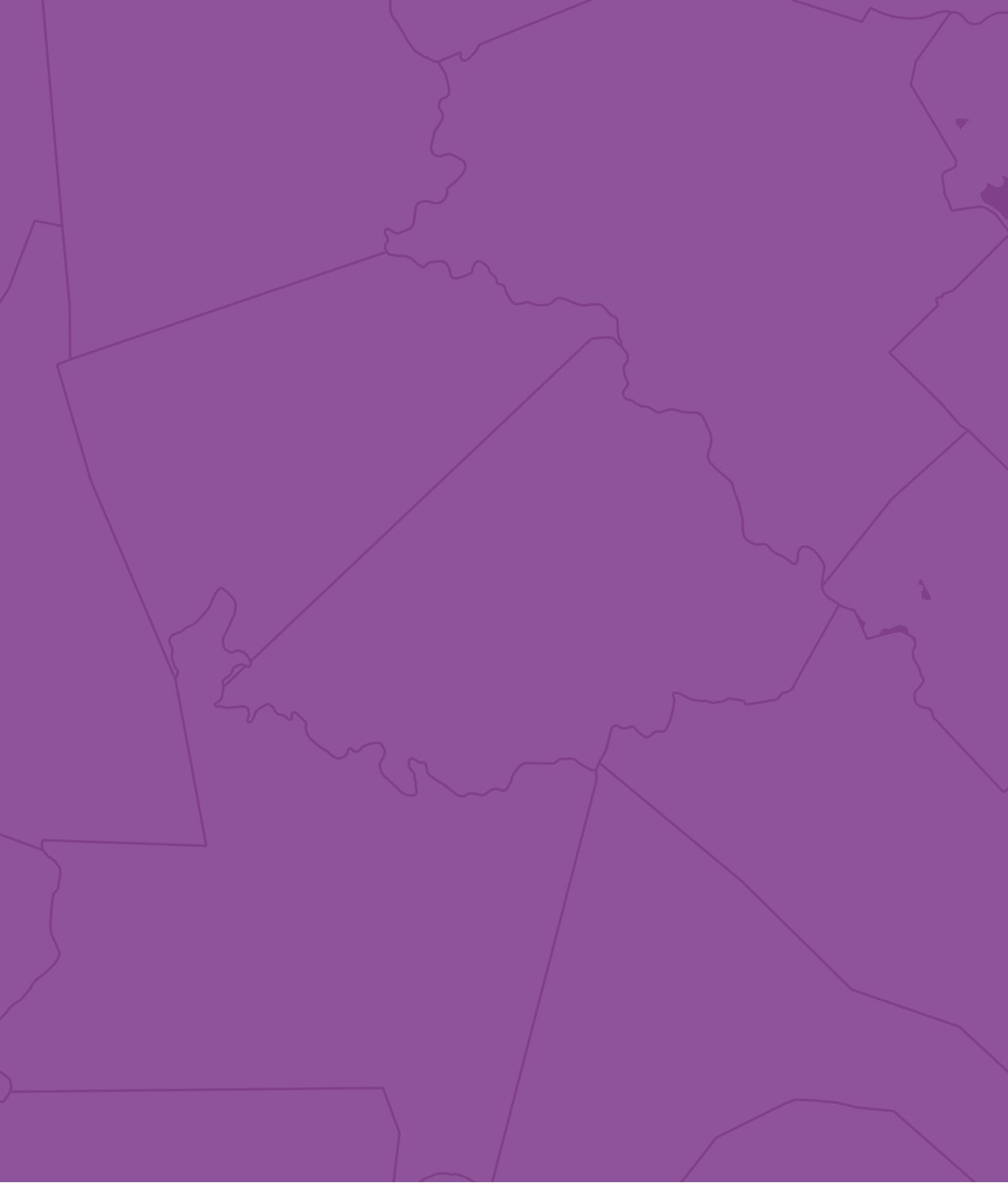
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