



# The Giving Common

An Initiative of the Boston Foundation

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## The American City Coalition Inc. (TACC)



Current

### General Information

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**Website**

[www.tamcc.org](http://www.tamcc.org)

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**Year of Incorporation**

1995

# Statements & Search Criteria

## **Mission Statement**

The American City Coalition (TACC) is a 501 (c)(3) nonprofit public charity working to revitalize urban neighborhoods so that families flourish in safe environments and fully benefit from the economic opportunities of American cities.

Based in the Boston neighborhood of Roxbury, TACC is grounded in an inclusive, comprehensive, and collaborative approach to neighborhood revitalization.

TACC provides technical support and assistance to advance multi-sector and multi-stakeholder partnerships that focus public and private investment to improve the quality of life for Roxbury families.

## **Background Statement**

Founded in 1994, TACC grew out of lessons learned from the development of the earliest mixed-income communities in the United States. The inspiration for our work is grounded in the story of Columbia Point, a 1,500-unit public housing project, in Dorchester, MA.

By the 1970s, this federally funded housing development had failed. Seeing an opportunity to create better housing in his native Dorchester, our founder, Joseph E. Corcoran, working with his development company, Corcoran Mullins Jennison, undertook the conversion of the property into 1,238 units of mixed-income housing. The neighborhood was renamed Harbor Point on the Bay.

In realizing this pioneering residential neighborhood, Corcoran partnered with a coalition of residents and community organizations to ensure that local knowledge and quality of life needs shaped the future of Harbor Point. Today, the conversion of Columbia Point into Harbor Point remains a model for the deconcentration of poverty and the preservation of affordable housing; the project informed the United States Department of Housing and Urban Development's HOPE VI plan and, eventually, the Choice Neighborhood Initiatives program.

Corcoran calls upon all of us to work together to alleviate the concentration of poverty in distressed neighborhoods. Below, Corcoran articulates his inspiration for founding TACC:

With the program support of our mayors, governors, the President, Congress, and many philanthropists—we can cure inner city poverty. How? Not by improving education and daycare, not by job training and creating job opportunities, not by making the streets and the transit safe, not by creating new, safe commercial areas or by building more attractive housing or focusing on diversity. It is not by making any of these efforts alone; it is by doing them all, at the same time, focused on distressed neighborhoods.

It can be done—but only in partnership with the people who now live in these distressed communities. Initiatives must grow from their resident's experience and knowledge. Policy makers and implementers must listen to communities and be responsive; it is the only way to empower real partnerships that harness focused investment. (Founder's Statement)

## Impact Statement

If you believe that families are strengthened by access to jobs, quality housing, safe neighborhoods, and good government services and that Boston is made stronger by implementing policies that promote socioeconomic diversity and citizen engagement, then you will appreciate some of TACC's recent work listed below. Please visit our website and sign up for our updates to stay informed about TACC's most recent work.

In 2017, TACC's accomplishments included:

