CRA STRATEGIC PLAN

“Redevelopment Authorities have broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development, and to promote sound growth.” (www.mass.gov/housing and economic development, based on Chapter 121b)

Preliminary Questions

1. What is our unique value within the context of City services, non-profit organizations, and the private market?

2. In what activities should we engage and where?

3. Who are our “clients”? Who are we serving?

4. What line of business will generate revenue to sustain the organization?

5. What are key operating principles?
VALUE PROPOSITION

1. What is our unique value within the context of City services, non-profit organizations, and the private market?

Community & Economic Development

Public/Stakeholder Satisfaction

Partnerships: City/State/Fed Non-Profits Private Sector

VALUE =

Services and Products

Image

Relationship

Uniqueness Functionality Quality Cost Time Brand Convenient Trusted Responsive

Adapted from Kaplan, Robert and David Norton, “Linking the Balanced Scorecard to Strategy.”
Who are our “clients”? Who are we serving?

FINANCIAL
To succeed, how should we appear to “shareholders”?

INTERNAL PROCESSES (OPERATIONS)
To satisfy our clients and shareholders, what processes must we excel at?

LEARNING AND GROWTH
To achieve our vision, how will we sustain our ability to change and improve?

What line of business will generate revenue to sustain the organization?

What are key operating principles?

Evaluation and assessment

Adapted from Kaplan, Robert and David Norton, “Linking the Balanced Scorecard to Strategy.”
## FINANCIAL STRATEGY

1. **Revenue Growth and Mix**: should we expand programs, identify new projects, and reach new clients?

2. **Cost Reduction/Productivity Improvement**: should we further lower direct costs, reduce indirect costs, and share common resources with others?

3. **Asset Utilization**: should we utilize and ultimately close out our capital resources?

### Financial Themes

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<th>Business Strategy</th>
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Adapted from Kaplan, Robert and David Norton, “Linking the Balanced Scorecard to Strategy.”
FUTURE SCENARIOS

PLANNING/POLICY
Vision
Zoning/Entitlements
Design Review

PROGRAMS
Affordable Housing
Workforce Development
Econ. Development Loan Fund

REAL ESTATE TRANSACTIONS
Acquisition/Disposition
Remediation/Site Prep
Financing/Funding Programs
Master Develop./Infrastructure
Project Development

MANAGEMENT
District Management
Property Mgmt./Repositioning
Open Space Management
Community Benefits Fund

Kendall Square
East Cambridge
Demonstration
Other Areas

Examples of projects / initiatives

Cambridge Redevelopment Authority

July 3, 2013
Zoning Districts
Cambridge, Massachusetts

As adopted February 15, 1961 and modified by subsequent amendments up to and including Ordinance #1156 of April 8, 2013. Overlay Districts do not appear on this map. The zoning lines are approximate. Please refer to the documents on file in the City Clerk’s Office for the exact location of boundaries.

Community Development Department
April 2013

Cambridge Redevelopment Authority

July 3, 2013