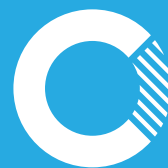




2023 STRATEGIC PLAN



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REDEVELOPMENT
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1.0 INTRODUCTION

The 2023 Strategic Plan for the Cambridge Redevelopment Authority (CRA) provides an expanded vision of the organization's potential positive impact for the Cambridge community. The Strategic Plan takes into account the context of the CRA's growth, ten years after reforming itself with a new Board and staff, in 2012 and 2013 respectively.

Through development of the CRA's 2014 Strategic Plan, the CRA Board was able to reimagine its role in the city and compose a new mission, set of strategic objectives, and identify projects and a staffing plan necessary to achieve its goals. Most of the CRA's responsibilities at the time of the previous Strategic Plan were grounded in project review and approval of development projects in Kendall Square. The 2014 Strategic Plan developed a framework for future activities that has helped guide

decision-making, with categories defined as real estate transactions, placemaking, strategy, and management, across different geographies. The plan was based on Board and community engagement, research into the role of other Urban Redevelopment Authorities, and identification of potential projects.

In recent years, the CRA has become more proactive, generating ideas for projects, partnering with more organizations, conducting research, influencing policy, participating in streetscape design, retrofitting space for new programs, and implementing parks and building developments. The CRA's staff capacity, resources, and projects and programs have grown significantly. Against this backdrop, the CRA has prepared its new Strategic Plan.



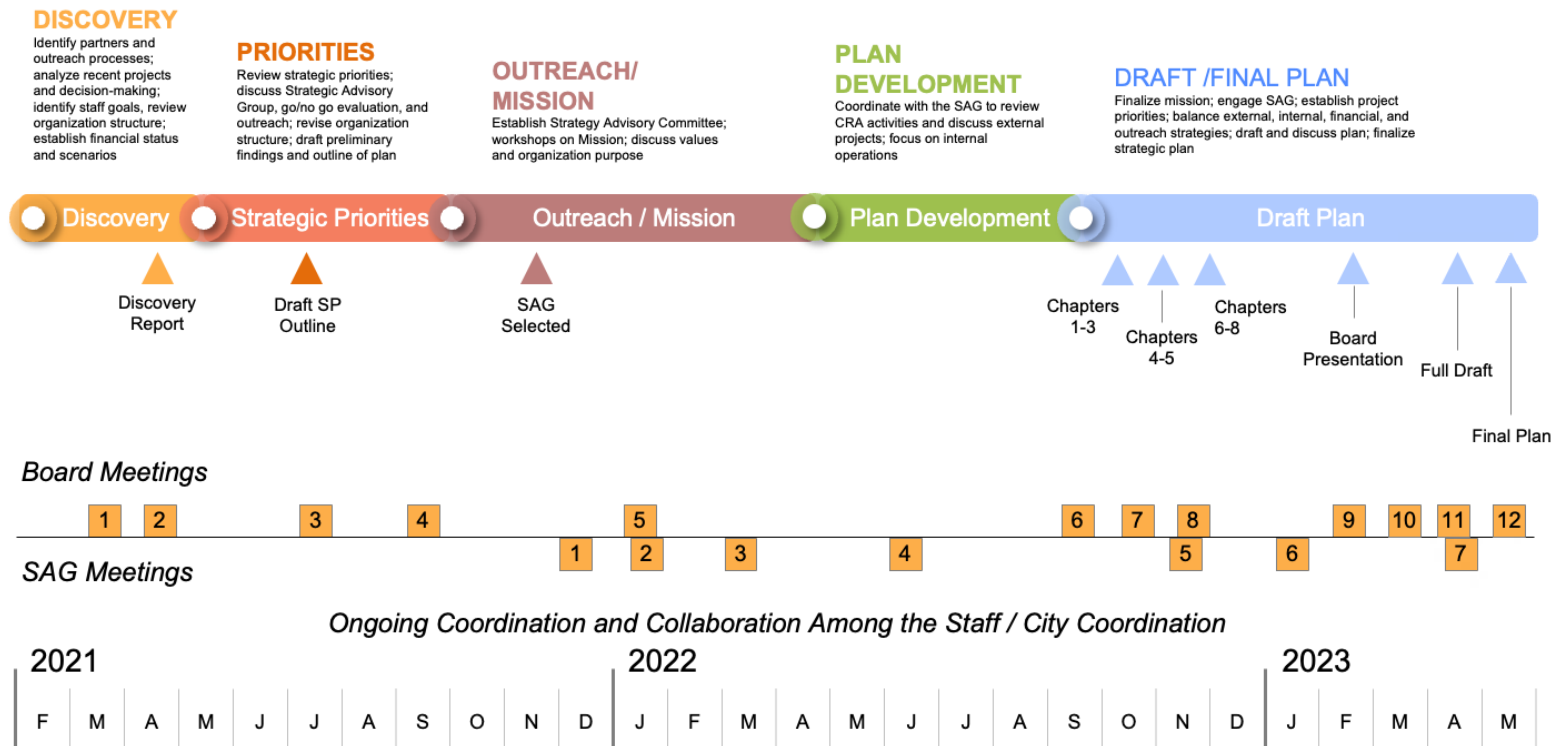
Similar to the 2014 Strategic Plan, this report is informed by Kaplan’s model for a balanced scorecard¹, with vision and mission at the center, supported by a focused look at the following areas: external activities, financial strategy, internal operations, and learning, growth, and engagement. This Plan adapts this model by integrating learning, growth and engagement into the three other focus areas.

The work has been developed with the voices of the CRA Board, CRA staff, Strategic Advisory Group (SAG), the City of Cambridge, and other stakeholders and

partners. To accomplish this, many different work sessions have been held during these overlapping phases of work (Figure 1.1 and Appendix A):

- Discovery Phase (February to April 2021)
- Strategic Priorities (May to August 2021)
- Outreach and Mission (September 2021 to March 2022)
- Plan Development (April to August 2022)
- Draft Plan (September 2022 to March 2023)

Figure 1.1: Strategic Planning Timeline



The CRA's mission statement from the 2014 Strategic Plan provides a north star guiding the work of the organization. This report includes slight refinements to the 2014 statement (Section 2.0) but is overall consistent in meaning and intent. Likewise, the original operating principles remain with one added concept. The context has changed in many ways, as the City and the organization evolved



together over the last decade (Section 3.0). The organizational framework defines the CRA's strategic goals and the CRA's approach to fulfilling these goals as a real estate entity working in the public interest and working in collaboration with partners (Section 4.0). These strategic goals animate this plan, and range across several spheres of work: long term stewardship; economic opportunity through workforce development and affordable spaces that sustain employment opportunities; affordable housing and community infrastructure; and sustainability and climate change mitigation and adaptation. The CRA will address these goals through pilot projects and the broader implementation of redevelopment plans in its External Activities (Section 5.0). Considerations of diversity, equity, and inclusion (DEI) permeate all of these topics. A central concern of the CRA is that programs and spaces foster a sense of belonging for all residents and workers in the city.

The CRA's financial resources are expected to grow considerably over the next two years due to the sale of development rights generated through the Kendall Square Urban Redevelopment Plan (KSURP). Future development potential in the KSURP is expected to diminish after the current round of real estate investment, necessitating a focus on cultivating new revenue streams for the CRA. This Strategic Plan offers a framework for understanding the financial implications of different CRA projects and lays out a strategy for (1) managing resources to ensure long-term stewardship responsibilities, (2) undertaking ongoing spend-down projects with direct community benefits, and (3) participating in new projects that could generate revenues to reinvest in the community over time (Section 6.0).

Investments in leadership and management will help bring the CRA's internal capacity and operations into balance with its external activities (Section 7.0). Growth in staff will be necessary to build a team that can respond to a range of project types at different stages between planning and implementation, while engaging the community and developing long-term relationships with partners. Over the next several years, new Board members will bring new perspectives to the work of the organization.

In order to move into the next phase of institutional transformation and community investment, the CRA will need to reflect and learn from the experience of the last decade. The CRA works within a complex ecosystem of public, nonprofit, and private entities, many of whom are or could become partners of the CRA. These partnerships amplify community benefits by augmenting available resources related to land, expertise, and money. The ongoing practice of learning from and sharing knowledge with the community benefits CRA staff, while empowering local leaders and generating better outcomes. Internally, a culture of belonging and teamwork, together with investments in professional development, will build the capacity necessary to implement the strategic goals in this plan. Thus, learning and engagement goals are built into all aspects of the Strategic Plan.

The CRA's unique capabilities are its value proposition to the Cambridge community. The staff bring expertise in creative planning and real estate development strategy, especially in the areas of community engagement, urban design, open space management, mobility planning, and economic development. The CRA is endowed

with strong financial, management, real estate development, and planning authority through state enabling legislation (Chapter 121b). The legacy of development in Kendall Square has also endowed the CRA with substantial financial resources. The organization is committed to investments that benefit the broader community, especially BIPOC and other historically underrepresented communities, with an eye toward long term resilience.

2.0 MISSION

Based on discussions with the Board and staff, the following updated mission statement will guide the organization's work:

“ The **Cambridge Redevelopment Authority** is committed to implementing creative development projects and initiatives that promote social equity and environmental sustainability. As a real estate entity that works in the public interest, we offer distinctive public investment tools and a human dimension to our projects and partnerships throughout the city. ”



The Operating Principles originally developed in 2014 continue to animate the work of the CRA in fulfilling its mission. One principle has been added to deepen the commitment to building a healthy organization:

- 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.
- 6. Sustain:** Support the ongoing health and growth of the organization, supporting staff, improving operations, and stewarding community assets.

3.0 CONTEXT

When the CRA prepared a strategic plan in 2014, it was essentially a “new” organization with a new board, a new executive director, and the opportunity to re-envision its future. At that time, the Board established a mission, operating principles, and priority projects to direct its work over the near and mid-term future. To carry out the work, the plan outlined future staff needs, financial considerations, and how the organization could engage in continuous learning through outreach and other professional development.

In 2023, the world looks very different, in part because of the ongoing pandemic, but also because Cambridge, its neighborhoods, and its communities continue to change, and the CRA itself has evolved over the past nine years. This updated Strategic Plan offers a chance to reflect on the work to date and the organizational operation, while taking stock of current and future needs in the community and how the CRA might best work with its many partners to achieve its mission.