- Strengthening Boston's Lower Roxbury neighborhood. On December 12, the Boston Housing Authority (BHA) received a \$30 million grant from the U.S. Department of Housing and Urban Development to support the Whittier Choice Neighborhood Initiative in Roxbury. These federal funds will leverage \$260 million in public and private investments to redevelop Whittier Street housing development, and related investments in neighborhood-focused projects and resident-focused programs. Since 2012, TACC has worked closely with the BHA, providing a broad range of technical assistance that strengthened the application by aligning it closely with local opportunities and needs. During the planning phase, TACC conducted a resident needs assessment of workforce development and upward mobility, provided neighborhood data collection and mapping, and helped facilitate the community engagement process. For the successful application, TACC identified local initiatives and partnerships for both the neighborhood strategy and resident-focused programs that aligned with city and federal funding priorities. Over the five-year grant, TACC will help implement three components of the initiative: a state-designated cultural district and related investments in anchor cultural facilities and connectivity; a small business plan to support subsidized retail and coworking spaces as well as increased access to loans and credit enhancement; and housing mobility services to expand residential choice for households that will need to relocate when Whittier is redeveloped. Visit TACC's website to learn more about the organization's multifaceted role in Whittier Choice.
- Building the backbone organization to activate Roxbury's cultural assets. On May 18, the Roxbury Cultural District received formal designation from the Board of Directors of the Massachusetts Cultural Council. Establishing a cultural district has been a long-standing community goal, and the designation is the accomplishment of the work of many residents, artists, business owners, elected officials, and cultural organizations over the past three decades. Next steps include developing the organizational structure for a sustained, collaborative focus on activating and marketing the neighborhood's arts and cultural assets to strengthen collective impact and expand the potential economic opportunities for residents, artists, business owners, and entrepreneurs that are aligned with a vibrant cultural district. In 2015, TACC partnered with Haley House and Madison Park Development Corporation to provide technical assistance and secure funding to support an inclusive, community-led planning process. The Roxbury Cultural District is now supported by over 40 organizations and businesses, as well as many individual residents and artists. The link between this initiative and aligned funding for key infrastructure investments to strengthen anchor cultural institutions and connectivity was integrated into the Whittier Choice Neighborhood Initiative, which maximizes the positive impact in the community. Keep up to date on the Roxbury Cultural District through Facebook or at [roxburyculturaldistrict.org](http://roxburyculturaldistrict.org).
- Expanding housing choice voucher holders access to a range of housing options that meet their families' needs. TACC analyzed the geographic patterns of over 11,000 voucher holders in Greater Boston. Based on TACC's analysis of 11,000 voucher holders, TACC is helping the Boston Housing Authority launch a housing mobility strategy to help increase housing options for families using vouchers by providing them with the resources, information, and coaching necessary to make fully informed choices for their families. The program is being piloted at Whittier Street public housing in Roxbury where 200 households will need to relocate when the property is redeveloped.
- Learning about the needs of older residents and developing the enhanced supportive housing and services models to help seniors age in place. As residents age, there is a need for enhanced supportive housing and services models to allow older adults to age in place in Roxbury. TACC designed and conducted an assets and needs assessment to understand the unique needs of the 300 older adults (age 55 and older) living in the Madison Park Village community in Roxbury.
- Changing the business environment to create inner-city jobs. TACC, LISC Boston, and ICIC, in coordination with a working group comprised of community stakeholders and businesses, developed a series of place-based recommendations for the Fairmount Indigo Corridor. In October 2016, over 150 stakeholders gathered at the Bank of America building to hear about the recommendations outlined in the Fairmount Indigo Corridor Job Attraction and Retention Strategy. Chief of Economic Development John Barros and Senator Linda Dorcea Fory shared their remarks on the relevance of the strategy for the City of Boston and Commonwealth. A panel of local business owners and stakeholders discussed specific opportunities and needs in the 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. These recommendations are reflective of a broader call to action for sustained consideration of how the outreach, focus, and tools needed to attract and retain businesses in Boston can be realistically and holistically applied to diverse and emerging industries within the Fairmount Indigo Corridor. Visit TACC's website to learn more and download the strategy.

In 2018, TACC will continue to expand existing and develop new engagements that benefit low-income residents of Roxbury and the City of Boston.

### **Needs Statement**

With poverty in the United States escalating to a 50-year high and one in three inner-city families living in poverty, there has never been a more important time to implement transformative plans for urban neighborhoods. In Boston, where all residents have not benefited equally from the city's recent economic gains, TACC sees a pressing need for multi-sector, multi-stakeholder partnerships that address complex problems in the areas of housing, education, employment, health, transportation, and economic development in the neighborhoods of Roxbury, Dorchester, and Mattapan. TACC's primary focus area is Roxbury.

**CEO/Executive Director Statement**

Connecting People to Place. It's a simple phrase, but one that motivates TACC's staff to ensure the strongest outcomes both for Roxbury and its

residents in our work with community-based organizations, businesses, and regulatory agencies. Settled in our office in Dudley Square,

across from the Haley House Bakery Cafe, TACC is more deeply involved in collaborating on many Roxbury initiatives. There is much to share. Three of TACC's longstanding projects recently reached major milestones. On May 18, residents, artists, business owners, and elected officials accomplished a long-held aspiration: to establish a cultural district in Roxbury. Next, the Boston Housing Authority was awarded a \$30 million federal

Choice Neighborhoods implementation grant to redevelop the Whittier Street housing development. Additionally, TACC's work on the Fairmount

Indigo Corridor culminated with the release of the Fairmount Indigo Corridor Business Job Attraction and Retention Strategy with our

partners at Local Initiative Support Corporation Boston and the Initiative for a Competitive Inner City at a convening of over 150 stakeholders.

TACC is proud to welcome Charlayne Murrell-Smith, Vice President of Boston Children's Museum, and Bill Walczak, President and CEO of the South

End Community Health Center, to the Board of Directors. We value their years of experience in the community as we advance TACC's program economic goals.

I count on hearing from you about ideas for initiatives where TACC can provide thoughtful technical assistance to advance the economic well-being of

both Roxbury residents and businesses. Please be in touch at 857.308.3015 or [christine\\_araujo@tamcc.org](mailto:christine_araujo@tamcc.org).

