

# Economy Working Group: Session 2

## June 15, 2017



# ENVISION CAMBRIDGE

# Agenda

**Process Overview**

**Facilitated Exercises**

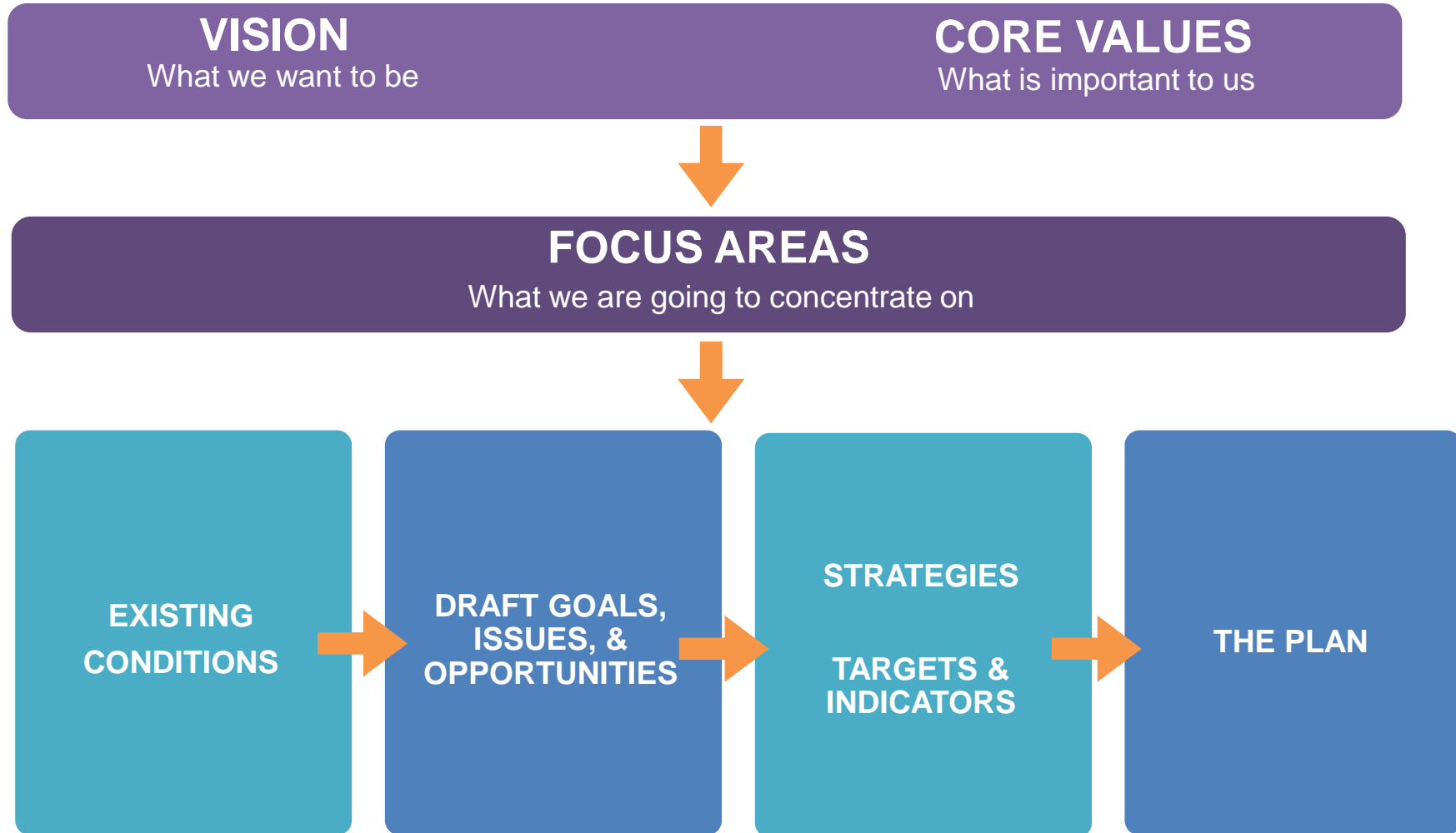
**Next Steps**

# Process Overview



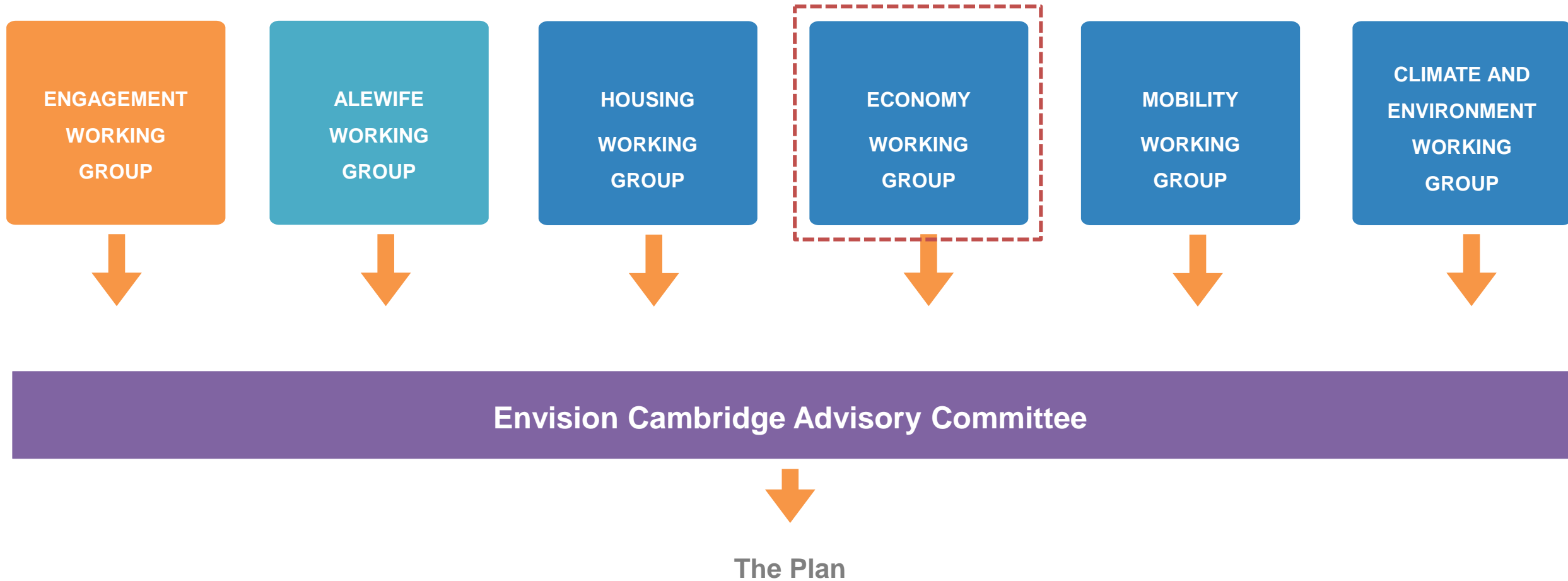
