



## Economic Inclusion and Equity Agenda

In 2016, the City released its Economic Inclusion and Equity Agenda, which articulates the Administration’s values of Economic Inclusion and Equity across City departments and provides a detailed overview of the City’s ongoing programs, policies, and initiatives to address racial and economic disparities in Boston. The agenda provides context for the City’s work across four themes: income and employment, wealth creation, business development, and economic mobility.

## Small Business Plan

The City released its Small Business Plan in March 2016, after a yearlong study on the state of small business in Boston. The plan proposes policies, programs, and tools across 20 core Small Business Solutions initiatives. Together, these initiatives aim to address specific gaps in key small business segments and to enhance the ability of minority, immigrant, and female entrepreneurs to successfully launch and grow small businesses across the city.

## Boston's Workforce: An Assessment of Labor Market Outcomes and Opportunities

In March 2016, The Mayor’s Office of Workforce Development and the BPDA produced a workforce development report, “Boston’s Workforce: An Assessment of Labor Market Outcomes and Opportunities.” The report provides a detailed look at the extent of the economic challenges in the city and also identifies the most promising methods for increasing access to living wages.

# Economy

**Boston anchors an innovative regional economy that thrives on diverse industries. The city is home to more 718,000 jobs today, a 7 percent increase since 2010, and is expected to have 900,000 jobs by 2050.<sup>28</sup>**

The city’s evolving economy has generated enormous prosperity, a credit to Boston workers who are, on average, more than 30 percent more productive than their national peers.<sup>29</sup> These talented workers and local research institutions draw businesses large and small to Boston and are critical to the continued economic dynamism of the city and the region. Nevertheless, Boston residents are underrepresented in the growing sectors, compared with people commuting in from the suburbs.

As Boston grows, the city will provide pathways to quality careers and strengthen wealth-building policies to make sure that more Bostonians participate in the city's prosperity. The following initiatives spur job growth in our largest sectors, encourage diversification to make our economy more resilient to economic shocks, and provide opportunities for all Bostonians to access quality jobs, build wealth, and support their families.

# This is what inspires us to act.

**Boston's economy exhibits strengths in a wide variety of sectors**—including healthcare, professional services, and education. Being more concentrated than the nation in a diversity of sectors is a competitive advantage for Boston and has supported the city's recent growth. Boston's diversified economy places it in a league with other growing knowledge economy cities, such as New York and San Francisco.<sup>30</sup>

**Small businesses are a critical component of the city's economy:** 44 percent of Boston's employees in private, for-profit businesses work in small businesses; 32 percent of these small businesses are minority-owned, generating \$2.7 billion in revenues and employing more than 32,000 people.<sup>31</sup>

**Boston area businesses are highly innovative.** Since 2010, Suffolk County increased the number of utility patents, a measure of innovation capacity, by 11 percent annually. In that same time, the Commonwealth of Massachusetts grew by 7 percent utility patents annually, while the nation increased utility patents production by 6 percent annually.<sup>32</sup>

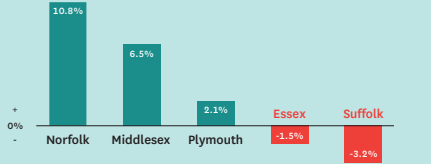
**The Boston area is a center for venture capital investment.** Out of approximately 130 Metropolitan Statistical Areas (MSAs), Boston-Cambridge-Quincy MSA ranks 3rd in the number of venture capital deals and number of companies receiving venture-capital funding in 2015. Venture capitalism emerged in the Boston area in the mid-twentieth-century and has a long

history of spurring innovation and business growth locally. Today, the MSA ranks 4th in total venture capital invested, receiving nearly \$5.6 billion dollars in 2015. Greater Boston is highly competitive with other notable tech economies—including Northern and Southern California and New York City—having held a place in the top five destinations for venture capital investment for the last 16 years.<sup>33</sup>

**While Boston is a regional economic hub, Bostonians are under-represented in high-paying sectors.** Boston residents are disproportionately employed in sectors that pay comparatively low median wages. While Boston residents make up 39 percent of the city's overall workforce, just 35 percent of professional services workers, 30 percent of financial services and real estate workers, and 35 percent of information workers live in Boston.<sup>34</sup>