Warm Regards,  
Christine Araujo

## **Board Chair Statement**

### Founder and Board Chair Statement

In a 2007 speech, Melinda Gates published a letter explaining what motivated her and her husband:

“We knew what we stood for: that all lives have equal value – that starving children in African and Indian slums are just as precious as your children or mine, that families struggling in American cities matter just as much as families in safe suburban neighborhoods. Ultimately all people, no matter where they live, deserve a chance to live a healthy, productive life.”

I agree with Melinda. TACC strives to create safe, healthy productive neighborhoods. We live in a great nation, which has known economic prosperity like no other in history, but we still have desperate slums in every major city. We can eliminate these places that breed homelessness and crime. We don't need new resources, but to direct public and private resources to focus on areas of concentrated poverty.

With the program support of our Mayors, Governors, the President, Congress, and the many philanthropists – we can cure inner city poverty. How? Not by improving education and day care, not by job training and creating job opportunities, not by making the streets and the transit safe, not by creating new safe commercial areas or by building more attractive housing or focusing on diversity. It is not by making any of these efforts alone; it is by doing them all, at the same time, focused on distressed neighborhoods.

The first years of any effort are dedicated to planning with community partners and developing a common understanding of how a community will change. Then the resources from every segment of our society must be mobilized, including Federal, state and local governments, and enlightened foundations (like the Gates Foundation), who have demonstrated their commitment to the poorest of the poor in our own country and around the world. But the most essential players will be the suffering people of these neighborhoods, who will lead their own neighbors to embrace these efforts for themselves and their children.

It can be done – but only in partnership with the people who now live in these distressed communities. Initiatives must grow from their resident's experience and resident knowledge. Policy makers and implementers must listen to communities and be responsive; it is the only way to empower real partnerships that harness focused investment.

I am not advocating a novel approach. It has been done successfully on a limited but effective scale. Neighborhoods have been turned-around from areas of desperation to communities of hope and strength. There are private, for-profit, and not-for-profit organizations that have worked seamlessly in concert in many major cities in America. We must learn from the best of those successful projects and repeat the activities neighborhood by neighborhood.

Melinda Gates is right. “Ultimately all people, no matter where they live, deserve a healthy, productive life.”

Joseph E Corcoran  
The American City Coalition, Founder and Board Chair  
Corcoran Jennison Companies, Chairman Emeritus

## Service Categories

Community & Neighbourhood Development

Family Services

Urban & Community Economic Development

### Geographic Areas Served

The organization has a long-term engagement and deep commitment to the Roxbury neighborhood in the City of Boston. TACC is also committed to multiple short- and long-term engagements in Dorchester, Mattapan, and Hyde Park.

Please review online profile for full list of selected areas served.

# Programs

## **Neighborhood Vitality**

### **Description**

TACC supports initiatives and multi-sector partnerships that improve the neighborhood environment and facilitate long-term, positive neighborhood investment. Strategies include advancing thoughtful real estate development projects that are responsive to the community's needs and opportunities and aligning community partners in sustainable entities to increase collective impact.

### **Budget**

411,596

### **Category**

Community Development, General/Other Neighborhood Revitalization

### **Population Served**

Poor, Economically Disadvantaged, Indigent, Families, Unemployed, Underemployed, Dislocated

## Program Short Term Success

Recent examples of the short-term success of the program include:

### WHITTIER CHOICE NEIGHBORHOOD INITIATIVE: CONTRIBUTING WITH LOCAL STRATEGIES FOR PEOPLE AND NEIGHBORHOOD

In December 2016, Boston received \$30 million from the U.S. Department of Housing and Urban Development to support the Whittier Choice Neighborhoods Initiative in Roxbury. These federal funds will leverage \$260 million in public and private investment to redevelop Whittier Street public housing; the existing 200 units will be replaced at current levels of affordability and new mixed-income townhouses and apartments will be added on site and in the neighborhood.

TACC provides technical assistance to the Boston Housing Authority to align Whittier Choice with local assets and needs. During the planning phase, TACC conducted a resident needs assessment of workforce development and upward mobility, provided neighborhood data collection and mapping, and helped facilitate the community engagement process. For the application, TACC identified local initiatives and partnerships for both the neighborhood and people strategies that aligned with city and federal funding priorities.

Over the five-year grant, TACC will help to implement three components of the initiative: a state-designated cultural district and related investments in anchor cultural facilities and connectivity; a small business plan to support subsidized retail and coworking spaces as well as increased access to loans and credit enhancement; and housing mobility services to expand residential choice for households that will need to relocate when Whittier is redeveloped. Visit TACC's website to learn more about the organization's role in Whittier Choice.