URBAN REDEVELOPMENT ENTITIES

Urban redevelopment agencies are enabled by the Massachusetts General Law Chapter 121b, which mandates a five-member board and offers a set of distinctive implementation tools for development. Each redevelopment authority sets its own goals based on local needs, and working within the parameters of state law, has wide latitude on how to carry out its mission. Of the many powers identified in Chapter 121b, Section 11 and 46, those most relevant to the CRA and its work include these abilities:

- **Financial:** Receive loans, grants, and other contributions from any public or private source; borrow money; and invest funds
- **Management:** Manage urban redevelopment plans and other projects; enter into, execute, and carry out contracts and all other instruments necessary for their work
- **Real Estate and Development:** Acquire and hold real estate; sell or lease properties; improve properties it has acquired; carry out demonstration projects
- **Planning and Research:** Prepare plans and workable programs for community development; conduct studies, surveys and plans and disseminate information relative to community development; develop, test, and report methods and techniques

CRA'S EVOLVING IDENTITY

In Cambridge, the CRA has a 67-year history of managing change, recently focused in Kendall Square but historically in other parts of the city as well. One of the Commonwealth's first urban redevelopment projects was the Rogers Block, which later became Technology Square. In the 1970s, the CRA did extensive community development in the Wellington-Harrington neighborhood, integrating community involvement, affordable housing, and workforce development. The Just-a-Start (JAS) community development corporation was created as a spin-off from these activities. Other early residential projects were implemented in Walden Square and at Riverview near Mt. Auburn Hospital. In the 1970s and 1980s, the CRA became increasingly focused on the 32-acre Kendall Square urban renewal area that was originally bounded by Main Street and Binney Street and from Third Street to the current Galileo Galilei Way (the KSURP applicability to the Volpe parcel ended in 2010).

Over the last decade, the CRA has continued its work in Kendall Square; facilitating nearly two million square feet of mixed-use development, transforming the parks and streetscapes in the district, and relocating a critical electrical infrastructure facility. At the same time, the CRA has also expanded its activities in new initiatives and partnerships citywide. During this time, the CRA has steadily increased its visibility and built community trust, essentially redefining the organization's identity. Through its work, the CRA has demonstrated its strengths in public outreach, problem solving and implementation, working nimbly where needed and investing



significant resources into key projects. The work has involved a wide range of partners throughout the City. Relationships have grown in particular through the Forward Fund, a grant program for community capital projects. As an independent entity, the CRA has been creative in exploring solutions to situations that would not move forward without its input and participation, tapping into its financial resources to make these projects possible (Appendix B, Current and Ongoing Projects).

CURRENT ISSUES AND OPPORTUNITIES

The City of Cambridge is one of the most well-resourced communities in the Commonwealth, with a very engaged City government, renowned institutions of

higher education, and an extensive non-profit sector. Despite these many assets, there are still substantial portions of the community who have not shared equally in the City's prosperity, resulting in a growing wealth disparitydisparities. The 2020 Census records the median household income in Cambridge as \$107,000, but 12% of the population still lives in poverty. Only 35% of the housing units are owner-occupied with a median value of \$843,000, much higher than the median value of owner-occupied units statewide of \$399,000. For the large number of rental units in Cambridge, the median gross rent is \$2,293, which is out of reach for many families. Nearly 15% of the total housing units in the City are subsidized. The residents of Cambridge are highly educated with over 95% with a high school degree and 79% with a bachelor's degree or higher. The city's population of 118,000 people includes 36% black, indigenous, and people of color (BIPOC); 29% of its residents are foreign born; and 34% speak a language other than English at home.² As with any community with a large university presence, the student population can skew data analysis since reporting on primary residence can vary, and eventually graduate and part-time students can become long-term residents. Cambridge universities enroll more than 14,000 undergraduate students and almost 30,000 graduate students, all of which puts additional pressure on the housing market.³

Over the last three years, the COVID-19 pandemic has affected many aspects of urban living, and economic and social responses continue to evolve. Most notably for this discussion, many office workers switched at least part of the time to work from home, which has had a ripple effect on office space demand, transportation use, livelihood of small businesses in employment centers, and the reconfiguration

of housing units to accommodate home offices. The demand for and use of open space increased, and many people took to bicycling and walking in place of public transit. Despite the future of work trends, Kendall Square real estate continues to command top prices, in part because of the continued demand for lab space and the need for in-person work in the life science industries. The quality of life in Cambridge and proximity to high-paying jobs is a strong factor in the market demand for housing in the City.

Although much has changed due to the pandemic, many other urban challenges and aspirations remain constant, and Cambridge is no exception. The Board, staff, and Strategic Advisory Group identified a wide range of topics that the City, the community, and other stakeholders are working on. These include housing, mobility, green infrastructure, affordable commercial space, and job training. A discussion about these issues, the CRA's partners and evolving relationships with a wide range of entities in Cambridge is addressed in Section 5.0, External Activities and Appendix C, Context of Current Cambridge Topics.

The City of Cambridge has carried out many significant planning initiatives over the last several years, most notably the City's comprehensive plan, Envision Cambridge. The CRA analyzed this plan and other recent plan documents to identify potential projects that were aligned with the CRA's mission. During Fall and Winter 2022-2023, the CRA staff has been collaborating with the City and working with the CRA Board to define Strategic Goals for external activities.

4.0 ORGANIZATIONAL FRAMEWORK

The CRA's core assets are staff expertise, distinctive public policy tools, and financial resources. These assets give the CRA the opportunity to make a positive difference in the City. The Strategic Plan provides a framework that informs project and program decisions, including strategic goals for the CRA's work (*"the what"*) and the approach the CRA takes to its work throughout the City (*"the how"*).

STRATEGIC GOALS

Long Term Stewardship and Asset Management

The CRA will continue to manage its long-term obligations, including its role as the responsible authority for the Kendall Square Urban Redevelopment Plan (KSURP) and long-term operation and management of the Foundry and 99 Bishop Allen Drive (Table 4.1). Lessons from these projects will continue to inform future initiatives of the CRA.

Table 4.1. CRA Existing Long-Term Obligations (sorted by end term)

INITIATIVE	BEGIN TERM	END TERM	NOTES
Small Business Loans	2020	2025	COVID response, with City
MXD - Infill Development Concept Plan	2017	~ 2028	Amended 2019, projected 3 phases
Eversource Substation	2021	2028	Affordable Home Ownership obligation
KSURP	1965	2035	Urban Redevelopment
MEPA / Transportation Report	1994	2035	KSURP review, with amendments
KSTEP	2019	2035	KSURP mitigation, until funds dispersed
Foundry	2022	2072	Long-term lease
Open Space	1965	-	Galaxy, Grand Junction, 6 th Street ownership and management
Bishop Allen	2021	-	Commercial property ownership and management



Catalyzing Economic Opportunity through Space, Infrastructure, and Programming

The CRA will play a leadership role advancing workforce and entrepreneurial programs and investing in developments that support small businesses and jobs in the commercial and industrial sectors. The CRA will research models, invest in properties and design programs that provide opportunities for small businesses and light manufacturing, with a focus on BIPOC and locally-owned enterprises and jobs. The CRA will assist the City in convening workforce advocates, practitioners, educators, and Kendall Square employers to identify opportunities to deliver specialized spaces and facilities that facilitate training for careers that provide a family-sustaining wage for local residents.

Sustaining an Inclusive and Livable City through Affordable Housing and Community Infrastructure

The CRA will consider unmet needs in the realm of housing development and community infrastructure, broadly defined to include soft infrastructure that contributes to a vibrant and economically empowered community like childcare and cultural facilities. The CRA will step in to provide grants, amenities, infill development, and/or land assembly and acquisition, among others. These initiatives will require careful partnership with the City, community development corporations, neighborhood settlement houses, nonprofit organizations, cultural organizations, private developers, and/or others. The CRA will conduct local and national research that informs this practice and leads to creative models, such as land banks, community land trusts, or other methods of acquiring, holding, and writing down the cost of land to deliver affordable homes and places of inclusion.

Ensuring our Shared Future through Investments in Sustainability and Climate Change Mitigation and Adaptation

The CRA will employ its particular expertise in sustainable development, transportation, and open space to reduce carbon emissions and promote greater resilience. These projects will advance electrification, active mobility, open space, compact living, and the quality of the urban environment. The CRA will explore collaboration with entities working on issues of resilient community and transportation infrastructure at the district, municipal, and regional levels.

APPROACH

Geography and Scale of Impact

The CRA seeks to work on the most pressing needs in Cambridge. Recognizing how challenging it can be to move the needle on key issues, the CRA will leverage its efforts through partnerships that can accelerate impact and by implementing replicable development models. Cambridge has highly capable City departments, many vital non-profit organizations, and a robust real estate market. Working within this context, the CRA will focus on places where capacity gaps exist, where partnerships need strengthening, where greater equity and strategic intervention are called for, and where the CRA can make a difference with its assets. The stewardship of Kendall Square will remain an important priority, and at the same time, the CRA has decided that its opportunities are not limited to Kendall Square, and that most of its resources should be directed toward making a difference throughout the City in the lives of those in need.

Innovation and Growth

The CRA will be known for being responsive and strategic. Since its reformation in 2013, the CRA has functioned in many ways as a start-up enterprise, testing its capacity to solve problems as they arose across a wide array of scales, topics, and expertise. By 2023, the organization has grown to encompass significant assets and a larger staff. Moving forward, the CRA will chart its future initiatives as a more mature organization, employing a deep understanding of itself, community needs, and national models. The CRA will conduct research and invest in community

relationships to better assess community needs and anticipate opportunities. Through this approach, the CRA will generate and attract ideas with a clear understanding of context and implications.

Diversity, Equity, and Inclusion

The CRA will strive to be actively anti-racist, not just in its statements but in its actions. Board and staff members will pursue ongoing trainings and conversations that will deepen this knowledge and awareness and help the CRA become a model in this regard. The CRA will consider issues of diversity, equity, and inclusion in its project decisions and in the formation of programs. This commitment will also be





apparent in Board representation, hiring, and the location and format of public and community meetings. The CRA Board and staff will build community relationships through involvement at neighborhood events and engaging with community members to share perspectives. The CRA will listen not just to the loudest voices in the community but will seek out those who are underrepresented in policy settings.

