

## Economy Working Group Draft Working Group Indicators & Targets

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### Economy Indicators and Targets

The below matrix summarizes the consultant team's recommended indicators for inclusion in the Envision Cambridge plan. The team endeavored to cover as many of the City's Economy goals, listed below, in the recommended set of indicators.

- A. **Shared Community Prosperity:** Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs in Cambridge and the region that pay a living wage so that they can share in the City's prosperity.
- 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.
- C. **Opportunity Infrastructure:** Connect Cambridge's young adults, economically vulnerable residents, and families with education, training, and necessary social support infrastructure to help them achieve economic security.
- D. **Equity and Fairness:** Support efforts to erase racial and gender disparities in economic opportunity.
- E. **Economic Diversification:** Enhance the strength of new and emerging sectors to mitigate risks associated with hyper-concentration in a few large industry clusters.
- 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.
- G. **Thriving Commercial Districts:** Preserve and enhance the distinctive character of Cambridge's mixed-use districts, while also helping local businesses adapt to shifting market trends.

#### **Key Definitions**

For each indicator, the matrix identifies several factors to inform further consideration, which are defined below.

#### Category

This factor identifies the broad aspect of the plan that the indicator is meant to address.

#### Potential Source

This factor identifies the likely source of the indicator's data, including the group, department, or organization best positioned to track it.

#### Potential Cambridge Target

This factor provides an example of what the City may seek to measure through the indicator.

#### Recommendation

This factor summarizes the consultant group's rationale for recommending the indicator above others.

Indicator	Category	Potential Source	Additional Required Resources	Recommendation	Baseline	Potential Targets
Job growth rate by sector	Aggregate economic growth; Quality jobs and inclusive growth; Economic diversity	Massachusetts Executive Office of Labor and Workforce Development	None, however resources like EMSI can facilitate data gathering	<b>Recommended:</b> Aggregate job growth is a standard indicator for overall economic growth that can be easily tracked and benchmarked against the Commonwealth and other communities. Using the same data source, permutations can be included to focus on success in diversifying the local economy as evidenced by growth in both core sectors (life sciences/tech sectors) and important non-life sciences/tech sectors like light-industrial. Increasing employment in targeted industries is an outcome specified by the STAR Community Rating System.	<ul style="list-style-type: none"> <li>• From 2012-2016, Cambridge’s annual job growth rate outperformed the State and Nation three out of five years (the most recent three years).               <ul style="list-style-type: none"> <li>◦ Cumulative job growth in Cambridge since 2012 has been 3% higher than in the State and the Nation.</li> </ul> </li> <li>• Core sectors               <ul style="list-style-type: none"> <li>◦ Life Science: Job growth rate exceeded State and Nation every year since 2012. Cumulative job growth in Cambridge since 2012 has been 7% higher than the State and 12% higher than the Nation</li> <li>◦ High Tech: Job growth rates exceeded the State and Nation two of the past five years (2014 &amp; 2015). Cumulative job growth in Cambridge since 2012 has been 3% higher than in the State and the Nation.</li> </ul> </li> <li>• Job growth rates in light-industrial sectors exceeded state and national rates two of the past five years (2014 &amp; 2015).               <ul style="list-style-type: none"> <li>◦ Since 2012, cumulative job growth in light-industrial sectors in Cambridge has been 3% higher than the State, and 1% higher than the Nation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Overall job growth at least 3% higher than state and national rates</li> <li>• Biotech/life sciences job growth 5% higher</li> <li>• High tech job growth 3% higher</li> <li>• Light Industrial job growth at least matches state and national rates but does not decline even, if those the comparison rates do so</li> </ul>
Disparities in labor force participation for residents 16 years and older by	Racial/ethnicity and gender economic equity	U.S. Census Bureau	None	<b>Recommended:</b> This indicator tracks progress towards reducing unequal access to economic opportunities between Cambridge residents at a	<ul style="list-style-type: none"> <li>• Since 2012, the labor force participation rate disparity compared to non-Hispanic whites has increased for Black residents and decreased Hispanic residents.               <ul style="list-style-type: none"> <li>◦ 2016 labor force participation rates were 80.4% for non-Hispanic whites, 64.1% for blacks, and 63.9% for Hispanics. Between 2012–2016 the change in labor force participation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Annual change in labor force participation rates of Black and Hispanic residents that decreases the disparity in labor force participation between each group and white non-Hispanic residents.</li> </ul>