### ROXBURY CULTURAL DISTRICT: A COMMUNITY-DRIVEN ECONOMIC CULTURAL COLLABORATION

Roxbury is rich in arts and cultural assets—places, artistic expression, and objects that bridge the neighborhood's past and its future. However, many of these assets remain underutilized by residents and relatively unknown to those beyond the neighborhood, limiting the potential economic opportunities (for residents, artists, business owners, entrepreneurs) that are aligned with a vibrant cultural district. In 2015, TACC partnered with Haley House and Madison Park Development Corporation to restart a long-standing community conversation around establishing a cultural district to serve as the backbone organizational structure needed for a sustained, collaborative focus on activating and marketing Roxbury's arts and cultural assets.

TACC provided technical assistance to this partnership and

secured funding to support a community-led planning process. The Roxbury Cultural District is now supported by over 40 organizations and received formal designation from the Massachusetts Cultural Council in May 2017. The initiative and aligned funding for key infrastructure investments to strengthen anchor cultural institutions and connectivity were integrated into the Whittier Choice Neighborhoods Initiative. To learn more visit: [roxburyculturaldistrict.org](http://roxburyculturaldistrict.org).

### **Program Long term Success**

The goal of TACC's neighborhood vitality work is to bring partners together to identify the neighborhood's need and potential strategies for change. After documenting a community's vision, TACC seeks to provide clear schematics and incremental steps to promote and realize this vision.

Through this program, TACC supports transformational projects for communities to overcome barriers and identify opportunities to change the physical environment at the neighborhood and household level, so that families can live in safe communities with access to living wage jobs, good schools, and quality housing.

Walk to Work Communities: TACC brought together a coalition of six organizations to undertake a three-month collaborative planning exercise that considered the development needs of Newmarket and Upham's Corner. This area is one of Boston's three industrial districts strategically critical to the functioning of the city. The area has vast potential for the creation of sustainable inner-city jobs. TACC's study is a transformation plan for a vibrant "walk to work" community.

Lower Roxbury: TACC has published four community and urban planning studies focused on need and strategies for the redevelopment of Lower Roxbury. The most recent study, "Lower Roxbury: Equity and Housing Publication" (2014), utilizes all of the available vacant and underutilized property in Lower Roxbury to develop a scenario that demonstrates how affordable housing can be preserved without losing a single unit, and how challenges can be overcome through focused, place-based investment, policy development, and social programming.

Complete Streets: TACC facilitated a Complete Streets Planning Initiative focused on the redesign of Mt. Vernon Street into a multi-modal corridor, which will be equally accessible to pedestrians, bicyclists, public transit, and cars.

**Program Success Monitored By** Specific indicators and measurements are set for individual projects. TACC works collaboratively and strives to mutually establish goals and outcome measurements with all partners in order to meet a community's need. For community planning, monitoring success generally includes resident participation rate, business participation rate, as well as the participation of other key stakeholders such as nonprofit organizations, elected officials, and government agencies in the process. In evaluating community engagement, process evaluation is also used to measure success using surveys and focus groups and establishing continuous feedback loops. Long-term success is tied to implementation and the degree to which the community vision is realized. TACC's neighborhood vitality work delivers a strong return on investment by developing community transformation plans that outline short- and long-term implementable actions that can drive public and private investment.

**Examples of Program Success** Boston Housing Authority (BHA) and the Whittier Street Transformation Plan: As outlined above, TACC has published four community and urban planning studies focused on need and strategies for the redevelopment of Lower Roxbury. TACC's study, "Lower Roxbury: Unlocking Investment for this Choice Neighborhood," was an important resource for the BHA's Whittier Street Choice Neighborhood Transformation Plan and subsequent Choice Neighborhoods implementation grant.

Mt. Vernon Street: When announcing the RFP for the street, the Boston Redevelopment Authority credited TACC for the initial study that led to the RFP; they wrote, "TACC's...concept plan proposes specific strategies to support the anticipated increase in residents, students, workers, and visitors along the mid-section of Mt. Vernon."

## **Resident Supports**

<b>Description</b>	TACC values connecting individuals and families with the essential services and information needed to support their wellbeing and mobility. Strategies include conducting in-depth resident needs assessments to collect data and identify needs, designing and piloting innovative program models, and serving as a local resource on national best practices on supportive services in mixed-income communities with policymakers, housing authorities, developers, service providers, and property management companies.
<b>Budget</b>	314,747
<b>Category</b>	Human Services, General/Other Family-Based Services
<b>Population Served</b>	Poor, Economically Disadvantaged, Indigent, Families, Unemployed, Underemployed, Dislocated

## **Program Short Term Success**

Examples of TACC's short-term program success include:  
**HOUSING MOBILITY: INCREASING RESIDENTIAL CHOICE FOR VOUCHER HOLDERS**

During the physical redevelopment of the Whittier Street public housing through the Whittier Choice Neighborhood Initiative, 200 households will need to relocate, and some will select a housing voucher. While TACC's primary focus is on aligning resources for the vitality of Roxbury, this project recognizes that some residents will choose to move outside of the community.