Engagement and Partnerships

The CRA will continue to occupy a distinctive position as a quasi-public entity with autonomy, an appointed governing board, and independent sources of revenue, all working within a state-enabled framework (Chapter 121b). The CRA will work in partnership with community development corporations, non-profits large and small, private developers, the City, and other public and quasi-public entities. In efforts that involve the City, the CRA will coordinate and offer its services, focusing on implementation and real estate services with the ability to focus on specific tasks and move projects forward quickly if need be. The CRA will continue to build trust among its constituencies through its commitment to equity and transparency. CRA activities will support, advocate for, engage, and collaborate with communities of all ages. The staff will develop regional relationships with other cities and organizations that engage in related work.

5.0 EXTERNAL ACTIVITIES

The mission and organizational framework provide the basis for defining the CRA's external activities. The CRA works within a complex public, nonprofit, and private network. Each of the many organizations have their own mission, with many overlaps, suggesting the value of collaboration to realize shared interests, to minimize redundancy, and to fill gaps. Throughout the strategic planning process, the CRA staff have worked to identify key partners and to value time spent in building relationships with those in other organizations. Informal relationships, especially those that reach into underrepresented communities, can become the basis for future partnerships.

The CRA's awareness of public needs will be enhanced by developing an office culture that promotes time in the community and at local meetings and activities, with a particular focus around BIPOC and other underrepresented populations. From its restart in 2013, the CRA has been deeply committed to community engagement in all of its endeavors, yet acknowledges that there are always community members who were not reached. Black, Indigenous, and People of Color residents and small businesses are too often underrepresented in outreach processes. The CRA should always be learning from previous community input initiatives and working to engage a more diverse and inclusive representation of community, while also respecting people's time and minimizing community fatigue.

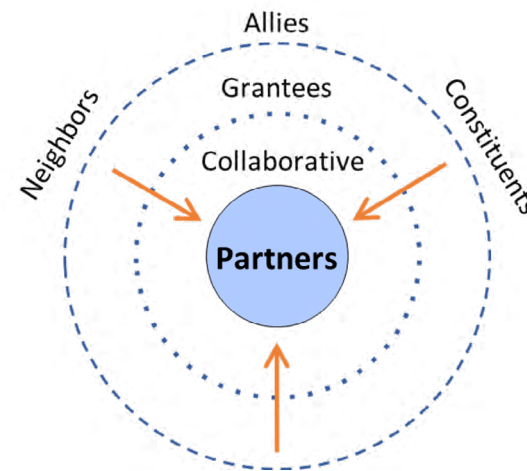
The CRA is committed to not just listening, but acting based on knowledge and ideas generated in the community. True community engagement works to involve people in greater levels of decision making. To this end, the CRA has been

instrumental in forming the Foundry Advisory Committee and more recently put in place a Strategic Advisory Group, both of which represent the diversity of the city on multiple dimensions.

STAKEHOLDERS AND CONSTITUENCIES

Through the CRA's many programs and projects, a wide range of neighborhood residents and other constituencies have come into contact with the work of the CRA over the last few years (Figure 5.1: Partnership Relationship Diagram). A commitment to the public interest, transparency, action, and community engagement has gained the CRA many allies across Cambridge. The CRA also has developed relationships with a large set of Forward Fund grantees now that

Figure 5.1: Partnership Relationship Diagram



the program is in its ninth year. The Forward Fund gives the CRA a unique insight into the needs and challenges of many non-profits and small businesses in the city. In some cases, this has become fertile ground for collaboration and ultimately more formal partnerships. This growth in relationships, as people and organizations move from constituents to partners, animates the work of the CRA and ensures that it is grounded in the community and working alongside relevant and diverse organizations.

The overlapping spheres of mission-based endeavors in Cambridge are complex and clarification of the CRA's role in relation to others is useful. Table 5.1 illustrates some of these roles in relation to key topics, highlighting the comprehensive nature of the City's work, the strength of the non-profit sector overall and examples of the CRA's role in recent years in tackling these issues.

Table 5.1. Chart of City, CRA, and Non-Profit Sector Roles

ISSUES	CITY	CRA	CDC'S (HRI, JAS)	BID	OTHER PARTNERS
Small Business & Non-Profits	Citywide: data, programs, resources, COVID-19 funds	Forward Fund, COVID-19 funds		Marketing Ambassadors Clean/Safe	Business Assoc's; Business Networks, Chamber
Affordable Housing	Citywide: inclusionary housing, Trust Fund, CPA, homebuyer classes and financing, CHA	JAS loans; M.Fuller plans; MXD off-site housing	Affordable housing development, preservation, and resident services		Housing advocacy orgs
Culture	Cambridge Arts Council	Foundry; Forward Fund		Marketing; pop-ups; murals; events	Many dance, theater, arts, youth orgs.
Workforce	Neighborhood Jobs Trust; youth and other programs	The Link; research studies	Workforce training (JAS)		Many education and training providers
Parks & Civic Spaces	Citywide: planning, design, construction, maintenance	Parcel 6, Point Park, Kendall Sq. activation		Activation	Open space advocacy groups
Transportation	Citywide: planning, design, maintenance of bike lanes, sidewalks, streets	KSTEP, Kendall Square studies, 6th Street, Binney Street			Bike and transit advocacy groups
Climate Change and Energy	Citywide: planning and policies	Project-based sustainability	Project-based sustainability		Environmental advocacy groups
Development Approvals	Citywide: design review; zoning and permitting	MXD development and design review			

"The Community Development Department is the planning agency for the City of Cambridge." (CDD website)

"As a real estate entity that works in the public interest, [the CRA offers] distinctive public policy tools" (CRA Mission)

PARTNERSHIPS

Over the past nine years, the CRA has partnered with many partners on specific initiatives, all with some degree of mission alignment. In general, these partnerships have resulted in greater community benefits, where the CRA and others have shared financial costs and expertise, pooled property resources, and complemented each other on political and/or community support.

Within the **public sector**, a primary partner for the CRA has been the City of Cambridge. Other examples of public partners could be state agencies, the Cambridge Housing Authority, or other quasi-public entities. Public sector partners are highly mission-aligned and often have land, expertise, and or financial resources to contribute. The political and community support behind these projects fuels the CRA in its mission-oriented work.

Civic organizations include service and charitable organizations such as settlement houses (Margaret Fuller, East End House) and faith-based organizations. These partnerships are mission-aligned around community development and tend to have community support. More often than not the CRA is the one bringing financial and development expertise to the table. In some cases, civic organizations may have properties available for projects.

Non-Profit developers such as the Community Development Corporations (Just-a-Start, HRI) tend to be mission-aligned around affordable housing and community

economic development. They offer significant development expertise in real estate and housing development. The CDCs also may be able to tap into funding sources, such as Low-Income Housing Tax Credits, to make a project more feasible and may also have property resources related to past or prospective projects. Institutions are another form of non-profit developers that bring financial, expertise, and land resources to a project.

For-profit developers have proved to be important partners in Kendall Square projects. They bring significant financial resources, land holdings, and wide range of in-house and consultant expertise. Their development goals may not be the same as the CRA, but they share interests in open space and other amenities that build value into their projects and better serve their tenants.

DEFINING SPHERES OF WORK

A central theme during the strategic planning process has been the definition of a process to identify, screen, and select new projects. This approach acknowledges that the CRA cannot do it all, all at once, and that there is a need to prioritize to use resources wisely. Where possible, the CRA should be leveraging other partners and funding to achieve a larger social or environmental impact.

All project decisions must be shaped by considerations of diversity, equity, and inclusion, such as efforts to lower barriers for black and brown businesses, foster small business ownership, structure cross subsidies of market and below-market

spaces, build non-profit capacity, and address chronic issues such as workforce gaps and affordable housing. In many cases, design can help join rather than separate communities. Decisions about the location, design, and programming of civic spaces affect their ability to welcome all people, not just those who live or work in the immediate area. While neighborhood change may seem threatening, it's also an opportunity to welcome new diversity and create bridges. Integrating mission-based entities into new spaces, such as the Link, Kendall Market, the 99 Bishop Allen non-profits, and Foundry programs can become the draw that welcomes residents and businesses of color. Attention to these aspects of design and operations will inform the future work of the CRA and its partners so that spaces foster a sense of belonging for all residents.

The CRA's projects over the next five years will be mission-based with a focus on equity, resiliency and sustainability, and a comprehensive future-oriented view of the city. The CRA has flexibility and is able to fill gaps that might otherwise not be filled by other entities. Priority areas for CRA involvement are identified below in alignment with the CRA's strategic goals. Over the coming years, individual projects will have to be weighed within these broad categories.

STRATEGIC GOAL: *Long Term Stewardship and Asset Management*

PROJECTS / INITIATIVES	PLAN REFERENCE	CRA ROLE
KSURP development	KSURP	Design review of development and signage; development agreements
KSURP MEPA and IDCP mitigations	KSURP	KSTEP; Annual Transportation Plan
Park and street design for the public good	KSURP	Design review and recommendations; collaborate with private and public sectors
Galaxy Park, Grand Junction Park, 6th Street Walkway	Ownership	Open space property management
Foundry	Foundry Governing Documents	Oversight and financial support of Foundry Consortium operations; office space leasing
99 Bishop Allen	Ownership	Asset and property management

STRATEGIC GOAL: *Catalyzing Economic Opportunity through Space, Infrastructure, and Programming*

POTENTIAL PROJECTS / INITIATIVES	PLAN REFERENCE	POTENTIAL CRA ROLE
Establish flexible light industrial production, design prototyping centers, business incubators, and similar spaces (fabrication showrooms, commercial kitchen, etc.) that cultivate quality jobs and support economic diversity	<i>Envision Cambridge</i> (p. 128) & <i>Alewife District Plan</i> (p. 107)	Establish control of suitable space via development, purchase, or long-term leasing to dedicate to these purposes
Purchase existing industrial buildings for the purpose of maintaining current use and retaining existing tenants and/or expanding workforce and entrepreneurial spaces	<i>Alewife District Plan</i> (p. 107)	Similar to 99 Bishop Allen model, purchase industrial space and manage asset to promote preservation of desired uses
Study the feasibility of establishing an industrial land trust model and support implementation of findings	<i>Alewife District Plan</i> (p. 150)	Work with CDD to hire and manage consultants and provide staff and financial support for the implementation of accepted recommendations
Assemble land in Alewife for the purposes of pursuing mixed-use development models aligned with Alewife District Plan vision	<i>Alewife District Plan</i> (p. 122, 150)	Acquire land or development rights and direct development process for desired uses
Acquire ground-floor condo or enter into master lease agreements for the purpose of establishing a network of spaces that cultivate and support locally owned businesses	<i>Our Cambridge Street Plan</i> (p. 44)	Establish control of suitable spaces via purchase or long-term leasing to dedicate to these purposes
Facilitate the success of BIPOC-owned businesses in Cambridge by leveraging controlled space and providing financial and technical support	<i>Our Cambridge Street Plan</i> (p. 43)	Design optimal programs that leverage the CRA's financial resources and staff capacity in coordination with CDD, the BIPOC Business Advisory Committee, and the Cambridge-Somerville Black Business Network
Support multi-sector partnerships that help Cambridge residents obtain family-sustaining jobs in growth industries (e.g. STEAM, life sciences, light industry, real estate)	<i>Envision Cambridge</i> (p. 121) & <i>Alewife District Plan</i> (p. 150)	Convene partners, develop implementation agenda, provide financial resources, and identify intersection opportunities with specific commercial, life science, and industrial spaces that the CRA can influence via public-private partnerships
Conceive of targeted application of CRA's Forward Fund to support initiatives that focus on skill acquisition and entrepreneurship for Cambridge residents	<i>Envision Cambridge</i> (p. 121)	Collaborate with CDD and other partners to define Forward Fund program, dedicate funding to grant awards, and administer program

