proposed paving strategy  cambridge city standard red brick w/ dark accent = "bitmap" effect

proposed sidewalk spaces

main street, kendall square a playful, inventive public realm for Cambridge’s innovation district!
main street, kendall square
STRATEGIC PLANNING PROCESS

Urban Renewal Past

Chapter 121 B & Best Practices
Redevelopment Tools

Mission

Operating Principles

Scope

Activities

Geography

Strategy Plan

CRA Future

City Goals
- Economic Development
- Land Use & Design
- Infrastructure
- Community Enhancement

Organization Structure

Cambridge Redevelopment Authority

July 15, 2013
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.” (hwww.mass.gov/housing and economic development, based on Chapter 121b)

Preliminary Questions: CRA Board
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?

Preliminary Questions: City of Cambridge Community Development
1. What new initiatives do you see on the horizon for your department? What are your key priorities?
2. What are the challenges in implementing these plans, given the roles of government, non-profit organizations, and the private sector?
3. In what way can the CRA add value? In what activities do you think the CRA should engage and where?
VALUE PROPOSITION

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

VALUE = Services and Products + Image + Relationship

Adapted from Kaplan, Robert and David Norton, “Linking the Balanced Scorecard to Strategy.”
STRATEGY FRAMEWORK: BALANCED SCORECARD

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

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

CLIENTS
To achieve our vision, how should we appear to our clients?

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?

Evaluation and assessment

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

Cambridge Redevelopment Authority
# 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?

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>Financial Themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>Revenue Growth and Mix</td>
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<tr>
<td>Sustain</td>
<td>Cost Reduction/ Productivity Improvement</td>
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<tr>
<td>Mature</td>
<td>Asset Utilization</td>
</tr>
</tbody>
</table>

- **Revenue Growth and Mix**: 
  - *New Projects*

- **Cost Reduction/Productivity Improvement**: 
  - *Current Status*

- **Asset Utilization**: 
  - *Fund Management*

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

Examples of projects / initiatives

Cambridge Redevelopment Authority

DRAFT

July 15, 2013