Agenda

Process Overview

Facilitated Exercises

Next Steps
Process Overview
Project Framework

VISION
What we want to be

CORE VALUES
What is important to us

FOCUS AREAS
What we are going to concentrate on

EXISTING CONDITIONS

DRAFT GOALS, ISSUES, & OPPORTUNITIES

STRATEGIES
TARGETS & INDICATORS

THE PLAN

For definitions of key terms, please refer to the provided glossary.
Economy Working Group’s Role

Six working groups will provide input to the Envision Cambridge Advisory Committee for plan development.
Spring 2017 Working Group Schedule

Meeting #1 (May)
Discuss existing conditions, issues and opportunities, and draft goals.

Meeting #2 (June)
Discuss current City programs and policies and preliminary strategies and actions to achieve goals.

Meeting #3 (July)
Further refine strategies and begin to identify indicators.

Refined goals

Preliminary strategies & actions

Refined strategies and actions and preliminary indicators
Essential Definitions

- **GOAL**: Broad, aspirational statement of what we want to achieve
- **Strategy**: Approach or approaches that we take to achieve a goal
- **Action**: Specific policy, program, or tool we take to achieve a strategy
- **Indicator**: Quantitative measure(s) used to assess performance against goal
- **Target**: Desired level of performance
GOAL

*Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage so that they can share in the City’s prosperity.*

Strategy

*Build robust entry-level pathways to jobs in Cambridge’s core sectors.*

Action

*Expand the Biomedical Careers Training Program. Strengthen Career and Technical Education pathways for students in Cambridge that offer apprenticeships with major employers.*

Indicator

*Increase the number of Cambridge workers that have less than a bachelor’s degree and undergo training through City-sponsored programs who are being placed in jobs that make at least $15 per hour.*

Target

*100% of Cambridge workers who have less than a bachelor’s degree and undergo training through City-sponsored programs are being placed in jobs that make at least $15 per hour.*
Structure of Today’s Session

Exercise 1. Refining Goals
- Confirm that goals are directionally correct and capture all critical ideas discussed during Working Group #1
- 20 minutes

Exercise 2. Confirming Program & Policy Matching to Goals
- Confirm matching of City's existing economic development efforts to goals
- 20 minutes

Exercise 3. Developing Strategy Clusters
- Distill the City’s current approach(es) to achieving goals and identify essential gaps
- 40 minutes

Exercise 4. Adding New Strategies & Actions
- Identify new strategies and actions to fill essential gaps
- 60 minutes
Facilitated Exercises
Exercise 1. Refining Goals

- **Goal A | Shared Community Prosperity:** Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage so that they can share in the City’s prosperity.

- **Goal B | Global Economic Center:** Continue to support Cambridge as a leading center of the global knowledge economy that generates jobs for City and regional residents.

- **Goal C | Opportunity Infrastructure:** Provide Cambridge’s young adults, vulnerable residents, and families with education, training, and social support infrastructure to help them achieve economic security and thrive in quality jobs.

- **Goal D | Equity and Fairness:** Support efforts to decrease racial and gender disparities in economic opportunity.

- **Goal E | Economic Diversification:** Enhance the strength of new and emerging sectors to mitigate risks associated with hyper-concentration in a few large industry clusters.

- **Goal F | Diverse Real Estate Options:** Support a range of diverse real estate options that enable Cambridge to attract and retain businesses of different types, sizes, and growth stages.

- **Goal G | Thriving Commercial Districts:** Preserve and enhance the distinctive identity of Cambridge’s mixed-use districts, while also helping local businesses adapt to shifting market trends.

Guiding questions:

- *Do these goals capture all of the ideas that we discussed during our last session?*

- *Are there any final refinements that you would make?*
Exercise 2. Confirming Program & Policy Matching with Goals

Goal poster

Goal A | Shared Community Prosperity
Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage so that they can share in the City’s prosperity.

Guiding questions
• Referring to the matching table and Question B in your pre-work, which of Cambridge’s existing programs, policies, and tools (i.e., actions) are especially critical to helping Cambridge achieve this goal?
Exercise 2. Confirming Program & Policy Matching with Goals

Guiding questions

- Referring to the matching table and Question B in your pre-work, which of Cambridge’s existing programs, policies, and tools (i.e., actions) are especially critical to helping Cambridge achieve this goal?
Exercise 3. Developing Strategy Clusters

Goal A | Shared Community Prosperity
Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage so that they can share in the City’s prosperity.

Guiding questions

- Referring to Question A of your pre-work, and based on the programs, policies, and tools shown here, what overarching approaches (i.e. strategies) are Cambridge and/or its partners currently using to advance this goal?

- Looking at the programs and policies shown here, can you group them into one or more clusters that describe a general approach to achieving the goal? In 1-2 sentences, how would you describe each cluster?

Existing strategy that summarizes clustered programs, policies, or tools
Exercise 3. Developing Strategy Clusters

Guiding questions

- Referring to Question A of your pre-work, and based on the programs, policies, and tools shown here, what **overarching approaches** (i.e., strategies) are Cambridge and/or its partners currently using to advance this goal?

- Looking at the programs and policies shown here, can you group them into one or more clusters that describe a general approach to achieving the goal? In 1-2 sentences, how would you describe each cluster?
Strategy-Action Linkages

- Strategy
- Action
- Strategy
- Action
- Strategy
- Action
- Strategy
- Action
- Strategy
- Action
Exercise 4. Adding New Strategies & Actions

**Goal A | Shared Community Prosperity**
Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage so that they can share in the City’s prosperity.

- Establish workforce development programs specifically targeted to high-potential sectors
- Cambridge Works Program
- Overcome major barriers to work for Cambridge residents

**Guiding questions**

- Referring to Question C of your pre-work, **what other programs, policies, and tools** (i.e., actions) would you like to see the City, either independently or in collaboration with partners, pursue to achieve this goal?
- Are there any gaps in the strategies or supporting programs, policies, and tools shown here?
Exercise 4. Adding New Strategies & Actions

Goal poster

Goal A | Shared Community Prosperity
Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage so that they can share in the City’s prosperity.

Guiding questions

- Referring to Question C of your pre-work, what other programs, policies, and tools (i.e., actions) would you like to see the City, either independently or in collaboration with partners, pursue to achieve this goal?
- Are there any gaps in the strategies or supporting programs, policies, and tools shown here?
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