STRATEGIC GOAL: *Sustaining an Inclusive and Livable City through Affordable Housing and Cultural Space Development*

PROJECTS / INITIATIVES	PLAN REFERENCE	POTENTIAL CRA ROLE
Support the development of the Central Square Branch Library site into a mixed-use development with new library on-ground floor	<i>C2 Plan</i> (p. 58)	Manage public-private partnership development process on behalf of the City and support community visioning and planning
Support the development of public gathering, arts space and pop-up installations beyond Kendall Square (e.g. Central Square, The Port, North Cambridge)	<i>Envision Cambridge</i> (p. 127) & <i>C2 Plan</i> (p. 64)	Provide financial resources and staff support to support community and property owner outreach and facilitate agreements, focused Forward Fund grant area
Develop additional affordable and middle-income homeownership opportunities beyond the commitment made in the MXD Zoning	<i>Envision Cambridge</i> (p. 146, 149)	Acquire land for the development of homeownership opportunities, acting as developer, funder, or in another facilitation capacity
Support the delivery of family-oriented services and amenities proximate to existing and future affordable housing	<i>Envision Cambridge</i> (p. 149)	Work with CDD to envision locations of greatest need for services and amenities, and acquire land or provide funding for the purpose of delivering these services and amenities
Support the delivery of mixed-income housing projects through creative public-private partnerships	<i>Envision Cambridge</i> (p. 146)	Work collaboratively with landowners and deploy financial resources to develop significant mixed-income housing projects

STRATEGIC GOAL: *Ensuring our Shared Future through Investments in Sustainability, Climate Change Mitigation and Adaptation*

PROJECTS / INITIATIVES	PLAN REFERENCE	POTENTIAL CRA ROLE
Support the creation of a network of neighborhood resilience hubs and community centers throughout the City, in particular through partnerships with Settlement Houses	Envision Cambridge (p. 70), Alewife District Plan (p. 138) & Resilient Cambridge Handbook (p. 10)	Collaborate with existing resilience hub efforts and consider opportunities to incorporate resilience hubs in pursuing real estate opportunities
Provide financial support for small building owners to invest in green building improvements (e.g., solar, electrification, building envelope investments)	Resilient Cambridge Handbook (p. 54)	Design, finance, and administer loan program(s) that enables small businesses and landlords to reduce utility costs through green building investments
Support the creation of community renewable energy demonstration projects	Envision Cambridge (p. 65) & Resilient Cambridge Handbook (p. 54)	Provide funding for projects that implement green technologies such as parking PV canopies and community solar installations

EXTERNAL ACTIVITIES ACTION PLAN: 2023-2024

ACTION	TIMING	LEAD	SUPPORT
City Coordination: Refine implementation actions for spheres of work, emphasizing real estate capacities	Q2-Q3 2023	Director of Projects and Planning	Executive Director; Planning and Development Staff
KSTEP Deployment: Identify feasible projects that can draw on KSTEP funds and begin implementation efforts	Q2-Q3 2023	Director of Projects and Planning	Executive Director; Planning and Development Staff
Industrial/Commercial Investments: Research ownership using data and site reconnaissance for property acquisition	Q2 2023/ Ongoing	Director of Projects and Planning	Executive Director; Director of Finance and Operations; Planning and Development Staff
BIPOC Businesses: Research and network to identify context, gaps, and needs in relation to CRA role	Q3-Q4 2023	Director of Projects and Planning	Executive Director; Planning and Development Staff
Workforce Development: Analyze existing actors and gaps to clarify CRA's strategic role	Q3-Q4 2023	Director of Projects and Planning	Executive Director; Planning and Development Staff
KSURP: Maintain existing assets and relationships; analyze potential for future development	Q1-Q2 2024	Executive Director	Director of Projects and Planning; Planning and Development Staff
Green Energy Sector: Analyze existing actors and gaps to clarify CRA's strategic role	Q1-Q2 2024	Director of Projects and Planning	Executive Director; Director of Finance and Operations; Planning and Development Staff

6.0 FINANCIAL STRATEGY

Over the last decade, development projects in the Kendall Square Urban Renewal Area have augmented the CRA's financial position. With more complex undertakings, the CRA has begun to diversify its assets to include property and a loan portfolio in addition to receivables from the sale of development rights. Its liabilities include current accounts payable, a mortgage (99 Bishop Allen Drive), and the obligations of a 50-year operating lease (Foundry).

This Strategic Plan launches a financial strategy that will sustain the CRA over the long term, at least until 2072 when the Foundry lease expires, so that the CRA can carry out its current stewardship and investment obligations while investing in other community priorities. The CRA has a rather unique financial structure that results in a "lumpy" budget from year to year. It collects income from significant real estate

development payments, which results in years with very high surpluses. These real estate development revenues will be mostly realized by 2024, after which, the CRA will depend upon an endowment and other revenues to sustain its financial resources.

Most of the CRA citywide projects over the last decade have resulted in significant cash outflow with little anticipated returns (*spend-down initiatives*). On some of these projects, the goal is to have the operations be self-sustaining (*revenue-neutral initiatives*). A broader range of future *revenue generating initiatives* will help sustain the CRA's current stewardship obligations as well as future spend-down and revenue-neutral initiatives (Table 6.1).

Table 6.1. Financial Characteristics of CRA Initiatives

TYPES OF INITIATIVES		
SPEND DOWN	REVENUE NEUTRAL	REVENUE GENERATING
<ul style="list-style-type: none"> • KSURP stewardship projects • Open space improvements • Grant programs (Forward Fund) • Upfront capital investment (Foundry, 99 Bishop Allen) • Research Studies + Initiatives 	<ul style="list-style-type: none"> • Cross-subsidized asset management (Foundry, 99 Bishop Allen) • Loans (low interest) 	<ul style="list-style-type: none"> • KSURP development agreements • Loans (moderate interest) • Real estate investments (mission-based, with a return)

FINANCIAL STATUS

The financial position of the CRA has grown significantly over the last several years through the sale of development rights in the KSURP. As of the end of 2022, the assets of the CRA were approximately \$50 million, including current, long term, and fixed assets (Table 6.2). The sale of development rights generated from KSURP development will continue through 2024, generating an additional \$111 million, after which little new development is projected. The CRA's liabilities total approximately \$8 million, with most of that in the form of a mortgage for 99 Bishop Allen.

The CRA is very liquid and has significant leverage to carry out its mission-based work. The debt-to-equity ratio at the end of 2022 was 14.4%, a measure of how the organization has been financing its growth – in this case using cash instead of debt. With over \$120 million in liquid assets by 2024, the CRA is at a pivotal moment to ensure its long-term operations.

The number of “business” lines has been growing to include real estate development, grant making, licensing agreements, loan portfolio, property management, and office operations. Managing these business lines requires more

Table 6.2. CRA Assets and Liabilities

ASSETS		LIABILITIES		
Current As of 2022	Cash and investments	\$20.0 M	Accounts payable	-
	BPX Letter of Credit	\$1.4 M	Short-term debt, credit cards	-
	KSTEP funds	\$7.0 M	Foundry capital investment	
Long Term As of 2022	88 Ames Dev Rights	\$2.0 M	OPEB	\$0.6 M
			99 Bishop Allen mortgage	\$7.0 M
			Pension and medical benefits	-
			Foundry Operating Lease	-
Fixed As of 2022	99 Bishop Allen	\$18.0 M		
	Misc. land parcels	\$1.0 M		
Expected By 2024	Sale of development rights	\$111.0 M		

Notes:

- Significant development rights proceeds from 135 Broadway, 250 Binney, and 290 Binney are expected over next few years
- 88 Ames Street development rights of \$400,00/year have a term from 2017 to 2028
- Assets are relatively liquid (liquidity 52x; debt to equity ratio at 14.4% at end of 2022)

robust use of financial software systems as well as expanded accounting skills or professional development to employ these systems in day-to-day operations. Over the last several years, the CRA has updated its investment strategy, resulting in significant gains. This success has allowed the revenue from Kendall Square development projects to stretch much further.

Assets

The CRA assets include current, long term, and fixed assets. *Current assets* are cash and investment portfolios, which fluctuate based on the market and totaled approximately \$20 million at the end of 2022. *Long term assets* include receivables from development rights, property income, and loan portfolios. The CRA receives an annual payment of \$431,818 from the Proto development at 88 Ames Street, with a term that began in 2017 and ends in 2028. The current loan portfolio is negligible

since the COVID-19 loans of \$1.46 million were zero percent interest, with a term of four years and a projected default rate of 25%. The land and improvements at 99 Bishop Allen are the primary *fixed assets*, totaling approximately \$18 million.

The CRA's assets are expected to grow by \$111 million over the next few years with the projected sale of development rights from the four projects shown in Table 6.3. The Kendall Square Urban Redevelopment Plan (KSURP) expires in 2035, and the sale of development rights is not expected to be a significant source of future revenue given the state of build-out of land within the Kendall Square Urban Redevelopment area. While these assets are considerable, the cash holdings alone do not go far in the Cambridge real estate market, with its scarcity of land and high construction costs. The CRA does not currently have significant income producing properties or initiatives.

