The Cambridge Redevelopment Authority which has a long history of groundbreaking redevelopment projects is at a pivot point. With a new Board and staff, the CRA has embarked on a strategic planning process to redefine its role in the City of Cambridge.

1. CRA Past Role in the City
2. MA Context: Redevelopment Authorities
3. CRA Today
4. Strategic Plan Process
CRA Role in the City

The CRA was set up in 1956 and has been involved in projects throughout the City, with a recent focus on Kendall Square.

Date of initial construction shown.

Tech Square (Rogers Block)
1.2 million gsf | 1958

Riverview:
79 units | 1962

Kendall Square
3.2 million gsf | 1966

Wellington Harrington
324 affordable units / retail + community spaces | 1968

Walden Square
240 affordable units | 1971

Source: CRA Annual Reports; Cambridge Property Assessors
Redevelopment Authority Tool Set

Increasingly Redevelopment Authorities are used to spearhead innovative projects and programs.

- **Salem**: preservation, development control, design review, reuse of public facilities
- **Holyoke**: implementation of city’s downtown vision plan
- **Somerville**: implementation of major infrastructure and district redevelopment plans
- **Malden**: economic development, strategic projects, parking, community loan funds
- **Fitchburg**: brownfield remediation, incubator property management
**Definition:**
**MA Redevelopment Authorities**

*Chapter 121b is the State enabling legislation for local redevelopment authorities.*

- Independent body
- Broad powers to implement growth in underutilized areas
- More flexibility with real estate transactions
- Financial tools available
- City and State appointed board
- City must approve redevelopment plans
Mission: Who is the CRA today?

The CRA is currently in a strategic planning process to help shape the organization and its future.

- We are inspired to achieve social equity and a balanced economic system
- We work in the public trust
- Our goal is to balance economic vitality, housing, and open space in sustainable communities
- We are an independent, agile public authority working in partnership with the City
Operating Principles

1. Act
2. Operate with transparency
3. Maximize the public benefit
4. Operate with fiscal responsibility
5. Set an example

With a new Board and Staff, the CRA is demonstrating a new approach to working.
Strategic Objectives/
Criteria for Success

FINANCIAL CONSIDERATIONS
What endeavors will sustain our financial independence?

EXTERNAL ACTIVITIES & PROJECTS
How does our work advance our mission?

OUTREACH AND LEARNING
How can we continue to learn from the community and stay abreast of innovative practices?

INTERNAL OPERATIONS
What operating processes will help us achieve our mission?

Mission
Vision
Strategy

Adapted from Kaplan, Robert and David Norton, “Linking the Balanced Scorecard to Strategy.”
Vision: In five years the CRA will ..... 

As a part of the Strategic Plan, the CRA staff and Board have been reaching out to elected officials, city staff, and others to contribute to this vision.

- Create **landmark places**
- Develop **real estate** to achieve public goals
- Merge the **public interest** with private sector expertise
- Work in close **partnership** with the CDD and other City staff
- **Act nimbly** to implement plans and improve the built environment
- Have an **efficient independent operation**
- Be **financially independent** and stable
Redevelopment Authority Tool Set

There are different models for real estate projects with CRA involvement.

• **District infrastructure**: focus on an area that needs new streets or other infrastructure to support new development

• **District preservation and infill**: focus on an area where development and design controls are important

• **Distributed model of investment**: invest in small properties or small projects city-wide

• **Demonstration projects**: individual projects that call for unique public/private solutions
Future Project Selection

Project Proposal

- Consistent with City Policy?
- Fits CRA Mission?
- Financial Consideration
- Does CRA have Capacity to Implement?
- Are Partnerships Established?
Alternative Scenarios

REAL ESTATE TRANSACTIONS
- Acquisition/Disposition
- Remediation/Site Prep
- Infrastructure
- Project Development

STRATEGY
- Policies and Planning
- Team Initiatives

MANAGEMENT
- Property Management
- Regulatory Oversight

Examples of projects / initiatives
- Foundry
- Vail Court
- 3rd St Lot
- Ames St.
- O’Brien / 1st St
- Concord-Alewife
- Volpe Site
- Webster Ave area
- MXD Rezoning
- Grand Junction
- Eco-District
- Community Loan Fund
- KSURA Design Review

Current projects / initiatives
- Point Park
- Webster Ave area

Projects and areas that have been raised in multiple stakeholder interviews

SCALE
- Project
- District
- City-wide
Community Redevelopment Fund

Developing a pilot program to provide community grant / loan fund resources for physical development projects

- **Capacity Grants:** One time funds for capital project planning, feasibility study and/or design ($2,500)

- **Small Capital Grants:** Providing smaller scale grants for improvements ($20,000)

- **Low Interest Loans:** Financing for larger scale projects leveraging other funding sources for capital projects.

- **Potential projects:** Community gardens, park improvements, streetscape installations in retail corridors, public art, interpretive installations, commercial façade and entry improvements
Planned Outreach and Learning

City-Wide:
- Association of Cambridge Neighborhoods
- A Better Cambridge
- Cambridge Residents Alliance
- Chamber of Commerce
- Cambridge Local First

Source: Cambridge Community Development Department
**Objective:** Provide multiple avenues of providing feedback and sharing ideas

**Initial Results:**
- 34 comments
- Over 75 responses / supports
- 10 Survey participants

**Pilot:** Experimenting with new means of communication and outreach
- Initial Comment Window through April 7th
- Ongoing use of the site TBD

Web-based forum for discussing potential redevelopment initiatives. Provide a platform to distribute information and gather online feedback.

**coUrbanize**
Continuing the Conversation

CRA Board Meeting
Third Wednesday of each month
5:30 Cambridge Police Department
125 Sixth Street

Next Meeting April 16, 2014

Tom Evans
One Cambridge Center, Fourth Floor
617-492-6801
tevans@cambridgeredevelopment.org
www.cambridgeredevelopment.org
courb.co/CRA