

Mission: Who is the CRA?

The CRA updated its mission in 2014 as part of the Strategic Planning process.



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

The Cambridge Redevelopment Authority is committed to implementing imaginative, creative development that achieves social equity and environmental sustainability. Our goal is to work in the public interest to facilitate infrastructure investments and development projects that integrate commercial, housing, civic and open space uses. We are a public real estate entity with a unique set of redevelopment tools, working in close partnership with the City of Cambridge and other organizations.

Strategic Objectives/Criteria for Success



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

Operating Principles

In 2014, the Board and Staff identified core values to inform their approach.



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 while maintaining an awareness of history.

Future Project Selection

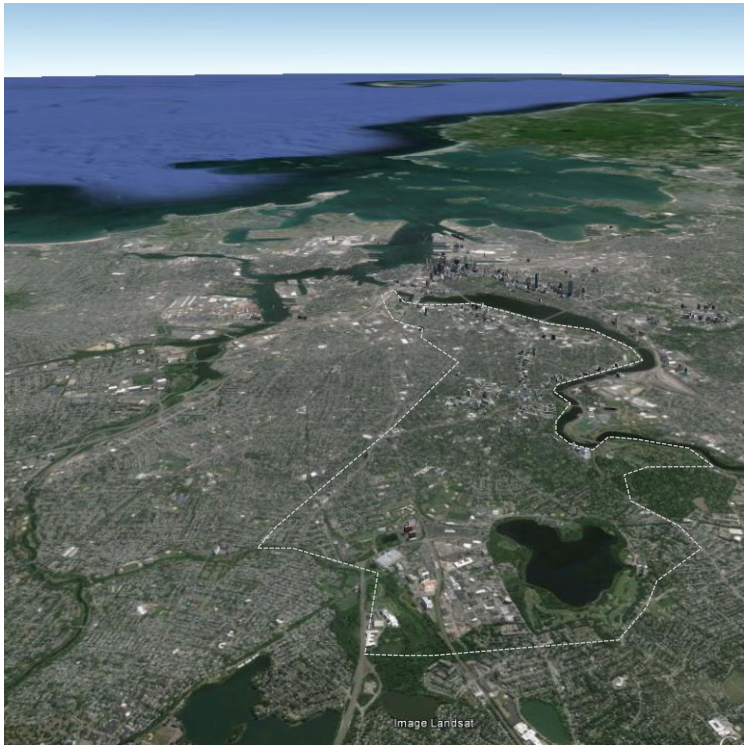
In 2014, the Board and Staff identified a decision tree to review initiatives.

Project Proposal



2014 Vision: In five years the CRA will

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



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

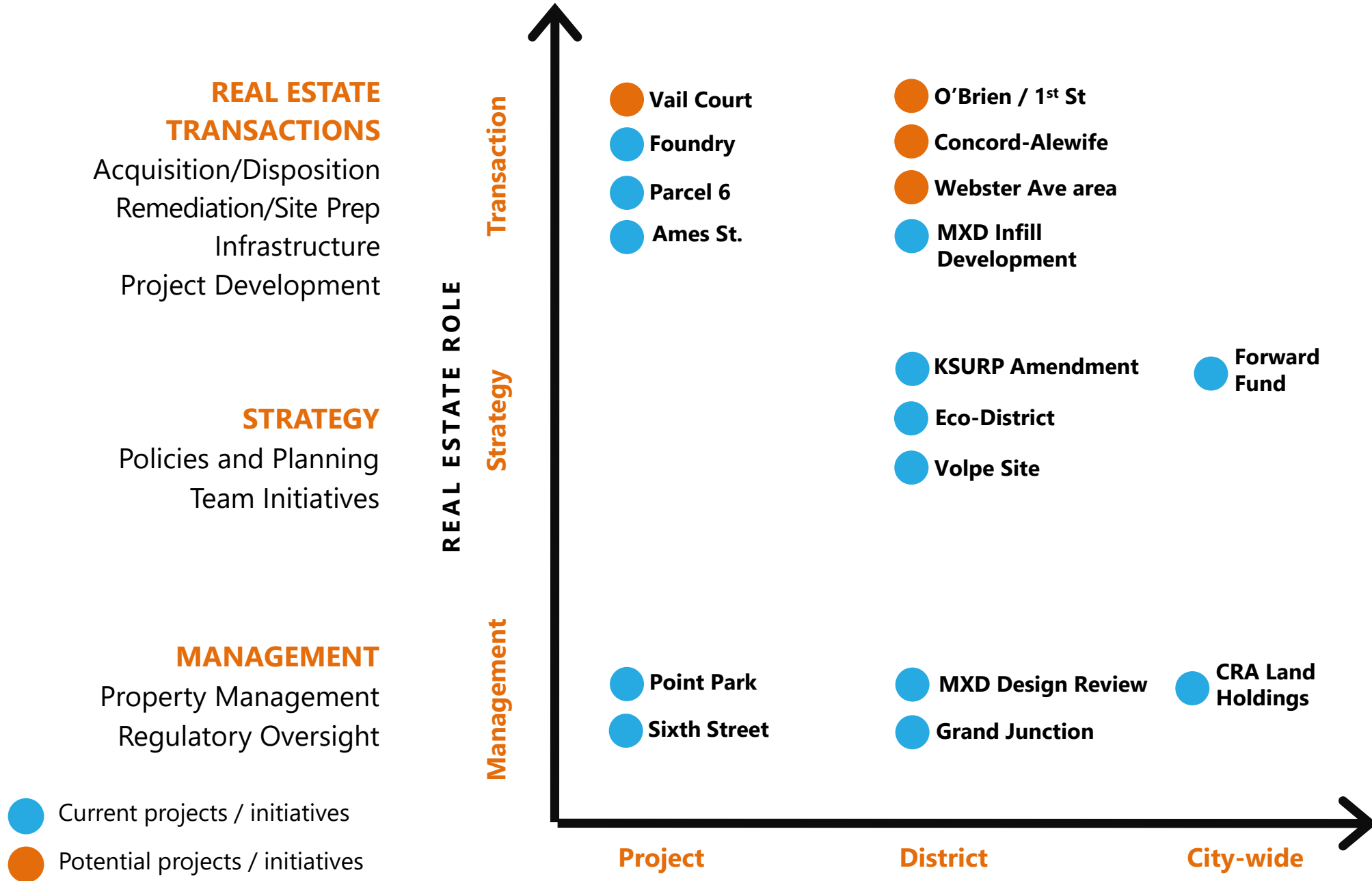
Redevelopment Authority Tool Set

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



- **District infrastructure:** focus on an area that needs new streets or other infrastructure to support new development
- **District preservation and infill:** focus on an area where development and design controls are important
- **Distributed model of investment:** invest in small properties or small projects city-wide
- **Demonstration projects:** individual projects that call for unique public/private solutions

2014 Project Priorities



Strategic Plan Update