Table 6.3 Projected Sale of Development Rights

PROJECT	ADDRESS	2022	2023	2024	TOTAL
M-1	73 Ames St	\$1,422,120			
Residential	121 Broadway		\$20,316,000		
AZ Lab	290 Binney St		\$44,712,000		
14 CC	250 Binney St			\$44,712,000	
TOTAL		\$1,422,120	\$65,028,000	\$44,712,000	\$111,162,120

Liabilities

Current liabilities include accounts payable, credit cards, and Forward Fund grants committed but not yet distributed. *Long term liabilities* are the Bishop Allen mortgage and the employee pension and Other Post-Employment Benefits (OPEB) obligations. The later two liabilities are not on the balance sheet currently but are noted as footnotes of the audited financial statements.

Operating Costs and Stewardship Obligations

The CRA has long-term stewardship obligations for the KSURP until 2035, for the Foundry until 2072, and as owners, for the Bishop Allen property, Galaxy Park, and Grand Junction Park indefinitely (Refer to Table 4.1). The Authority also is responsible for retirement funds for all former and current employees that are vested in the system. Most of these obligations are inherent in the annual budget for personal, professional services, property maintenance, and office overhead, which total about \$2.0-\$2.5 million per year. As the CRA staffs up and works to reduce the professional services budget, the long-term projection of the annual operating budget is expected to be approximately \$2.4 to \$2.6 million.

This projection does not include redevelopment expenses (e.g., Foundry, Bishop Allen) and assumes growth in staff as described under Internal Operations and careful management of professional services (legal, real estate, transportation, design, etc.). This is generally assumed to cover stewardship efforts. It should be noted that recent office administration increases reflect the allocation of retirees' medical and pension costs to this account.

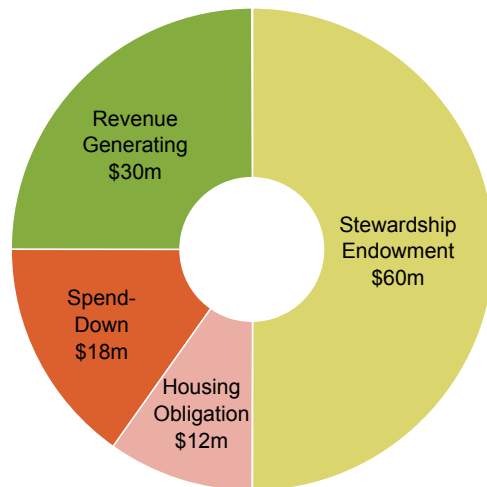
Table 6.4 Projected Annual Operating Expenses

EXPENSES	AVERAGE 2020-2022	BUDGET 2023	PROJECTED
Personnel	\$896,078	\$1,402,000	\$1,400,000
Professional Services	\$608,967	\$793,000	\$400,000
Office Administration	\$120,439	\$377,000	\$400,000
Property Management	\$324,986	\$66,000	\$200,000
TOTAL	\$1,950,469	\$2,638,000	\$2,400,000

FINANCIAL STRATEGY

The recommended financial strategy for the CRA is to shepherd its resources wisely by saving a portion as an endowment to support annual operating expenses and to develop a balanced portfolio of projects that include spend-down, revenue neutral, and income producing. Working with the total projected current assets of \$120 million, approximately 50% would be set aside for an endowment, 25% for new spend-down and revenue neutral projects, and 25% for revenue producing initiatives (Figure 6.1: Resource Allocation). The CRA's ability to leverage its resources through partnerships and the use of debt financing will amplify its mission-based work in the City of Cambridge over the long term.

Figure 6.1: Resource Allocation (in millions)



Stewardship Endowment

An endowment of roughly **\$60 million** is projected to sustain the CRA's annual operating budget of \$2.4 to \$2.6 million. Through this strategy, the endowment will support the baseline of the CRA's stewardship obligations and administration. This projection will be revisited as management practices are put into place. The current assumption is that every \$25 million set aside will generate approximately \$1 million in income at a 4% rate of return.

Spend-Down Initiatives

Approximately **\$30 million** would be set aside for spend-down and revenue neutral projects over the next several decades. The CRA has already committed to spending roughly \$12-\$18 million of this allocation to deliver affordable home ownership opportunities. This suggests that there may be one to two other significant *spend-down* projects that could be accomplished within this allocation, or a sizeable portion of the money could become the seed money for a future revenue-neutral project.

Smaller spend-down initiatives supported through this allocation will include an expansion of the Forward Fund to enable greater investment in community capital projects and other creative applications, as well as other grants, research and policy initiatives, open space design and construction, and other community-based pilot projects. The CRA can set aside up to \$1 million per year for these activities,

although funds would soon be depleted without some source of new revenues. This portion of the CRA budget could incorporate aspects of participatory budgeting with the input of the SAG. Leveraging other third-party sources and partnerships would be a way to amplify these efforts. The CRA's value proposition is its staff expertise and redevelopment tools, which can complement private for-profit, non-profit, and public agency initiatives.

Revenue Producing Initiatives

Revenue producing initiatives represent investments that deliver returns over time, including real estate investment and loans that provide a return or at least a rotating source of funds. Approximately \$30 million would be set aside for these projects. The expansion of this portfolio over the next five years will also involve operational costs, including staffing up for project management and adding staff expertise in real estate finance and construction management.

Any capital projects would need to account for total development costs, including land acquisition, soft costs (design and other professional fees), and construction costs. In terms of managing expectations, the CRA's capacity in this real estate market is somewhat limited and may involve a series of relatively small projects over the next 10 years. With total development costs ranging from \$500/sf to \$1,000/sf (e.g., Foundry, Bishop Allen), a 20,000 sf building would need a budget of \$10 million to \$20 million. Any form of financial partnership would allow the CRA's resources to go further.

FINANCIAL STRATEGY ACTION PLAN: 2023-2024

ACTION	TIMING	LEAD	SUPPORT
Grants: Evaluate and update Forward Fund program and processes to meet the needs of the community	Q2-Q4 2023	Director of Projects and Planning	Executive Director; Planning and Development Staff; Asset Management Staff
Investment Policies: Engage professional expertise to obtain a home rule waiver from the State’s limitations (legal list), engage asset allocators, and change the CRA policies	Q3 2023 – Q2 2024	Director of Finance and Operations	Executive Director
Income Producing Properties: Research financial potential of different models	Q4 2023 – Q2 2024	Director of Finance and Operations	Executive Director, Director of Projects and Planning; Planning and Development Staff
Financial Management: Add expertise in legal, insurance, and taxes to support the broader portfolio of projects	Q1-Q2 2024	Director of Finance and Operations	Executive Director
Financial Systems: Invest in software and training to manage different lines of business	Q3-Q4 2024	Director of Finance and Operations	Executive Director, Director of Projects and Planning; Planning and Development Staff

7.0 INTERNAL OPERATIONS

Over the last nine years, the CRA has matured into a larger organization with substantial long-term obligations. At this point, creating stronger management systems that will build institutional sustainability and resiliency over time and providing a rewarding workplace culture are high priorities. These investments will in turn allow the CRA to carry out its mission-based activities.

A number of initiatives identified during this strategic planning process are currently being put into practice, including engaging a human resources consultant, following through on DEI actions, adopting Smartsheet as a tool for project and organizational management, running more efficient staff meetings, and holding regular Lunch and Learn sessions. An outside consultant team has assisted the CRA in clarifying its human resources strategy, organizational chart, performance evaluation processes, and decision-making processes for selecting new projects.

At a high level, the strategy for the Internal Operations has focused on four interrelated areas of focus: supervision, mentoring, and professional development; project management; project initiation; office systems; Board structure; and Strategic Advisory Group.



SUPERVISION, MENTORING, AND PROFESSIONAL DEVELOPMENT

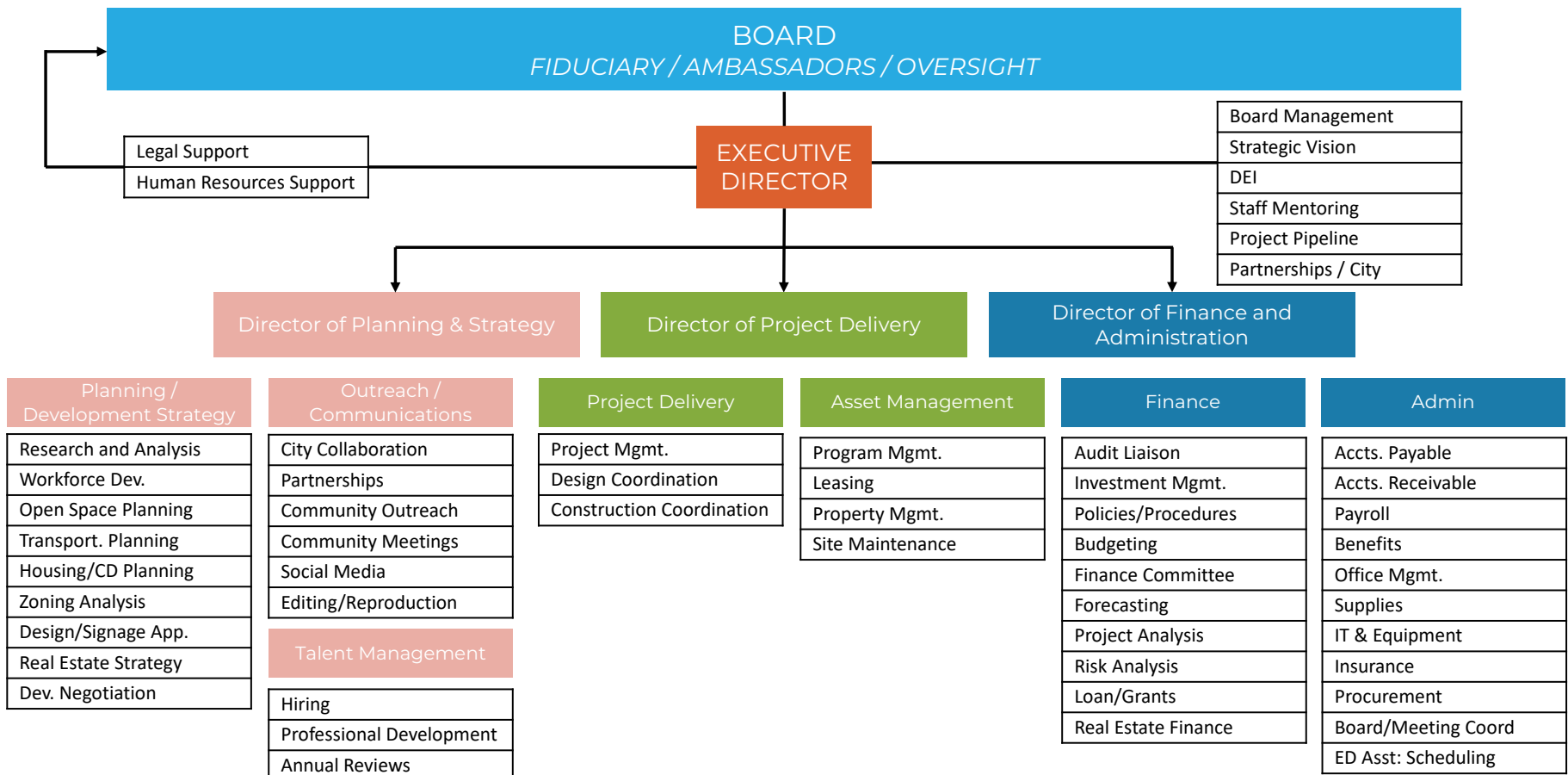
The nature of the CRA's work is strategic in nature, with no two projects alike and often a demand for versatile responses. The current staff is relatively small, which allows for horizontal collaboration. To accomplish the goals set forth in this Strategic Plan, the CRA is establishing a well-coordinated leadership team, a clear staff organizational structure, consistent staff mentoring, forums for internal collaboration, and meaningful performance reviews. All of these efforts will serve as an investment in a healthy workplace environment leading to better outcomes in staff recruitment and retention over the long term.