# Project Framework

*For definitions of key terms, please refer to the provided glossary.*



# Economy Working Group's Role

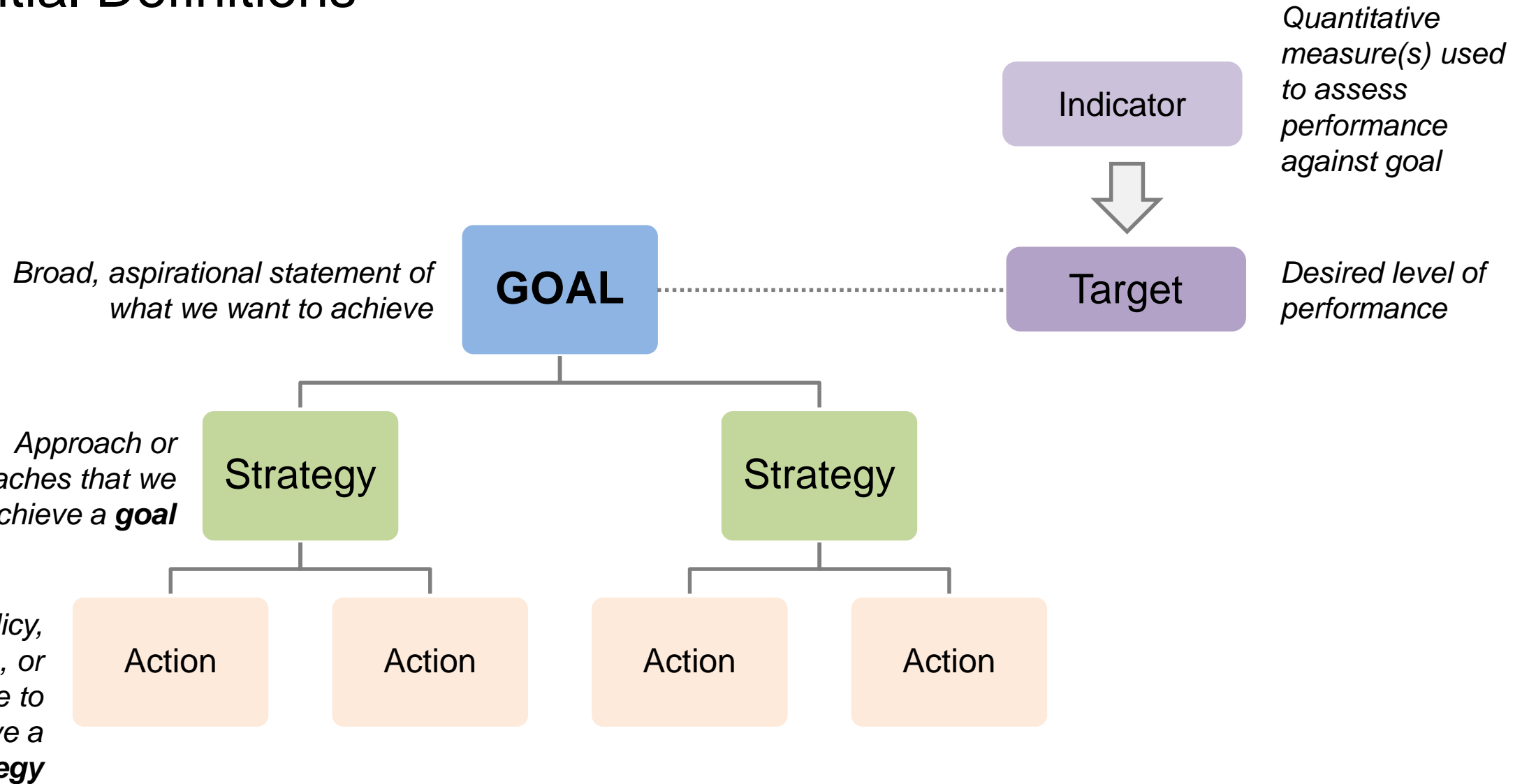
*Six working groups will provide input to the Envision Cambridge Advisory Committee for plan development.*



# Spring 2017 Working Group Schedule



# Essential Definitions



# Essential Definitions: Example

## 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?*

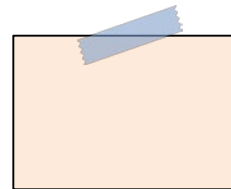
# Exercise 2. Confirming Program & Policy Matching with Goals

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**?