<p>race/ethnicity, gender, and disability status</p>				<p>finer grain than other indicators. The City has limited capability to directly impact change for these indicators, but they remain important trackers for the cumulative overall impact of the Plan.</p>	<p>rates between people of color relative to non-Hispanic whites was 1.3% for Black residents and -6.3% for Hispanic residents.</p> <ul style="list-style-type: none"> <li>• Since 2012, the disparity between male and female labor force participation rates in Cambridge has narrowed to 6% from 9% The 2016 labor force participation rate was 76.0% for males and 69.6% for females.</li> <li>• The disparity in labor force participation between persons with disabilities and non-disabled residents has grown since 2012 by 1.1% to more than 28%. In 2016 disabled residents' labor force participation rate was 48.6%, while the labor force participation rate of the non-disabled labor force was 77.0%.</li> </ul>	<ul style="list-style-type: none"> <li>○ Close the gap in the labor force participation rate in communities of color compared to the White/non-Hispanics by at least 10% by 2030</li> <li>• Annual change in labor force participation rates of female residents that decreases the disparity in labor force participation between male and female residents.             <ul style="list-style-type: none"> <li>○ Eliminate the disparity in labor force participation between male and female residents by 2030.</li> </ul> </li> <li>• Annual change in labor force participation rates of disabled residents that decreases the disparity in labor force participation between non-disabled and disabled residents.             <ul style="list-style-type: none"> <li>○ Increase labor force participation of the disabled to at least 75% of the labor force participation rate of the non-disabled population. Currently the disability labor force participation rate is 49.6%, which is 63% of the nondisabled rate (77%)</li> </ul> </li> </ul>																																																		
<p>Postsecondary degree attainment gap for Cambridge Rindge and Latin School (CRLS) students within six years of graduation</p> <p>GAP between Black vs. White Non-Hispanic</p> <p>Hispanic vs. White Non-Hispanic</p> <p>Low-income vs. higher income</p>	<p>Workforce development outcomes</p>	<p>DART data from Massachusetts Dept of Elementary and Secondary Education as analyzed by the Cambridge College Success Program. Data is attached.</p>	<p>None, but State has not been updating data as much in recent years.</p>	<p><b>Recommended:</b> This indicator tracks long-term educational attainment for young adults who graduated from City schools. Since educational attainment tends to be correlated with positive long-term employment and income outcomes, this is one of the best available measures to track long-term outcomes for children from Cambridge.</p>	<table border="1"> <thead> <tr> <th>Class of</th> <th>Overall Rate</th> <th>Low Income</th> <th>Higher Income</th> <th>Gap</th> </tr> </thead> <tbody> <tr> <td>CRLS Class of 2006</td> <td>36%</td> <td>29%</td> <td>43%</td> <td>-14%</td> </tr> <tr> <td>CRLS Class of 2007</td> <td>34%</td> <td>26%</td> <td>44%</td> <td>-18%</td> </tr> <tr> <td>CRLS Class of 2008</td> <td>40%</td> <td>35%</td> <td>48%</td> <td>-13%</td> </tr> <tr> <td>CRLS Class of 2009</td> <td>40%</td> <td>31%</td> <td>52%</td> <td>-21%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Class of</th> <th>Overall Rate</th> <th>Black</th> <th>Non-Black</th> <th>Gap</th> </tr> </thead> <tbody> <tr> <td>CRLS Class of 2006</td> <td>36%</td> <td>29%</td> <td>40%</td> <td>-11%</td> </tr> <tr> <td>CRLS Class of 2007</td> <td>34%</td> <td>27%</td> <td>39%</td> <td>-12%</td> </tr> <tr> <td>CRLS Class of 2008</td> <td>40%</td> <td>38%</td> <td>42%</td> <td>-4%</td> </tr> <tr> <td>CRLS Class of 2009</td> <td>40%</td> <td>31%</td> <td>46%</td> <td>-15%</td> </tr> </tbody> </table>	Class of	Overall Rate	Low Income	Higher Income	Gap	CRLS Class of 2006	36%	29%	43%	-14%	CRLS Class of 2007	34%	26%	44%	-18%	CRLS Class of 2008	40%	35%	48%	-13%	CRLS Class of 2009	40%	31%	52%	-21%	Class of	Overall Rate	Black	Non-Black	Gap	CRLS Class of 2006	36%	29%	40%	-11%	CRLS Class of 2007	34%	27%	39%	-12%	CRLS Class of 2008	40%	38%	42%	-4%	CRLS Class of 2009	40%	31%	46%	-15%	<p>Target is to reduce the gap between each of these populations and their comparison population</p>