Given the significant new financial resources anticipated in the next few years, the leadership team needs to function as a true collaborative working team that includes

the Executive Director and other Director positions. Currently, this team includes the Director of and Projects and Planning and the Director of Finance and Operations. As illustrated in the future-state organizational chart below, as the CRA expands its development activities in the next 6-12 months, the intermediate-state design of the leadership team calls for three Director level positions reporting to the Executive Director: Director of Planning and Strategy, Director of Finance and Operations, and a new position, tentatively titled the Director of Project Delivery. This future design

of the leadership team will help consolidate and sharpen the responsibilities of individual Director positions and clarify the location of talent management functions within the organization.

Working together, this group will ensure that the mission and strategic goals are guiding the work, that relationships are strong with the City and other partners, that staff are being mentored appropriately, and that diversity, equity, and inclusion is



embedded in the office culture. The Executive Director is accountable to the Board and responsible for all aspects of the organization. The Directors lead different aspects of the organization and provide direction and mentoring to other staff members.

The CRA currently has seven employees, and at this time is planning to hire for several new positions. Staff are managing close to two dozen projects of varying sizes, budget, and complexities. Many of the steps addressed in this Strategic Plan, such as improving the project intake process, setting priorities, clarifying job assignments, and better supervision and mentoring, will help improve the workflow process and staff satisfaction and retention. The leadership team is in the process of establishing clear project roles and lines of reporting and mentoring, with project assignments aligned with staff professional development goals wherever possible.

Since every endeavor needs an assigned project manager, staff can grow their project management skills starting with small projects and evolving to more complex ones. Mentoring will occur through monthly professional development check-ins, regular internal project meetings, the inclusion of new or junior staff in meetings with external partners, and clarifying the system and guard rails for communication and decision making.

Performance reviews are a mentoring tool to assess progress and set professional development goals for the next year. These reviews provide an opportunity to self-reflect, identify professional development needs, and set new goals, building

relationships between leadership and staff. In consultation with Rainmaker, the CRA is finalizing a new approach to performance reviews along with supporting documents. Staff will participate in formal reviews every six months in May and November to track progress against their professional development goals and understand how leadership can better support their growth. These biannual reviews will be buttressed by monthly check-ins with leadership to maintain a consistent dialogue on professional development matters.

With significant new resources, the ability of the CRA to reflect and learn will help it move into the next stage of institutional transformation and community investment. In many areas identified throughout this report, staff at all levels could benefit from participating in professional development training and activities, which will be an investment for the organization as well as an employee benefit. The CRA has re-established a professional development budget for all staff members to use for professional activities (e.g. conferences, courses, trainings, events) that align with their professional development plans and will advance the CRA's community development projects. These budgets will be monitored and potentially refined over time.

Staff learning and growth, especially when undertaken together as a team, can build a stronger sense of camaraderie within the organization. Ongoing training in DEI, as well as professional development around leadership, project management, contract management, finance, and team building will all enhance the work of the CRA, especially as the organization grows and takes on more responsibilities.



Making time for Informal and “fun” activities is another important way to build trust and belonging in the office. The Kendall Square Association sponsors a number of such programs, in which CRA staff participate, but there may be other ways to foster similar programs within the office or otherwise promote stronger relationships and dialogue. This culture of engagement can extend beyond the walls of the CRA and out into the community to learn about different points of view and multiple ways of knowing, while forging enduring relationships at every staff level and in every sector.

PROJECT MANAGEMENT

Project management is the backbone of the CRA workflow. Systems related to project management include the project intake process; budgeting and project financial reports; contract review, approval, and tracking; and staff training.

The work of the CRA often involves a wide range of skills (research, writing, graphics, quantitative analysis, policy, and engagement) applied to a number of different topical areas (land use and zoning, transportation, design review, real estate and finance, property management, and economic and community development). Outside consultants provide support for highly specialized work (legal counsel) and project-specific work (real estate finance, design review, etc.). Processes for hiring new staff and procuring outside consultants ensure organizational accountability, but can be challenging at those moments when additional capacity is needed most. Engaging consultants and hiring new staff are opportunities to act on diversity and inclusion goals.

The project manager for an initiative should be involved in establishing the scope, schedule, and budget for the project. The CRA has adopted Smartsheet as a new project management platform and is in the process of standardizing templates and reporting mechanisms that provide a project dashboard. Regular financial reporting is necessary to track a project and make sure that it's on course. In some cases, project managers may be involved in negotiating agreements and managing the scope and fee of outside consultants or other direct expenses as part of their

responsibility. Regular check-ins between leadership and the project manager set aside time for mentoring, collaboration, and generation of ideas, while also allowing time to review project metrics. Project management skills can also be enhanced with in-house or outside trainings.

To clarify and illustrate project responsibilities and roles for staff through the lifecycle of a project, staff developed four project workflows for representative types of projects at the CRA:

1. **Real Estate Development** (e.g. 99 Bishop Allen; The Foundry; affordable homeownership development)
2. **Community Infrastructure Development** (e.g. Rindge Connectivity; Grand Junction Park; Danny Lewin Park)
3. **Planning and Research** (e.g. Kendall Square Design and Signage Review; Annual Transportation Report; Grand Junction Corridor Transit Feasibility Study),
4. **Funding and Financial Products** (e.g. Forward Fund; Covid-19 Relief Grants and Loan Programs)

These workflows are intended to help guide future project staffing decisions and the points at which staff need to engage with each type of project based upon their roles and expertise. In particular, they help clarify project leadership and management functions at key transition points in a project, such as the transition from planning and design to construction, and from construction to asset management, that have previously been unclear.

PROJECT WORKFLOW: REAL ESTATE DEVELOPMENT

PHASE	I: DUE DILIGENCE	II: PLANNING & DESIGN	III: PRODUCTION/DELIVERY	IV: TRANSITION	ASSET MANAGEMENT
Typical Length	3 months	6 - 12 months	18 - 24 months	6 months	Ongoing
Level of Effort	3	2	5	3	2
FUNCTIONAL ROLE OF PERSONNEL					
Project Leader	Dir. Of Planning and Strategy		Dir. Of Project Delivery		
Senior Advisors	Executive Director, Dir. of Project Delivery, Dir. of Finance and Operations		Executive Director, Dir. Of Planning and Strategy, Dir. of Finance and Operations	Executive Director, Dir. of Finance and Operations	
Project Manager	Senior Project Manager or Project Manager			Senior Project Manager or Project Manager; Senior Asset Manager	Senior Asset Manager
Project Support	Project Planner			N/A	
EXTERNAL SUPPORT					
Consulting Disciplines	Architecture	Architecture	Engineering	Construction (GM)	Site Management
	Engineering	Engineering	Construction (GM)	Site Management	Legal
	Cost Analysis	Cost Analysis	Site Management	Legal	Realty
	Surveying	Surveying	Legal	Realty	Maintenance Firm(s)
		Design			

PROJECT WORKFLOW: COMMUNITY INFRASTRUCTURE

PHASE	I: DUE DILIGENCE	II: PLANNING & DESIGN	III: PRODUCTION/DELIVERY	IV: TRANSITION	ASSET MANAGEMENT
Typical Length	3 months	6 - 12 months	18 - 24 months	6 months	Ongoing
Level of Effort	3	2	5	3	2
FUNCTIONAL ROLE OF PERSONNEL					
Project Leader	Dir. Of Planning and Strategy		Dir. Of Project Delivery		
Senior Advisors	Executive Director, Dir. of Project Delivery, Dir. of Finance and Operations		Executive Director, Dir. Of Planning and Strategy, Dir. of Finance and Operations	Executive Director, Dir. of Finance and Operations	
Project Manager	Senior Project Manager, Senior Planner, or Project Manager			Senior Project Manager, Senior Planner, or Project Manager; Senior Asset Manager	Senior Asset Manager
Project Support	Project Planner			N/A	
EXTERNAL SUPPORT					
Consulting Disciplines	Architecture	Architecture	Engineering	Construction (GM)	Site Management
	Engineering	Engineering	Construction (GM)	Site Management	Legal
	Cost Analysis	Cost Analysis	Site Management	Legal	Realty
	Surveying	Surveying	Legal	Realty	Maintenance Firm(s)
		Design			

PROJECT WORKFLOW: PLANNING AND RESEARCH

PHASE	I: DUE DILIGENCE	II: PLANNING & DESIGN
Typical Length	3 months	6 - 12 months
Level of Effort	3	2
FUNCTIONAL ROLE OF PERSONNEL		
Project Leader	Dir. Of Planning and Strategy	
Senior Advisors	Executive Director	
Project Manager	Senior Planner	
Project Support	Project Planner	
EXTERNAL SUPPORT		
Consulting Disciplines	Architecture	Architecture
	Engineering	Engineering
	Cost Analysis	Cost Analysis
	Surveying	Surveying
		Design

PROJECT WORKFLOW: FUNDING & FINANCIAL PRODUCTS

PHASE	I: DUE DILIGENCE	II: PRODUCT DEVELOPMENT	III: PRODUCT IMPLEMENTATION	IV: ONGOING MAINTENANCE & COMPLIANCE
Typical Length	3 months	6 - 12 months	12 months	Ongoing
Level of Effort	3	2	5	2
FUNCTIONAL ROLE OF PERSONNEL				
Project Leader	Dir. Of Planning and Strategy	Dir. Of Finance and Operations		
Senior Advisors	Executive Director, Dir. of Finance and Operations	Executive Director, Dir. of Planning and Strategy		
Project Manager	Senior Project Manager or Project Manager			Senior Project Manager or Project Manager; Senior Asset Manager
Project Support	Project Planner			N/A
EXTERNAL SUPPORT				
Consulting Disciplines	Architecture	Architecture	Legal	Legal
	Engineering	Engineering	Financial Advising	Financial Advising
	Cost Analysis	Cost Analysis		Realty
	Legal	Legal		
	Financial Advising	Financial Advising		

PROJECT INITIATION

Where in-house capacity is limited by the number of active projects or the portfolio of skills of staff and/or consultants, then hard decisions need to be made about priorities in terms of project scope and timing. Some projects simply may not be a good match; others could be done better by partners; and others may just need the CRA to play a supporting role. A new “go/no-go” template will help streamline the due diligence process to determine if potential opportunities are well-aligned with the CRA’s mission, resources, and capacity.