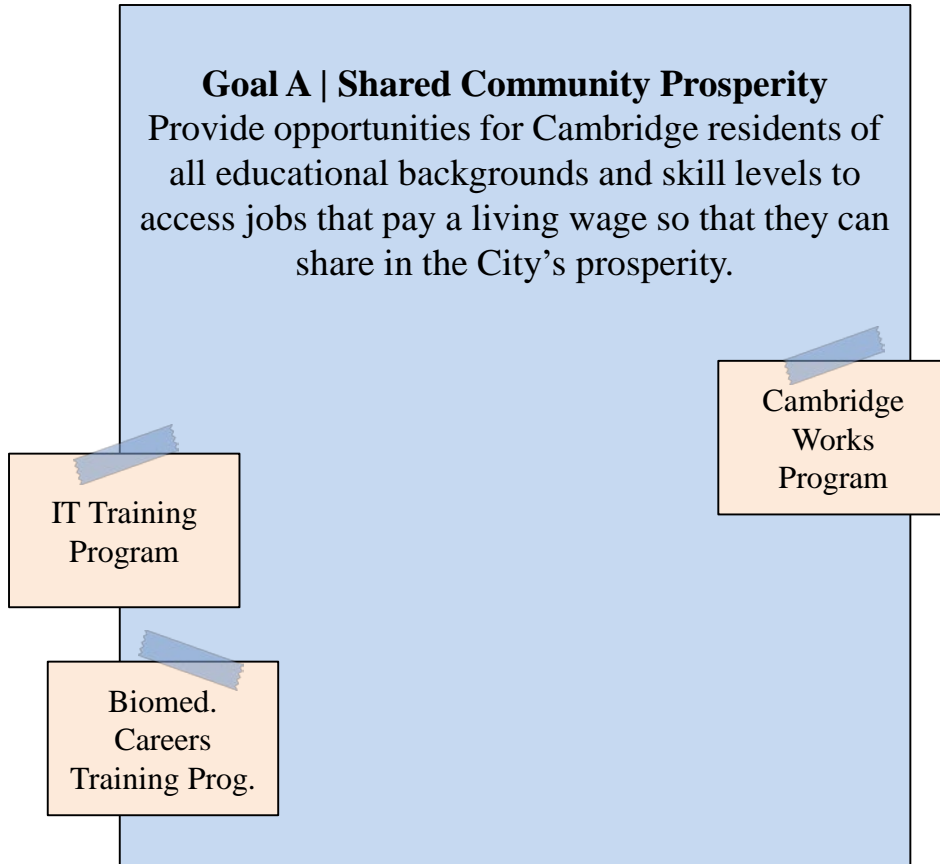
Existing program, policy, or tool (action)

# 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?**

Goal poster

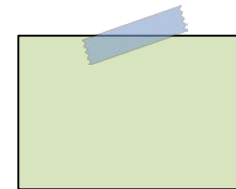
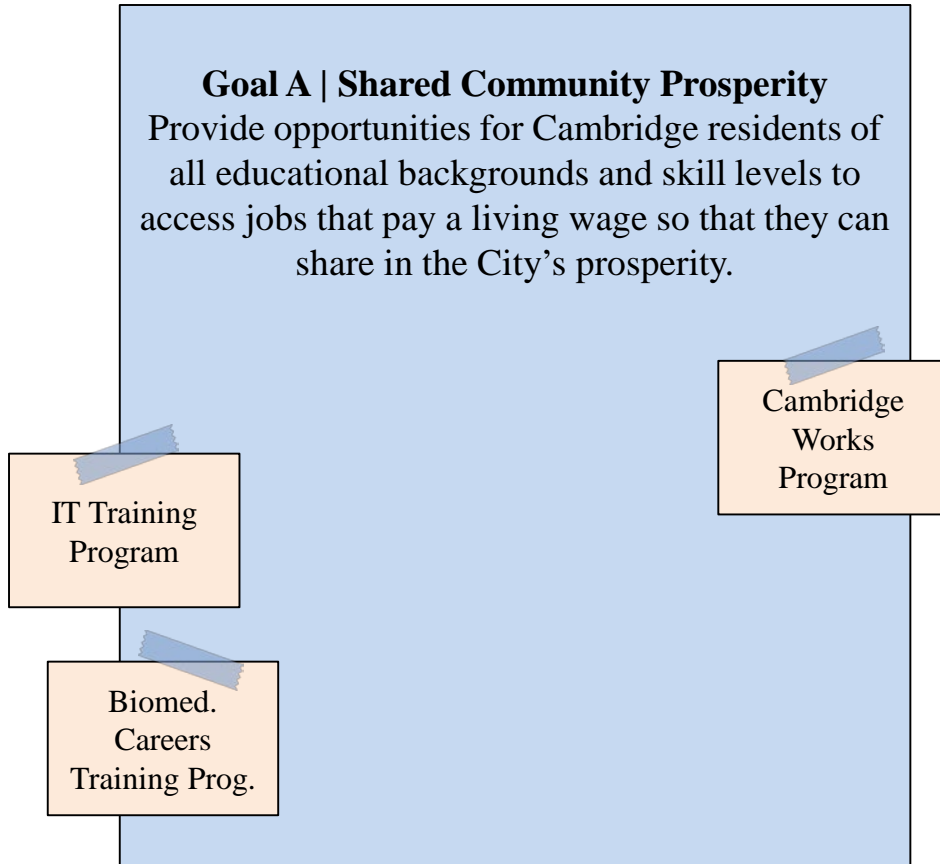


