STRATEGIC PLANNING PROCESS

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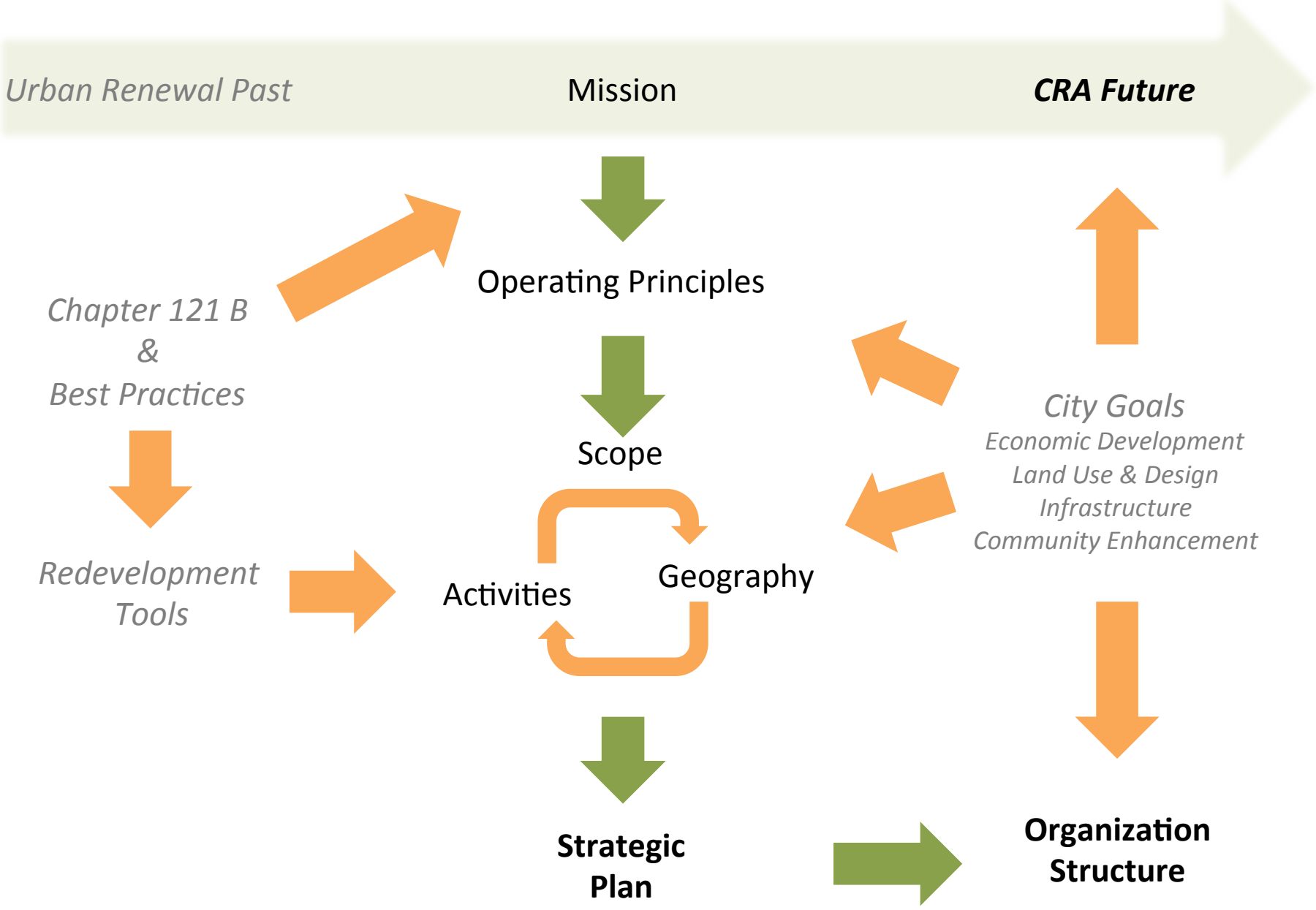

"Redevelopment Authorities have broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development, and to promote sound growth." (hwww.mass.gov/housing and economic development, based on Chapter 121b)

