

**Cambridge Redevelopment Authority**  
**STRATEGIC PLAN FRAMEWORK - DRAFT**

November 13, 2013

**VISION**

*IN FIVE YEARS . . . Through strategic community investments and real estate projects, the CRA will be creating landmark places that integrate enduring urban design, vibrant civic spaces, and sustainable approaches to infrastructure and the built environment. With its unique ability to merge the public interest with private sector expertise and to integrate socio-economic goals with market opportunities, the CRA will have made significant contributions to the quality of the life for residents, employees, and visitors. The CRA staff will work in close partnership with the CDD and other City staff, and will manage a mixed workload that includes property management, real estate transactions, project management, community investment programs, design review, and longer-range strategic initiatives for key redevelopment areas.*

*The CRA will be respected by residents, the business community, the City and other partners for its ability to act nimbly, to implement planning recommendations, and to improve the built environment of Cambridge. It will be a relatively small yet efficient, independent operation, with a well-regarded Board that will be responsive to community concerns and will ensure that its decisions are transparent and sound. A unique strength of the CRA will be its ability to negotiate and develop real estate to achieve public goals, especially district scale projects that involve infrastructure, mixed-income, and mixed use. The CRA will also be able to invest in small-scale initiatives related to its mission. As a redevelopment authority, the CRA will be financially independent and stable, able to steward public and private funding sources and maintain a longer-term vision that has continuity through political cycles.*

**MISSION**

The Cambridge Redevelopment Authority is committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. We work in the public trust to bring a human dimension to development improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vitality, housing, and open space to create sustainable communities through new and revitalized infrastructure and development. We are an independent, agile public authority bringing a unique set of redevelopment tools to work in close partnership with the City of Cambridge and other organizations.

**OPERATING PRINCIPLES:**

1. **Act:** Complement the City's planning role by focusing on implementation using redevelopment tools imaginatively.
2. **Operate with transparency:** Be visible and foster face-to-face relationships and a forum for discussing ideas.
3. **Maximize the public benefit:** Serve a broad public purpose with ethically sound practices in partnership with the City and others.
4. **Operate with fiscal responsibility:** Use our independent resources wisely to accomplish our mission.
5. **Set an example:** Through our actions, advance thinking on issues with long-term consequences and within a larger context, be innovative yet with an awareness of history.