# Exercise 3. Developing Strategy Clusters

## Guiding questions

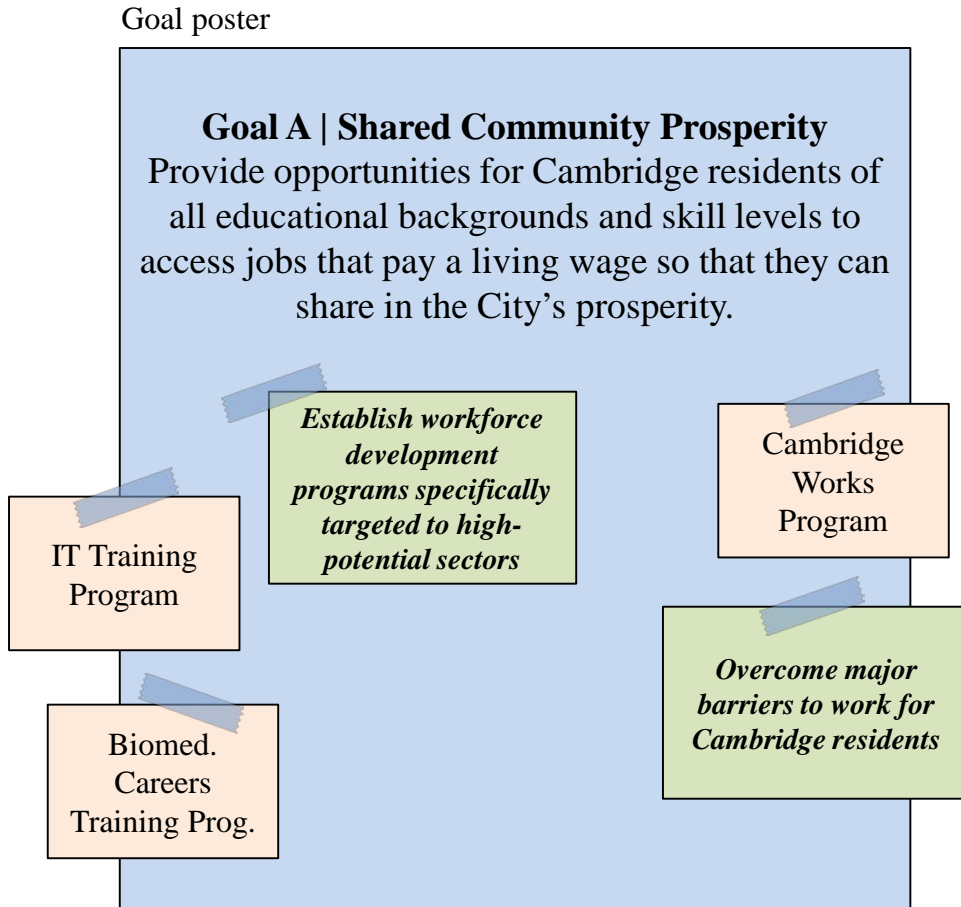
- Referring to Question A of your pre-work, and based on the programs, policies, and tools shown here, **what overarching approaches** (i.e. strategies) are Cambridge and/or its partners currently using to advance this goal?
- Looking at the programs and policies shown here, can you group them into one or more clusters that describe a general approach to achieving the goal? In 1-2 sentences, how would you describe each cluster?