Once due diligence on a potential project confirms a “go” decision, a succinct project initiation memo will be developed and the project will be integrated into the CRA accounting system. This memo becomes the project’s charter and the baseline for tracking a project over time, recognizing that the preliminary plans may evolve as a project moves forward, especially based on input from community engagement processes.

OFFICE SYSTEMS

As the CRA moves from start-up to mature organizational status, the office systems need to evolve accordingly. The strategic work in this area involves ongoing adaptation of financial systems to manage the CRA's different business lines and number of transactions, record keeping, asset inventory, and information technology. With many new and updated policies in place, the focus going forward is to embed these new protocols into the office culture.

The CRA's financial system is foundational to project management reports, its contract data base, and tracking discussed above. The Internal Controls policy was updated in May 2022 and in March 2023 and building these policies into workplace culture will be an important part of implementation. Some individual properties have been shifted into their own business lines for better tracking (Foundry and 99 Bishop Allen), but this practice will extend to all new significant projects. This will allow for a better understanding of project related expenses, which in the case of outside consultants can be substantial, versus baseline operations and administration.

Record keeping systems are also being evaluated and updated. In particular, management of server files requires a shared office culture and clear protocols for organizing folders and naming files. This becomes particularly important with staff turnover as well as for projects that extend across several years. Examples might be high level folder systems that apply to every project, with more freedom to create sub-folders as needed at the second or third level.

Information Technology is another important office system that enables the CRA to carry out its work. Cyber-security and data security systems are essential, as are processes for backing up data and files to the cloud and ensuring business continuity. During the pandemic, reliable remote access to the server became paramount, as did access to digital meeting platforms such as Zoom.

The CRA has created a number of policies to inform the workplace including the following:

- By-Laws (1.16.13)
- Deaccession Policy
- OPEB Trust Fund Document
- Procurement Policy
- Investment Policy
- Employee Handbook / Personnel Policy
- Internal Controls Policy

In addition, the CRA maintains policies that inform the content of their work:

- MXD District Signage Review & Review Process
- MXD Design Review and Document Approval Procedures (adopted as part of development agreement)
- Outreach guidelines

Successful implementation of these policies requires putting in place the necessary management and technical systems, and the ongoing commitment of all members of the organization to follow shared protocols. The Employee Handbook has been a high priority and was updated during the strategic planning process as was the Internal Controls Policy. The CRA has expressed a goal of updating their procurement policy and investment policy to incorporate diversity, equity, and inclusion considerations.



Photo Credit: Allegra Boverman

BOARD STRUCTURE

The CRA Board is legislated by the State to have five members, who must be Cambridge residents. Four members are appointed by the City Manager, subject to confirmation by the City Council, and one member is appointed by the State. Every member is a fiduciary of the redevelopment authority, and a quorum of three is needed to conduct business (M.G.L. ch.121B.s.5).

The five current members of the CRA have served continuously since appointed in May 2012, with the same chair presiding during that time. Terms are staggered by year with some appointments coming due in 2023 and others extending to 2027. The officers are a chair, vice-chair, treasurer, assistant treasurer, and assistant secretary. In January 2023, one member announced her planned resignation and will remain on the Board until a replacement can be named. The City has recently adopted a set of protocols for appointing new members to all of its boards and commissions, including City Council approval. While the CRA cannot nominate specific candidates, it has identified the specific skills needed to serve on the Board, with an eye to any gaps that may exist. Requisite skills include knowledge and expertise in real estate, finance, law, small businesses, economic development, community development, and/or design. The Strategic Advisory Group, the Foundry Advisory Committee, Forward Fund recipients, and other active partners represent a pool of potential candidates for future Board vacancies that are already knowledgeable and committed to the CRA's mission-based work.

Onboarding new Board members will take a concerted effort to communicate the legal framework and responsibilities of Urban Redevelopment Authorities (Chapter 121b), the role of the CRA in relation to the City of Cambridge and other partners, the types of work that the CRA has done in the past, and the strategic goals laid out in this Strategic Plan.

STRATEGIC ADVISORY GROUP

The CRA's Strategic Advisory Group was put in place during the middle of this strategic planning process (December 2021). This group of knowledgeable residents, small business owners, non-profit leaders, and others have broadened the CRA's access to diverse voices, different perspectives, and various areas of expertise in order to inform the Strategic Plan and its implementation. The Advisory Group is developing its voice as it serves as a sounding board for reflecting on CRA initiatives and informing future ones.

The Strategic Advisory Group currently has 12 members with members representing many neighborhoods across the City as well as a wide diversity of lived experience, skills, and talents. The SAG is advisory to the Executive Director and was established initially for a one-year term to advise in relation to the Strategic Plan. The members committed to meeting four to six times per year from late 2021 to late 2022, and graciously agreed to continue through a final meeting in April 2023 to complete the Strategic Plan.



The CRA will make the SAG a more permanent element of the CRA's governance to continue to benefit from the perspective and counsel its members bring to the CRA. In initiating the second cohort of the SAG in 2023, the CRA will develop a more predictable meeting schedule and cadence, and plans to implement sub-committees that will track with project related to the CRA's strategic goals and spheres of work in economic opportunity, affordable housing and community infrastructure, and sustainability and climate change mitigation and adaptation.

INTERNAL OPERATIONS ACTION PLAN: 2023-2024

ACTION	TIMING	LEAD	SUPPORT
Board Onboarding: Develop an onboarding packet that provides new board members with a comprehensive overview of the organization.	Q2 2023	Director of Projects and Planning	All Staff
Recruitment and Retention: Hire and onboard a Director of Finance, Finance Manager, Project Manager, and Project Planner	Q2-Q3 2023	Director of Projects and Planning	Executive Director
Project Management: Fully adopt Smartsheet platform and train staff	Q2-Q3 2023	Director of Projects and Planning	All Staff
New SAG Cohort: Design and implement process to recruit new SAG Cohort	Q2-Q3 2023	Director of Projects and Planning	Planning and Development Staff
Professional Development: Implement new process for goal setting and performance evaluations	Q2-Q4 2023	Director of Projects and Planning	All Staff
Diversity, Equity, and Inclusion: Refine action plan and implement staff ideas to address DEI at all levels; participate in additional trainings	Q2-Q4 2023	Director of Projects and Planning	All Staff
Project Decisions: Update go/no go process, incorporating consideration of financial commitments and strategic goals	Q3-Q4 2023	Director of Projects and Planning	Executive Director, Director of Finance and Operations
Human Resources: Hire on-call human resources consultant	Q3-Q4 2023	Executive Director	Director of Projects and Planning
Contract Management: Develop a series of standard terms and conditions; align scope, tasks, and fees; train staff	Q4 2023 - Q2 2024	Executive Director	Director of Projects and Planning, Director of Finance and Operations

ENDNOTES

- 1 Kaplan, Robert S. and David P. Norton. Fall 1996. "Linking the balanced scorecard to strategy." California Management Review, Vol 39, No. 1; Kaplan, Robert S.. Spring 2001. "Strategic performance measurement and management in non-profit organizations." Nonprofit Management & Leadership, 11 (3).
- 2 U.S. Census, Quick Facts, City of Cambridge, 2020. DHCD, Subsidized Housing Inventory, December 21, 2020.
- 3 Enrollments: <https://facts.mit.edu/enrollment-statistics/>; <https://oir.harvard.edu/fact-book/enrollment>; <https://lesley.edu/about/lesley-by-the-numbers>

APPENDIX A. STRATEGIC PLAN PROCESS

The Strategic Plan has been developed through a series of overlapping phases of work, with approximate dates as shown:

- Discovery Phase: February to April 2021
- Strategic Priorities: May 2021 to September 2021
- Outreach and Mission Alignment: October 2021 to March 2022
- Plan Development: April 2022 to August 2022
- Draft and Final Plan: September 2022 to April 2023

The process of developing ideas, listening to others, and testing strategies has allowed the CRA team to move forward with some aspects of the Strategic Plan over the last two years, while refining the final recommendations. Many voices have contributed to the ideas and recommendations represented in this Strategic Plan including the CRA Board, CRA staff, Strategic Advisory Group (SAG), the City, and other partners and stakeholders.

The Board participated in early work sessions in 2021 and were regularly briefed on the scope of the staff's findings in the Discovery Phase (March, April, and July 2021). Individual interviews with Board members in August 2021 form the basis for the Strategic Plan vision. The Board was briefed on the formation of the Strategic Advisory Group in Fall 2021 and participated in mission-based discussions in September 2021 and January 2022. With the development of the draft plan, the Board has been reviewing and discussing the various sections in their monthly meetings in September, October, and November 2022 and February and March 2023.

The staff were actively engaged in the development of the Strategic Plan, especially the Discovery Phase. Bi-weekly meetings were held virtually between February and July 2021, and staff worked in teams to analyze and evaluate the CRA's work to date and the current status of external activities, internal operations, financial considerations, and learning and development. Each team led discussions and produced a draft memo, all of which has been foundational to this report. The staff also contributed ideas to external project priorities in February 2022 and met to review the draft plan in November 2022 and January 2023.