In partnership with the Boston Housing Authority, TACC launched a housing mobility strategy to help increase housing options for families using vouchers by providing them with the resources, information, and coaching necessary to make fully informed choices for their families. Housing mobility services include recruiting landlords in neighborhoods throughout Greater Boston to ensure balanced unit listings, and providing households with pre-move housing counseling, housing search assistance, and post-move integration support. TACC designed and built a digital housing locator application that helps residents and relocation coaches use their housing preferences to search for apartments. To explore the housing locator application visit:  
[https://tacc.shinyapps.io/housing\\_guidance\\_tool\\_-\\_live\\_search/](https://tacc.shinyapps.io/housing_guidance_tool_-_live_search/)

**AGING IN PLACE: BUILDING A SUPPORTIVE HOUSING MODEL FOR OLDER RESIDENTS**

As residents age, there is a need for enhanced supportive housing and services models to allow older adults to age in place in Roxbury. TACC designed and conducted an assets and needs assessment to understand the unique needs of the 300 adults age 55 and older living in the Madison ParkVillage community. The data collected from surveys, interviews, and focus groups was used to evaluate existing services and inform strategies for developing an enhanced supportive housing and services model for residents aging in place in the community. The assessment was also integrated into the Whittier Choice planning process, providing baseline information on the housing, health, employment, and community needs of this older group of residents.

## Program Long term Success

The goal of TACC's residents supports program is to strengthen vulnerable families by providing the supports needed on the individual, family, and community levels to access jobs, education, and health services while living in quality housing in safe communities.

TACC takes a holistic look at the needs of people and place together and holds specific expertise in meeting the needs of large-scale public and mixed-income communities using dual-generation strategies. Even when housing conditions are improved, many residents still struggle to make ends meet and face complicated barriers to self-sufficiency, including poor physical and mental health, low literacy, and weak attachment to the labor force.

In partnership and alongside others supporting vulnerable families, TACC develops strategies that align individual, family, and community systems with public, private, and nonprofit resources in order to improve social services delivery systems and the quality of life for residents.

Examples of long-term program success include:

Mentoring: With Big Sister of Greater Boston and others, TACC designed a mentoring program for girls ages 7 to 15 at Harbor Point, a mixed-income community with 400 affordable units. The pilot served 22% of girls. Building on success evaluated through an evidence-based study, the partnership expanded the model to two BHA public housing communities.

Community and Resident Needs Assessments: TACC has conducted multiple needs assessments of large-scale public, subsidized, and mixed-income housing communities. Through one-on-one individual surveys, data is collected that is used to evaluate existing services and inform strategies for future support services.

Choice Neighborhoods: TACC provided technical assistance to BHA in areas of people and neighborhood for Whittier Street Choice Neighborhood Transformation Plan by evaluating resident need and identifying service providers to increase economic mobility of households.

Dual-Generation: With The Urban Institute, TACC brought Housing Opportunities and Services Together (HOST), an innovative dual-generation model, to a mixed-income community in Pittsburgh.

**Program Success Monitored By** Specific indicators and measurements are set for individual projects. Across all programs, TACC seeks to establish a clear results framework that uses both process evaluation and outcome evaluation as tools to measure success over time. TACC works collaboratively and strives to mutually establish goals and outcome measurements with all partners in order to meet a community's need. When appropriate, TACC integrates technology tools such as Effort to Outcomes to track performance.

**Examples of Program Success** Mentoring: Big Sister Association named collaboration between TACC, Harbor Point Community Task Force, and property management the Community Partnership of the Year. Mia Roberts, Vice President at Big Sister, explains why the partnership is exceptional. "This partnership stands as an example of what can be accomplished when everyone has mutually established goals and holds each other accountable to the community's need. This partnership is an example of what organizations can do together when all oars are in the water and everyone is rowing together." Evaluation of the pilot included focus groups and comparison of multiple indicators with other school- and community-based mentoring programs. 100% of participants saw the program as helping avoid risky behavior. 89% of participants showed improvement in grades. The program redesigned in response to feedback and outcomes and expanded to serve 150 girls living in subsidized units at three sites.