**Some Bostonians face challenges to wealth building and economic mobility.**

Causal Effect of Growing Up in a County on Adult Household Income



Note: Graph shows percent gains or losses for low-income children relative to national average

Today, 46 percent of Boston's residents are liquid-asset poor, meaning that they do not have enough savings to live above the poverty level for three months if they suffer an income disruption such as losing a job or facing a medical crisis. Economic mobility of some Bostonians is also limited. Children who are raised in low-income families (below the 25th percentile) in Suffolk County will, on average, earn an income that is 3.2 percent less in adulthood than if they grew up in a low-income family elsewhere in the U.S. This disparity is particularly pronounced for girls in Boston.<sup>35</sup>

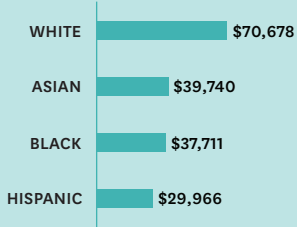
Diversity Job Fair at the Bruce Bolling Building, Dudley Square, May 1, 2017.



"Really want to emphasize the importance of financial education... lack of financial literacy across the city leads to a lot of people suffering due to repeated disadvantages."  
**Brighton resident via online postcard**

Median household income by race

Incomes have been stagnant and disparities between races persist.



"Savin Hill/JFK area needs more small businesses in the food industry (restaurants, cafes, markets). We need more small commercial space to be available for these businesses."  
**Dorchester resident via online mapping comments**



# We will:

## Support continued growth of Boston’s strongest sectors, such as healthcare and education

We will build on key sectors by identifying new places where businesses can grow, providing twenty-first century infrastructure, and continuing to position Boston to attract leading businesses as economic anchors. We will continue to innovate within our key industries and plan proactively so they can keep pace with long-term economic trends.

## Diversify sectoral strengths to enhance economic resilience

As our economy changes, we will encourage diversification with a focus on supporting growth in a variety of sectors. We will also give businesses and residents the tools to adapt to economic shifts. We will create pathways for residents to enter the strongest and growing sectors.

"Need more affordable retail space throughout the city."  
**Charlestown resident via community workshop**

"Better job opportunities that pay a living wage so that you do not have to work two or more jobs to make ends meet."  
**Roxbury resident via web survey**

## Support business development for industrial sectors

We will encourage incubators and research centers in industrial areas for new industrial companies or companies in related sectors such as product development. We will explore offering relocation assistance for businesses that are being priced out of certain industrial districts to move to areas in Boston where they can continue to thrive. We will also seek to ensure that industrial businesses have access to capital and will use City assets to support their needs.

## Empower the Greater Boston Regional Economic Compact

We will maximize the growth of the region by coordinating economic development initiatives, as well as advocating for stronger partnerships across the region.

## Continue to make our city attractive to outside talent and hospitable to our workforce

We will build career pathways from school to the workforce. We will encourage livable communities, easier commutes, housing that is affordable, and cultural programming to attract workers. We will attract, retain, and advance diverse talent in Boston through quality of life.

## Strengthen the Boston Residents Jobs Policy

The Boston Residents Job Policy sets goals for the recruitment of residents, people of color, and women for construction projects in Boston. Developers and contractors agree to employ 50 percent residents, 25 percent people of color, and 12 percent women across all trades. We will increase those workforce goals to invest more directly in populations underrepresented in the construction industry.

## Create an environment in which small businesses can start, grow, and scale

We will establish a small business center to streamline how small businesses work with the City, develop an efficient and transparent process for navigating permitting, and transform underutilized City properties into development that accommodates small business. We will provide low-cost capital through connections with local capital providers. We will explore the development of a policy to preserve access to affordable commercial spaces for small businesses and undertake an initiative to explore worker cooperatives. We will explore tools and vehicles for catalyzing local economies through development of underutilized properties in neighborhoods.

## Encourage job training for industrial uses

We will encourage job training programs geared toward existing industrial strengths such as manufacturing that offer high quality jobs and have sustainable long-term trajectories, as well as programs focused on advanced manufacturing and other twenty-first-century industrial jobs such as robotics. We will also pursue partnerships with community colleges and vocational schools to prepare workers for twenty-first-century industrial jobs.