In order to understand better its position in the community, the staff mapped out key partners, stakeholders, and constituencies and developed strategies for outreach. An important goal of this effort was to strengthen individual relationships, learn about the work of other organizations, and hear different perspectives regarding the CRA and its work. The pandemic made this outreach particularly difficult to carry out, although several informal conversations were held over the course of 2021 and 2022.

During the strategic planning process, the Board decided to establish a Strategic Advisory Group (SAG). The purpose was to establish an advisory group that would have diverse representation and that would provide a sounding board for elements of the Strategic Plan. Between August and December 2021, the staff focused on developing a call for applications, reviewing applications, interviewing potential candidates, and finally selecting the 12 members of the SAG. SAG meetings were held in December 2021, and January, March, and June 2022 to discuss the CRA

mission, Discovery Phase findings, the role of diversity/equity/inclusion in the CRA's work, and issues and community priorities in Kendall Square, Central Square, and elsewhere in the city. In November 2022 and January 2023, the SAG met to offer valuable feedback and contributions regarding the strategic priorities for the CRA's external activities. A meeting in April 2023 will review the final CRA Strategic Plan and discuss how the SAG might be established as a more permanent advisory committee to the CRA staff in their endeavors. The SAG discussions have been invaluable in helping to set priorities for external activities discussed in this Strategic Plan, in clarifying the CRA identity in the community, and in advising the CRA as it charts its course forward.

APPENDIX B. CRA PROJECTS

1956-2012 PROJECTS

The Cambridge Redevelopment Authority (CRA) was founded on November 12, 1956 pursuant to the authority granted by what is now M.G.L. ch. 121B, § 3. In the Commonwealth of Massachusetts, redevelopment authorities are provided with 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. Over the years, the CRA worked on projects throughout Cambridge including the Riverview Project, Rogers Block (Technology Square) Project, the Wellington-Harrington Neighborhood Renewal Project, the Walden Square Urban Renewal Project, the Alewife Feasibility Study, and the Broad Canal Land Assembly Project, and, most notably, the Kendall Square Urban Renewal Plan.

As relayed in the CRA's 2014 Strategic Plan, these selected projects are illustrative of the broad range of tools available to redevelopment authorities:

The **Riverview Project** was initially approved by the Housing Authority in 1952, and the CRA first studied the site in 1957. The Authority acquired the site in June 1959, prepared it for development and sold it in 1962. When completed in 1964, the project provided new 79 housing units. Riverview was a single project and not part of a large urban renewal area. Today, the public benefit on such a project would include the need for low and moderate income housing.

The **Wellington-Harrington Neighborhood Improvement Plan** was initiated in 1965. This broad-based redevelopment initiative included rehabilitation of blighted structures; construction of new residential, commercial, and community buildings; and funding of community groups. The plan was a partnership with the CRA and the

Just-A-Start Corporation, which was founded by the CRA, and included significant community participation. Other important developments included workspace for artists, a new school, churches and houses of worship, the Dante Alighieri Cultural Center, and the economic revitalization of Cambridge Street, the area's main commercial corridor.

The CRA began studying **Kendall Square** in 1964 to address what was seen at the time to be a blighted area of empty and obsolete industrial space. The CRA has overseen the transformation of the 42 acre space into a dynamic economic center, adding almost 3.5 million square feet of commercial space including hotels, office, and biotech facilities. The project also involved the reconstruction of the Massachusetts Bay Transportation Authority station, a traction power substation, cogeneration facility, three structured garages, public open space, and a network of new streets, pedestrian walkways, and bicycle lanes.

2013-2022 PROJECTS

The CRA's role has evolved considerably over the last nine years. Design review, transportation mitigation, and open space maintenance have been ongoing responsibilities in Kendall Square, while major projects such as new parks, streetscapes, the IDCP, and the Eversource project represent major implementation steps toward realizing the City's K2 Plan. Over the last seven years, the CRA has also been growing its Cambridge-wide presence). The Forward Fund has helped to expand the CRA's footprint and has connected the CRA to non-profit and community organizations across the city. In 2020-2021, in response to the COVID crisis, the CRA in partnership with the City provided \$1,500,000 in zero-interest five-year loans to 104 small businesses. Notably the loans included businesses in Harvard Square and Porter Square, areas of the city with which the CRA had little previous

interaction. Projects such as the Margaret Fuller Neighborhood House, work with the Central Square BID, and the redevelopment of 99 Bishop Allen Drive have expanded the CRA's presence in Central Square, while the Foundry and loans to Just-a-Start have expanded its activities in East Cambridge.

GRANT FUNDING/LOANS

- Forward Fund Grants
- COVID Small Business Relief Grant (East Cambridge/Kendall Square)
- COVID Small Business Relief Loan (underwriting and servicing loans)
- COVID Childcare Safety Support Grant + Equipment Grants

PLACEMAKING (MOSTLY IN KENDALL SQUARE)

- Broadway/Main/Third Streetscape Design
- Binney/Broadway/Galileo Streetscape Design
- Open Space POPS - Signage Identity
- Grand Junction Park
- Galaxy Park
- 6th Street Walkway
- Third and Binney Civic Space/Parcel 6
- Ames Place Open Space /Danny Lewin Park
- Rindge Connectivity
- 325 Main Street Wayfinding + Art Master Plan (Art Block)

DEVELOPMENT PROJECTS

- Margaret Fuller Neighborhood House
- 99 Bishop Allen Drive
- The Foundry

ASSET MANAGEMENT

- 99 Bishop Allen Drive
- The Foundry
- Grand Junction Park
- Kendall public easements

OVERSIGHT / COORDINATION / MITIGATION

- The Link
- Innovation Space
- Kendall Public Market
- Kendall Square Transit Enhancement Program (KSTEP)
- Annual Transportation Report
- Grand Junction Study

KSURP DEVELOPMENT APPROVAL AND OVERSIGHT

- Infill Development (IDCP) master plan and building design approval to Certificate of Completion (coordination with PB)
- Eversource Substation (MXD Petition and KSURP Amendment 11)
- 250/290 Binney
- 121 Broadway
- Substation Central Plaza
- 325 Main Street
- 145 Broadway
- 75 Ames Expansion (M-1)
- Retail activation (255 Main Street)
- Marriott Walkway
- DNA Atrium (415 Main Street)
- Signage review

POLICY RESEARCH AND INFORMATION

- Legacy eminent domain and displacement study
- Land parcel actions from urban renewal
- Sasaki Kendall Square Visualization
- Historic and photographic archives

APPENDIX C. CONTEXT OF CURRENT CAMBRIDGE TOPICS

Although much has changed due to the pandemic, many other urban challenges and aspirations remain constant, and Cambridge is no exception. The Board, staff, and Strategic Advisory Group identified a wide range of topics that the City, the community, and other stakeholders are working on, which provides context for the CRA as it determines priorities. These include mobility, green infrastructure, housing, affordable non-profit and retail space, and job training, and are outlined in more detail below.

Mobility: The shared use of streets and the allocation of the right-of-way for pedestrians, bike lanes, parking, bus service, trucks, and automobiles presents an ongoing challenge in various districts and neighborhoods. In some parts of the city, such as Alewife, the bike network is incomplete, while in others, opportunities to connect remain undecided, such as the Grand Junction corridor. The CRA work on KSTEP projects, bike lanes, and streetscapes has helped address these issues.

Green Infrastructure: As a fully developed city, the amount, quality, and accessibility of open space for a wide range of uses and users is a constant issue. The health of the urban forest, storm water management, climate change resiliency, brownfield reclamation, and design of proposed parks are frequent topics. The CRA has been involved in addressing this issue in the IDCP approval process, in its stewardships of Galaxy Park and Grand Junction Park, and in its planning for Alewife connections, but the need is ongoing.

Housing: Cambridge is fortunate to have a strong infrastructure for delivering affordable housing, with inclusionary zoning, the Housing Trust Fund, Community Preservation Act, and an active Housing Authority, Housing Division of the City's Community Development Department, and community development corporations. Yet with growing wealth inequality and the desirability of Cambridge as a location, constant topics of concern are the need for affordable housing and housing rehabilitation, unhoused population and the need for supportive housing, the cost and availability of land, home ownership and wealth building opportunities, moderate income housing, the quality of neighborhoods, and the well-being of vulnerable populations (access to food, services, etc.). The CRA has issued loans to Just-a-Start, is working on improved facilities and infill housing at Margaret Fuller Neighborhood House, and has committed to new affordable home ownership development as part of the Eversource development.

Affordable Non-Profit and Retail Space: The pandemic exacerbated the challenges faced by many small businesses, including the need for affordable space, a desire to maintain and foster diverse business ownership, competition from national chains, online shopping, and other platforms for product delivery. Redevelopment and reinvestment in properties inevitably lead to rent increases. Rising rents also affect non-profits' ability to remain in Cambridge, particularly in Central Square and on Cambridge Street. Non-profit capacity and operation costs remain a concern for some. The emergency response to acquire and redevelop 99 Bishop Allen Drive is a reflection of this issue. The CRA partnered with the City in issuing small business grants and loans during the pandemic, acquired

and renovated 99 Bishop Allen as a home for non-profit organizations, supported many small businesses and non-profits through Forward Fund grants, and provided affordable space for food trucks on Third Street. The CRA leveraged its Innovation Space requirement to create a non-profit center focused on workforce development (the LINK) and foster the planning for an entrepreneurial food hall in Kendall Square.

Cultural Spaces: With rising rents and change in property ownership, several long-time cultural spaces have been lost or are under threat, especially in Central Square, including dance studios, art studios, galleries, and nightclubs. Civic and cultural facilities and settlement houses have facilities that are frequently in need of repair. New projects like the Foundry and the proposed performance center at 585 Third Street offset these losses to some degree, but more could be done to preserve and expand opportunities. The CRA helped establish the Central Square Business Improvement District (BID), which has a prominent role in promoting and stewarding cultural resources, but long-term operations will need to be sustainable. The CRA has been asked to get more deeply involved in cultural facilities creating in Central Square, including the evaluation of City owned lots, such as Lot 5 in The Port.

Job Training: An ongoing concern for many is how to better connect neighborhood residents with access to jobs, especially upper-level positions, recognizing the divide between low-income underrepresented populations and the tech world centered on Kendall Square. The CRA was instrumental in establishing the LINK, has established workforce training as a central mission of the Foundry, and worked jointly to publish the recent UMass Donahue Center report on the Cambridge workforce.