Preliminary Questions

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

2. In what activities should we engage and where?

3. Who are our "clients"? Who are we serving?

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

5. What are key operating principles?

VALUE PROPOSITION

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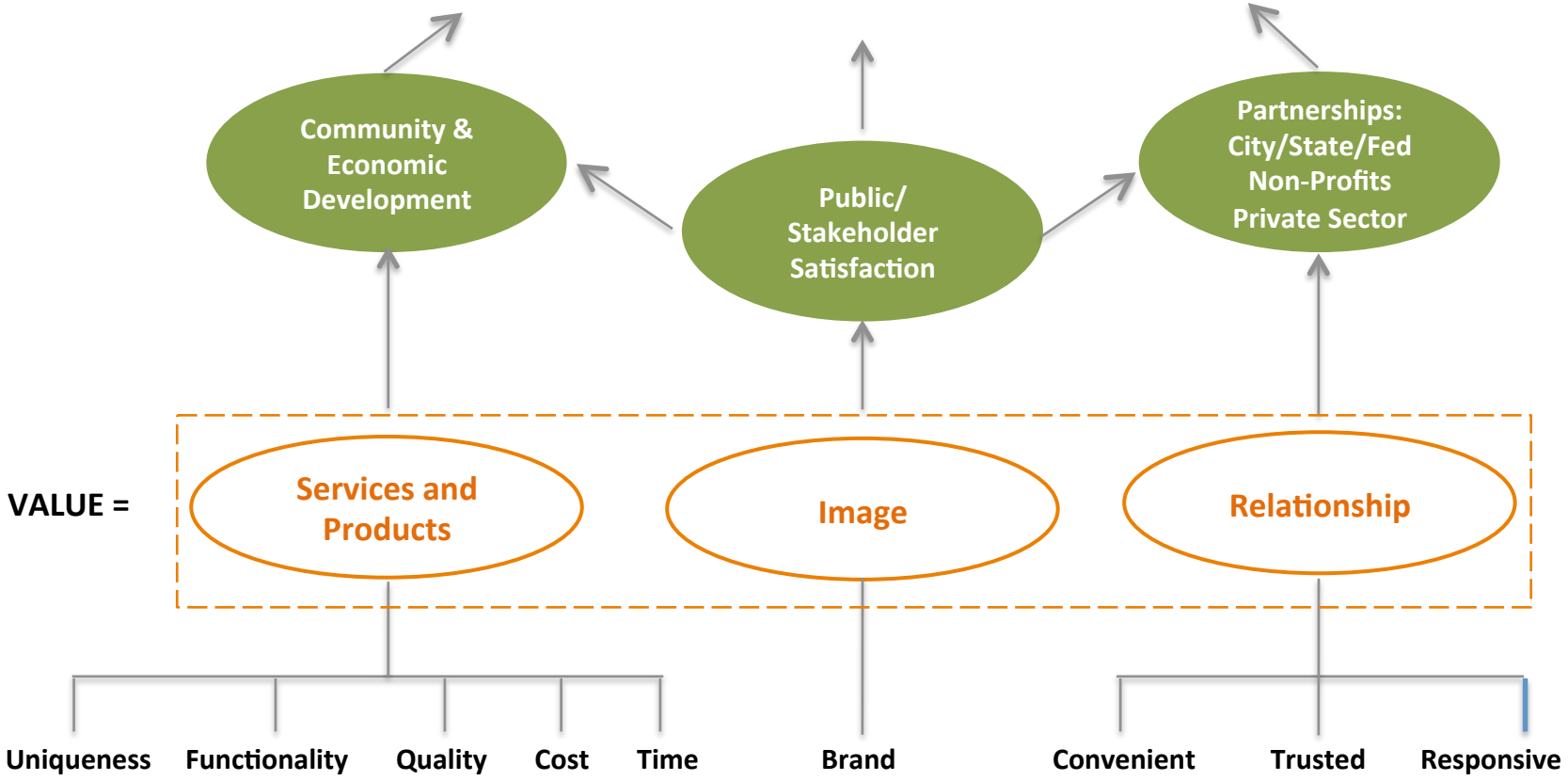
1. What is our unique value within the context of City services, non-profit organizations, and the private market?