## Study steps the City can take to achieve a higher minimum wage

A higher minimum wage will improve economic mobility for Boston workers and be a step toward ensuring that all Boston residents are able to earn a family-sustaining wage.

## Increase City procurement targets for women- and minority-owned businesses.

We will build on an Executive Order signed in February 2016 in which the City set specific targets for women- and minority-owned businesses in architecture and engineering, construction, and professional services contracts by working to set procurement targets for all industries, pending the results of a disparity study.



Residents weighed in on emerging ideas in online comments and neighborhood workshops in summer 2016.

A Dorchester resident noted that training and livable wages are key for economic mobility: "Encourage businesses to provide training to advance careers of [the] least trained workforce. We need to support local businesses and pay respectable wages- none of this ‘work 3 jobs to stay afloat’. Minimum wage should be more than \$15."

"Focus on flexible office space for small businesses in key transportation hubs."  
**Fenway resident via online postcard**

"I'd love to see Boston provide free trash, recycling, and compost pick up for small businesses."  
**Resident via draft plan feedback**



**Establish neighborhood job hubs**

We will encourage job growth in neighborhoods by concentrating commercial space, transit connections, and other investments to give employers the room and resources to grow while maintaining the character of the neighborhoods. At scale, neighborhood job hubs will allow residents to participate in the variety of sectors that make up our thriving economy. We will make it easier for businesses to open and do business in Boston, including easing permit restrictions.

**Work to build wealth and credit**

We will encourage wealth building by creating Boston Saves, a Children's Savings Account program, integrating financial education and asset building into City social service programs, and providing resources to increase utilization of the Earned-Income Tax Credit. We will strengthen the Boston Home Center to facilitate and encourage home ownership, promote small business development for women- and minority-owned business enterprises, support worker cooperatives, and continue to provide access to

other financial management tools that help families achieve economic security. We will better integrate credit building into existing City social service and other programs.

**Maximize the potential of our existing talent**

We will strengthen the training and education pipeline that prepares residents for careers in the city's growing sectors and improve linkages to existing jobs and opportunities through programs like the Mayor's Summer Jobs Program and the work of the Office of Workforce Development.

Le Foyer Bakery in Mattapan recently celebrated its 40th year in business. ↓



**Youth Employment**

**Early work experience is a key to boosting long-term economic mobility.**

Early work experience has been shown to improve economic outcomes later in life by boosting career skills, soft skills, professional networks, and resumes, as well as by enhancing professional aspirations.<sup>36</sup> Boston is focused on providing work experience for youth throughout the city, with a focus on low-income communities of color. These youth represent a significant untapped resource of productivity and talent for our city. Summer Youth Employment Programs in Boston provide this early work experience and improve the economic, academic, and behavioral outcomes for the primarily low-income youth they serve. The Summer Youth Employment Program employs over 10,000 young people and connects them

to paid work experience, career-exploration opportunities, job-skills training, and mentors. In addition to youth employment programs, Boston strives to invest in programs that can move participants along a career pathway, ensuring that youth can smoothly transition into post-secondary education/training and high-quality career paths.

↓ Summer Youth Workers for the City of Boston



Growing Boston’s anchor sectors

Business leaders in Boston shared their actionable ideas for how the City can support the long-term growth of key sectors.

Boston convened a series of eight conversations with leaders across many of Boston's anchor sectors to identify key actions to support their long-term health and growth. These conversations, which brought together leaders from healthcare, higher education, finance and insurance, technology, industrial and manufacturing,

Strengthen K-12 education system with an increased focus on STEM and soft skills education

“We need a nimble workforce who can adapt as disruptive forces move in. To be nimble, we need talent that has a quantitative background as well as the critical thinking skills.”  
**Finance and Insurance Sector Roundtable**

“It’s our responsibility to educate the next generation of entrepreneurs. Youth aren’t yet looking for jobs in the innovation space, but we want to convince them that technology and coding is one path to success for them.”  
**Technology Sector Roundtable**

“The more we can do locally to build a strong workforce through the public education system, the more it will help when we are recruiting and competing with other cities.”  
**Healthcare Roundtable**

“We are lacking skilled front house and kitchen staff. Access to talent that has the soft skills I need is a limiting factor to my business.”  
**Small Business Roundtable**