Goal poster



Existing strategy that summarizes clustered programs, policies, or tools

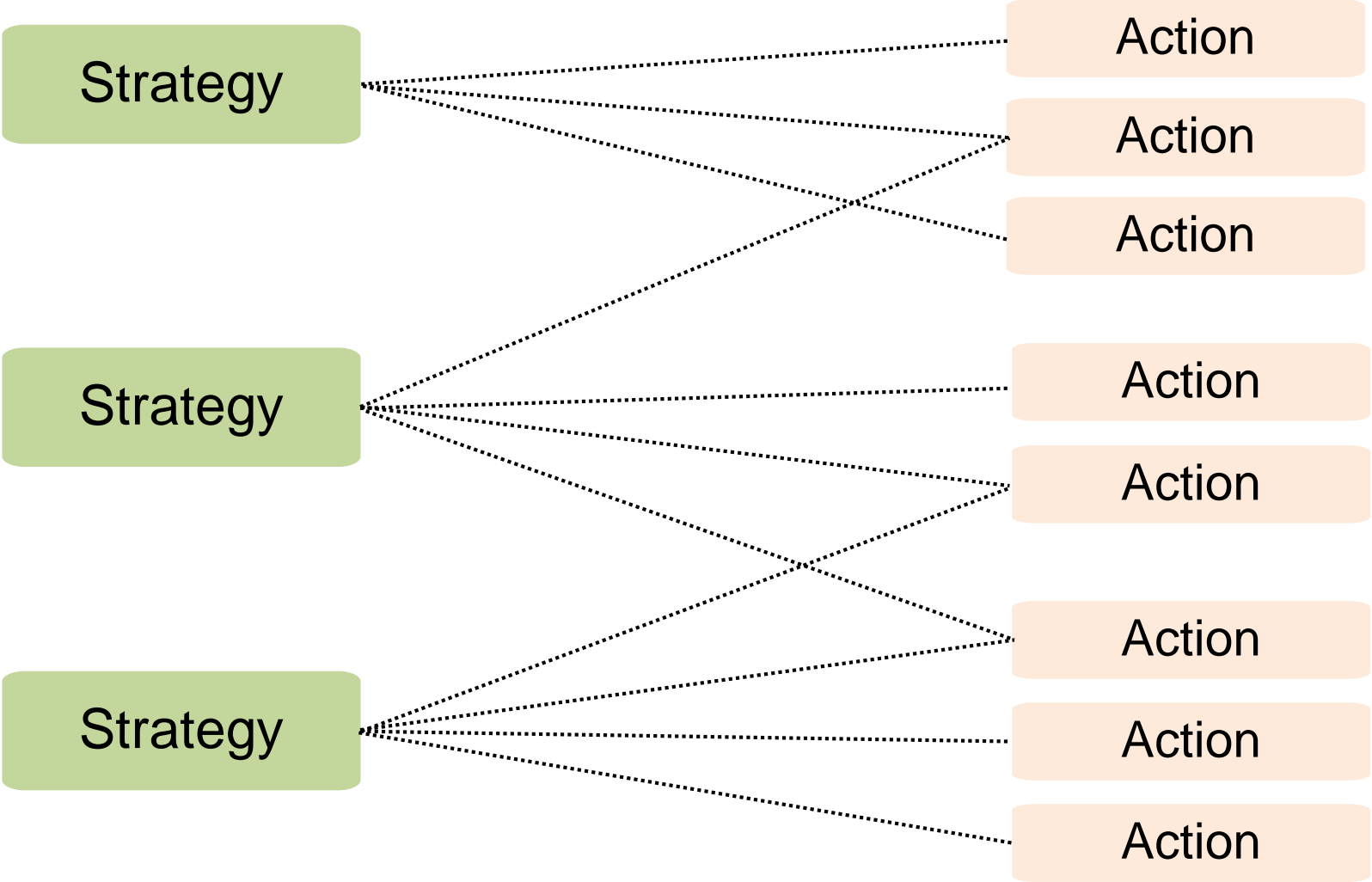
# Exercise 3. Developing Strategy Clusters