Dual-Generation: With its The Urban Institute, TACC launched a critical, early component of HOST through outreach and programming for youth. Youth workers were tasked with engaging hard-to-serve older youth ages 13 to 18. They succeeded at the task by growing participation by over 23% and fostering a culture of participation and trust.

## **Economic Development and Asset Building**

<b>Description</b>	TACC advances innovative strategies that strengthen asset and wealth creation pathways for residents including credit enhancement and home ownership. TACC identifies specific and achievable public policies to stimulate business attraction and job growth as well as short- and long-term approaches that can strengthen local business ecosystems within retail, commercial, and industrial districts.
<b>Budget</b>	178,546
<b>Category</b>	Community Development, General/Other Community Economic Development
<b>Population Served</b>	Unemployed, Underemployed, Dislocated, Poor, Economically Disadvantaged, Indigent, Families

Examples of the program's short-term success include:

**BUSINESS AND JOB ATTRACTION AND RETENTION  
STRATEGY: FAIRMOUNT INDIGO CORRIDOR**

During a period of strong economic growth in the Greater Boston region, increased prosperity has not impacted the Fairmount Indigo Corridor, where 135,000 Bostonians have not benefited equally from the city's recent economic gains. In fact, across a range of economic and demographic indicators, the corridor closely parallels many of the Commonwealth of Massachusetts's Gateway Cities. At the same time, the corridor contains significant assets that can support and grow existing businesses and increase the number of local jobs. These assets include: accessibility to jobs provided by the Fairmount Indigo commuter rail line; existing and growing business clusters within its industrial commercial cores; and comparative affordability as compared to other Boston neighborhoods.

TACC, LISC Boston, and Initiative for a Competitive Inner City, 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. Visit TACC's website to download the strategy.

**THE COMFORT STATION: PUTTING A VACANT BUILDING  
BACK INTO PRODUCTIVE USE FOR THE COMMUNITY**

Vacant for 40 years, the historic Comfort Station in Dorchester's Upham's Corner was built as a "convenience station" for the streetcar system. Imagine Boston 2030 designates Upham's Corner as Boston's first Arts Innovation District and explicitly identifies the Comfort Station as one of five critical innovation and cultural anchors. TACC, together with our partners Historic Boston Incorporated and Bowdoin Bike School, is working to put the Comfort Station back into productive use as a community asset that will expand the physical and economic health of the neighborhood and its residents.

**BUSINESS INCUBATION: FOSTERING LOCAL  
ENTREPRENEURSHIP**

Within the Greater Dudley Square neighborhood, a network of business incubators and accelerators focused on a range of industry sectors (e.g. technology, creative economy, food services) help local entrepreneurs start businesses. A subset of these entrepreneurial businesses and other local small business owners would benefit from both affordable and flexible retail or co-

working space that will allow them to grow and remain within the neighborhood. TACC is partnering with local property owners to develop subsidized retail units that provide reduced rent, focused technical assistance, and marketing to business owners for the early stages of brick and mortar businesses in order to retain local businesses, generate additional employment opportunities for residents, reduce retail leakage, and enhance the overall retail environment.

**Program Long term Success**

Examples of long-term success can be seen in the following:

- Fairmount Indigo Network Coordinator hired to increase collaboration between organizations in the corridor.
- Employment Specialist hired to connect corridor residents to jobs.
- Increased square footage of mixed-use development in the corridor. (For example, Indigo Block at 65 Cottage Street.)
- Access to Gateway City funding for areas of Boston with similar demographics.

**Program Success Monitored By**

Specific indicators and measurements are set for individual projects. However, overall program success is monitored by the number of new jobs created, the number of residents in the district that are employed, and the number of new or expanded businesses located in the region. TACC works collaboratively and therefore the organization monitors the number of residents and public and private partners actively collaborating on our projects.

**Examples of Program Success**

in 2015, TACC issued the 33-page study titled, "Neighborhood Revitalization Districts: Pathways to Prosperity Along the Fairmount Indigo Corridor, A Guide to Incentives for Advancing Economic Growth." The Boston Foundation hosted a meeting on TACC's study; 38 high-level decision makers participated in a discussion on the use of local and state tax incentives to stimulate business development and job growth in Lower Roxbury and surrounding neighborhoods. TACC's study of districts was well-received by stakeholders; this momentum will be sustained through supportive studies detailing impact on prospective businesses and refined estimates of additional jobs, businesses, and income. Following this meeting, TACC partnered with LISC Boston, Initiative for a Competitive Inner City, and a working group of comprised of community stakeholders and businesses, to develop place-based recommendations that can be piloted within the Fairmount Indigo Corridor. The 48-page strategy was released in October 2016. A range of community-based, city, and state entities are advancing the recommendations.