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Number and percent of total minority- and women-owned businesses engaged by City through grants and consultation programs funding and through technical assistance	Racial/ethnicity and gender economic equity	City of Cambridge Department of Community Development U.S. Census Bureau Survey of Business Owners	None	<b>Recommended:</b> This indicator measures equal access to entrepreneurial opportunities across the City and tracks how Cambridge businesses are directly taking advantage of available resources.	<ul style="list-style-type: none"> <li>In FY2017, 108 women-owned, minority-owned, or women and minority-owned businesses, or 9.5% percent of the estimate 1,140 MWBE firms in the city, were provided technical assistance, came to a workshop, or participated in a city-run program. A business that participated in more than one grant program in the fiscal year was counted only once in this total.</li> <li>In FY2018, 99 women-owned, minority-owned, or women and minority-owned businesses, or 8.7% percent of the estimate 1,140 MWBE firms in the city, were provided technical assistance, came to a workshop, or participated in a city-run program. A business that participated in more than one grant program in the fiscal year was counted only once in this total.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the annual number of women-owned, minority-owned, or women and minority-owned businesses participating in grants or consultations to 18% of the total MWBE firms in the City by 2030, approximately 205 businesses</li> </ul>																									
Growth of small businesses in Cambridge	Success of small businesses	U.S. Census Bureau Zip Code Business Patterns	None	<b>Recommended:</b> This indicator can track progress towards maintaining and growing the number of small businesses in Cambridge. It will be possible to annually measure the number of businesses with 1-19 employees for all businesses, and 1-49 employees for retail, restaurant, and accommodation businesses.	<ul style="list-style-type: none"> <li>The number of establishments with less than 20 employees grew between 0.4% and 1.85% since 2011. It has exceeded the growth rate of the State and Nation in four out of the last five years. <ul style="list-style-type: none"> <li>In 2015 the City had 27 small businesses with 1-19 employees per 1,000 residents.</li> </ul> </li> <li>The number of small retail, food service, and accommodation establishments with less than 50 employees has fallen each year between 2013 and 2015. The growth rate outpaced that of the State and Nation only in 2011 and 2012. <ul style="list-style-type: none"> <li>In 2015 the City had 7.3 small retail, food service, and accommodation businesses with less than 50 employees per 1,000 residents.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Annual growth rate in the number establishments with less than 20 employees that exceeds the growth rate of these establishments in the State and Nation. <ul style="list-style-type: none"> <li>Reach at least 30 small businesses with 1-19 employees per 1,000 residents by 2030.</li> </ul> </li> <li>Annual growth rate in small retail, food service, and accommodation establishments with less than 50 employees that is exceeds the growth rate of these establishments in the State and Nation.</li> <li>Reach at least 9 small retail, food service, and accommodation businesses with less than 50 employees per 1,000 residents by 2030.</li> </ul>																									

<p>Portion of full-time, year-round workers living in Cambridge achieving a living wage</p>	<p>Quality jobs and inclusive growth</p>	<p>U.S. Census Bureau</p>	<p>None</p>	<p><b>Recommended:</b> This indicator measures the ability of Cambridge residents to afford a certain standard of living. The City's Living Wage ordinance defines an individual living wage and is an important benchmark for the way the City can set market standards. Demonstrating an increase in the percentage of household incomes that meet or exceed the living wage standard over time is an outcome specified by the STAR Community Rating System. Measuring individuals that work full-time year-round will better measure the non-student population of the City that is the target population for many Envision Cambridge actions.</p>	<ul style="list-style-type: none"> <li>Approximately 86.1% of full-time, year-round workers living in Cambridge met or exceeded the current Cambridge full-time living wage standard in 2016, compared with 85.6% that met or exceeded the 2011 full-time living wage standard in 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate that 90% of full-time, year-round workers living in Cambridge have incomes that meet or exceed the living wage standard by 2030.</li> </ul>
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