## 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



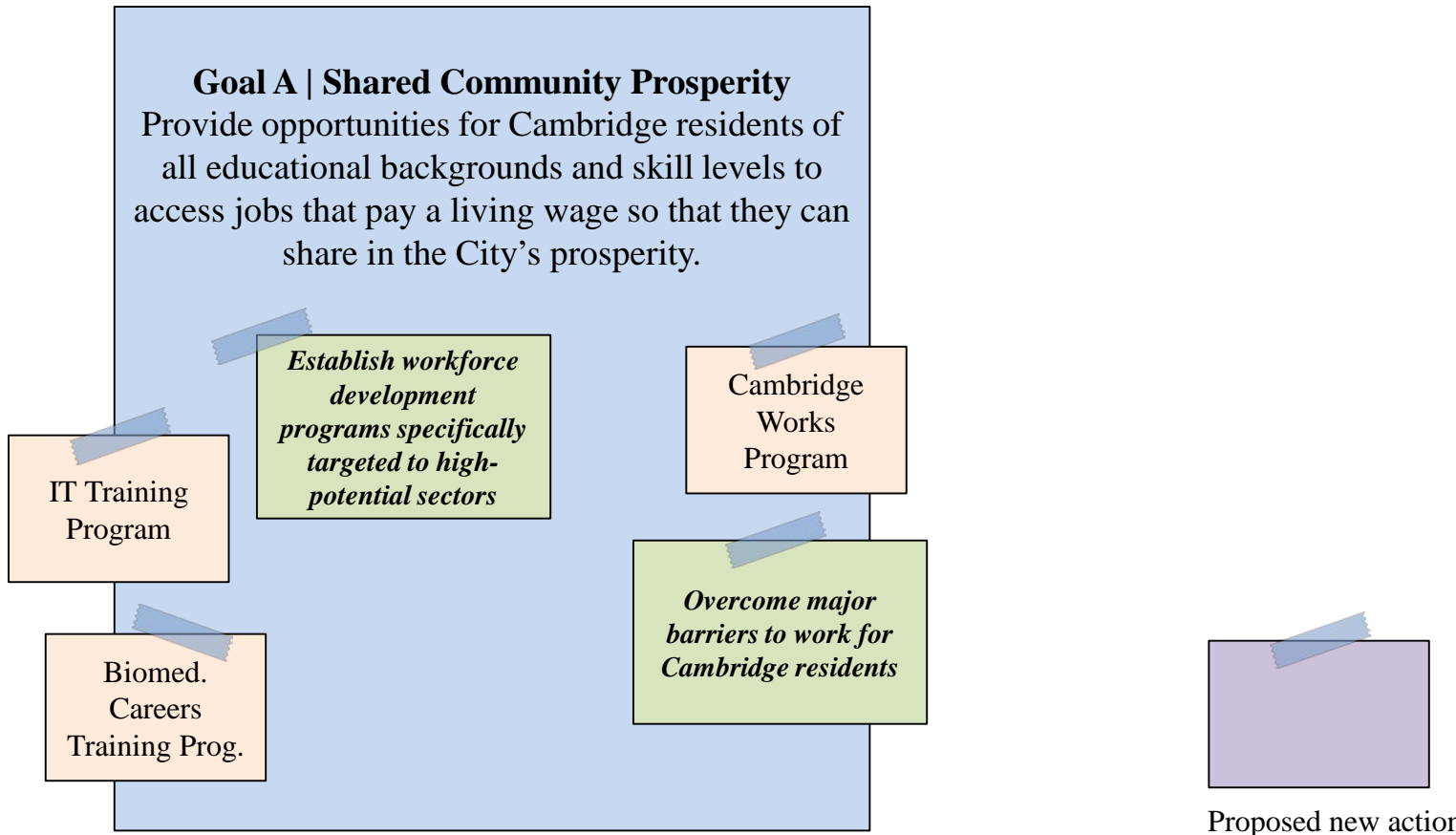


# Exercise 4. Adding New Strategies & Actions

## Guiding questions

- Referring to Question C of your pre-work, **what other programs, policies, and tools** (i.e., actions) would you would 