# Management

## CEO/Executive Director

**Executive Director**

Ms Christine Araujo

**Term Start**

Apr 2017

**Email**

christine\_araujo@tamcc.org

### **Experience**

Christine brings many years of experience in community development, land use planning, and social services in Boston's neighborhoods. From 2001 to 2004, she served as the Executive Director of Boston Connects, Inc., where she was responsible for implementing the economic and human development goals of Boston's federal Empowerment Zone. One product of this investment, Crosstown Development Phase I, has spurred increased economic opportunity in Lower Roxbury.

Christine has held a range of positions in the public and nonprofit sectors. At Action for Boston Community Development, she was focused on adult education and training, and homelessness. At the Commonwealth of Massachusetts, she introduced project management as a business practice, helped strengthen municipalities' capacity to expand affordable housing, and participated in a homelessness placement strategy. During her decade at the Boston Planning and Development Agency, she served first as a planner and later as the Deputy Director of Neighborhood Planning and Zoning. More recently, she has focused on promoting the economic mobility of Boston's residents.

She holds an undergraduate degree from Vassar College and a Master of City and Regional Planning degree from Pratt Institute.

## Former CEOs

**Name**

**Term**

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Mr. Neil McCullaugh

Dec 2010 - Sept 2015

## Senior Staff

**Ms. Alexandra Curley**

**Title**

Senior Associate for Research

**Experience/Biography**

Alex brings more than a decade of experience researching urban poverty, public and mixed-income housing, as well as supportive services programs focused on the well-being of lower-income communities in the United States and Europe. She is a specialist in the program evaluation of large-scale governmental initiatives such as HOPE VI and Choice Neighborhoods. By carefully synthesizing large quantities of information and utilizing user-friendly formats, she places a high priority on making findings accessible to all. At TACC, Alex develops and implements resident and community needs assessments in mixed-income communities and high-poverty housing projects. She assessed and co-authored the article, "Driving Quality of Life in Mixed-Income Communities," on the quality of life management practice at Harbor Point in Dorchester, MA (see Journal of Housing and Community Development, May/June 2013).

Alex has worked with the Urban Institute, the Dukakis Center for Urban and Regional Policy at Northeastern University, as well as the OTB Research Institute for Housing and Urban Mobility Studies in the Netherlands. She holds an undergraduate degree from Northeastern and a Ph.D. in Sociology from Boston University.

**Ms. Charlotte Rice**

**Title**

Senior Associate, Development and Communications

**Experience/Biography**

Charlotte brings extensive experience in the nonprofit and education sectors. For over a decade, Charlotte worked at Parsons The New School for Design in New York City, where she founded and implemented the Parsons Scholars Program, a selective, citywide college access program for low-income youth motivated by an interest in the field of design. At Parsons, Charlotte also served on the faculty and held a series of leadership positions, most recently serving as the Director of the Office of Summer, Pre-Enrollment, and Special Programs. After leaving Parsons, Charlotte founded her own firm consulting universities and nonprofit organizations to enhance programs and develop grants that address equity and access and facilitate growth and revenue; she holds particular expertise in summer and out-of-school programs, pre-professional training, and pathways to careers.

Staff Information

**Full Time Staff**

5

**Part Time Staff**

2

<b>Volunteers</b>	0
<b>Contractors</b>	0
<b>Retention Rate</b>	75%

### Staff Demographics - Ethnicity

<b>African American/Black</b>	2
<b>Asian American/Pacific Islander</b>	1
<b>Caucasian</b>	3
<b>Hispanic/Latino</b>	1
<b>Native American/American Indian</b>	0
<b>Other</b>	0 1

### Staff Demographics - Gender

<b>Male</b>	1
<b>Female</b>	6
<b>Unspecified</b>	0

### Formal Evaluations

<b>CEO Formal Evaluation</b>	Yes
<b>CEO/Executive Formal Evaluation Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Annually
<b>NonManagement Formal Evaluation</b>	Yes
<b>Non Management Formal Evaluation Frequency</b>	Annually

### Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Under Development
<b>Organization has a Strategic Plan?</b>	Under Development
<b>Years Strategic Plan Considers</b>	5
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	No
<b>Document Destruction Policy</b>	No

<b>Directors and Officers Insurance Policy</b>	Yes
<b>Registration</b>	Yes
<b>Permit?</b>	Yes

## Collaborations

TACC's work prioritizes collaboration and is guided by the needs and aspirations of a range of partners from residents and community-based organizations to local governments and private-sector developers. TACC stridently believe that no one organization alone can meet the complex needs of at-risk communities. Furthermore, organizations and institutions that share a common goal but continue to work within their own silos are less able to make the transformational impact needed in Boston's neighborhoods.