See page 309 for more detail on education initiatives

Connect talent in underserved neighborhoods to jobs in anchor sectors

“Coding and entry-level sales are positions that we have difficulty filling. Together, we could do targeted retraining and apprenticeship programs to develop the talent we need here in Boston.”  
**Technology Sector Roundtable**

“Kids don’t know that opportunities in small business are available to them. For example, we have social media positions that need to be filled. The Future Chefs program is a start, but we need to go further. BPS and BCYF seem like a natural place to start.”  
**Small Business Roundtable**

“There are great programs that are happening in high schools and community colleges, but we need to build those pathways to industry to be stronger. We are all doing work in the community, but in some cases, it’s not coordinated and we are doing the same thing.”  
**Healthcare Sector Roundtable**

“There is a large segment of manufacturing workers that will soon retire. At the same time, there are people in underserved parts of Boston that want to get into the workforce. We need to develop more programs and transportation routes that connect these areas to these jobs.”  
**- Industrial and Manufacturing Roundtable**

See page 309 for more detail on education initiatives

Expand affordable housing

“Housing is expensive. We need to allow for more flexible models of how people work and live.”  
**Technology Sector Roundtable**

“There is tons of luxury housing, but the supply is not there for people who work in our operations functions. We need affordable housing for our families too.”  
**Finance and Insurance Roundtable**

“We are missing the middle. We have affordable housing and luxury housing, but the middle is gone.”  
**Industrial Roundtable**

“Housing for our students, faculty, and employees is a major constraint. Our employees, who are part of the middle class, are having difficulty finding realistic housing options.”  
**Higher Education Sector Roundtable**

See page 295 for more detail on housing initiatives

Develop more cultural and quality-of-life amenities

“Boston is a fantastic city already, but the City could encourage more spontaneity and fun through the development of third spaces. Let’s make it even easier to book out a street and hold a festival.”  
**Technology Roundtable**

“City of Boston is part of our brand. The vitality of the City appeals to our students.”  
**Higher Education Roundtable**

“What attracts us and our people to Boston is the quality of life, as well as the strength and sustainability of our institutions.”  
**Healthcare Roundtable**

“We already use our company lobby for many non profits and meetup groups to meet, so there is always something interesting going on. Let's extend that to the outdoor street space.”  
**Technology Roundtable**

See page 311 for more detail on quality of life initiatives



Invest in accessible, reliable transportation with a focus on improving facilities for active commuting, including walking and biking

“We need to improve our transit ecosystem so that it ties our communities together. Mobility is a top priority for technology talent.”  
Technology Sector Roundtable

“We predominantly hire people directly out of college, and affordable rapid transit is important to millennials.”  
Finance and Insurance Roundtable

See page 367 for more detail on transportation initiatives

Build support structures for medium-scale businesses

“I see a gap in the support structures for medium-stage companies. We’ve done the accelerator programs—they mostly help tiny start-ups. Who is helping the medium-sized companies to scale?”  
Small Business Roundtable

“We need a midsized company incubator. The challenges are different.”  
Technology Roundtable

Northeastern University's Interdisciplinary Science and Engineering Complex ribbon-cutting ceremony. April 3, 2017. →

Strengthen the City of Boston as a conduit for collaboration across the public, private, and nonprofit sectors

“Boston should think of itself as a data hub. Is there a data asset that can help connect industry and talent more efficiently?”  
Technology Sector Roundtable

“There should be a closer bond between our industry and the public-education system, particularly in the area of operations. We should focus on increasing financial literacy”  
Finance and Insurance Roundtable

“For some of the smaller institutions in the City, there might be opportunity to create shared student housing sites.”  
Higher Education Roundtable

“There is a real desire among our student populations to plug into civic life in Boston and engage more deeply with the community. We would love to have easier mechanisms to facilitate that.”  
Higher Education Sector Roundtable

“If we want to move the needle on health disparities in Boston, we need to be better coordinated. There’s a role for the City there. How can we support the overall health of Boston’s residents? We need greater accountability on shared outcomes and indicators.”  
Healthcare Roundtable



"We need such training programs... to ensure [a] pipeline of qualified applicants of color from [the] Fairmount corridor (such as the MBTA did with Big Dig construction job apprenticeships/job training programs)"  
Comment via email in response to Draft Plan



# POLCARI'S COFFEE

## COFFEE



LEMON SLUSH  
1.50  
2.00