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?

Goal poster

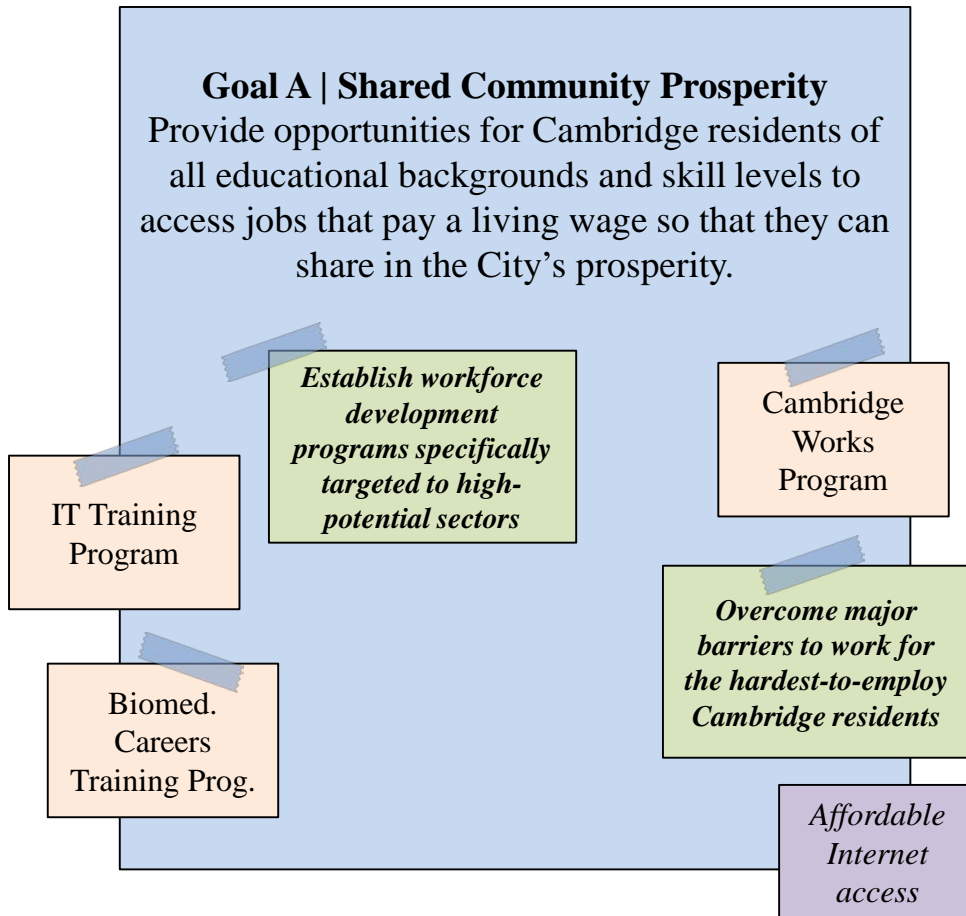


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Goal poster



# Next Steps



# Spring 2017 Working Group Schedule



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