TACC's current collaborations/partnerships include:

- Big Sister Association of Greater Boston
- Boston Housing Authority
- Dudley Square Main Streets
- Historic Boston Incorporated
- National Initiative on Mixed-Income Housing
- New England Center of Arts and Technology
- Newmarket Business Association
- Roxbury Strategic Master Plan Oversight Committee
- United Neighbors of Lower Roxbury
- Upham's Corner Main Street
- Urban Institute
- Urban League of Eastern Massachusetts
- Whittier Street Health Center

# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. Joseph E. Corcoran
<b>Company Affiliation</b>	Corcoran Jennison Companies
<b>Term</b>	Nov 2013 to Nov 2015
<b>Email</b>	mwalsh@corcoranjennison.com

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mr. Jack Connors	The Connors Family Office	Voting
Mr. Joseph E. Corcoran	Corcoran Jennison Companies	Voting
Ms. Dharshi Dupee	Corcoran Jennison Companies	Voting
Ms. Heidi Glunz	McDonald's Corporation	Voting
Ms. Rickie Golden	JECSP	Voting
Mr. John Mostyn	Corcoran Jennison Companies	Voting
Ms. Charlayne Murrell-Smith	Boston Children's Museum	Voting
Mr. Bill Walczak	South End Community Health Center	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	5
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	1 Indian

## Board Demographics - Gender

<b>Male</b>	4
<b>Female</b>	2
<b>Unspecified</b>	0

## Board Information

<b>Board Term Lengths</b>	2
<b>Number of Full Board Meetings Annually</b>	2
<b>Board Meeting Attendance %</b>	100%
<b>Written Board Selection Criteria?</b>	No

<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	33%
<b>Percentage Making In-Kind Contributions</b>	50%
<b>Constituency Includes Client Representation</b>	No

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	Jan 01, 2017
<b>Fiscal Year End</b>	Dec 31, 2017
<b>Projected Revenue</b>	\$1,141,103.00
<b>Projected Expenses</b>	\$1,141,103.00
<b>Endowment?</b>	No
<b>Spending Policy</b>	N/A
<b>Credit Line?</b>	No
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	3

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Total Revenue</b>	\$943,535	\$820,665	\$742,753
<b>Total Expenses</b>	\$808,035	\$964,636	\$635,169

### Revenue Sources

<b>Fiscal Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Foundation and Corporation Contributions</b>	--	--	--
<b>Government Contributions</b>	\$0	\$0	\$0
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	--	--	--
<b>Individual Contributions</b>	\$916,730	\$805,020	\$730,000
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$26,805	\$15,645	\$12,753
<b>Investment Income, Net of Losses</b>	--	--	--
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	--	--	--
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	--	--	--

## Expense Allocation

Fiscal Year	2015	2014	2013
Program Expense	\$556,072	\$679,369	\$541,455
Administration Expense	\$195,614	\$210,177	\$67,994
Fundraising Expense	\$56,349	\$75,090	\$25,720
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.17	0.85	1.17
Program Expense/Total Expenses	69%	70%	85%
Fundraising Expense/Contributed Revenue	6%	9%	4%

## Assets and Liabilities

Fiscal Year	2015	2014	2013
Total Assets	\$129,148	\$34,396	\$114,018
Current Assets	\$113,229	\$31,816	\$114,018
Long-Term Liabilities	--	--	\$0
Current Liabilities	\$36,742	\$77,490	\$13,141
Total Net Assets	\$92,406	(\$43,094)	\$100,877

## Short Term Solvency

Fiscal Year	2015	2014	2013
Current Ratio: Current Assets/Current Liabilities	3.08	0.41	8.68

## Long Term Solvency

Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	0%	0%	0%

## Top Funding Sources

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

## Capital Campaign

Currently in a Capital Campaign?

No

## Comments

### Foundation Staff Comments

Financial summary data in the charts and graphs above is per the organization's Compilation for FY13, FY14, and FY15. Contributions from foundations and corporations are listed under individuals when the breakout was not available.

Please note, the American City Coalition, Inc. has notified the Internal Revenue Service (IRS) of its intent to terminate its private nonoperating foundation status under section 507(b)(1)(B) of the IRS Code. As approved by the IRS, in the above posted letter dated June 10, 2014, the American City Coalition, Inc. will be treated as a public charity described in sections 509(a)(1) and 170(b)(1)(A)(vi) of the Code for an advanced ruling period of 60 months beginning on January 1, 2015. Please see the above IRS Letter of Determination for further information.