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

STRATEGY FRAMEWORK: BALANCED SCORECARD

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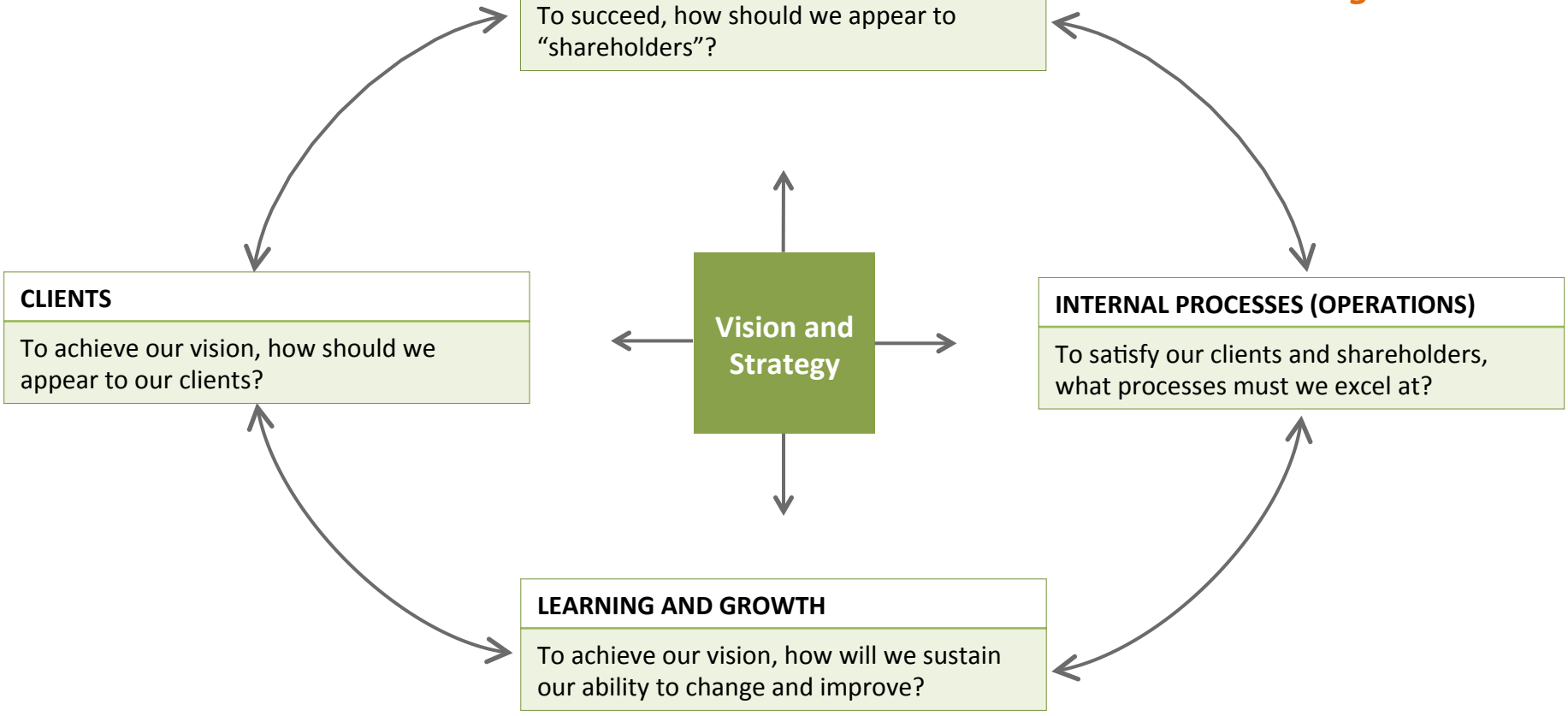
Who are our "clients"? Who are we serving?

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



Evaluation and assessment

What are key operating principles?

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

FINANCIAL STRATEGY

1. **Revenue Growth and Mix**: **should we expand programs, identify new projects, and reach new clients?**
2. **Cost Reduction/Productivity Improvement**: **should we further lower direct costs, reduce indirect costs, and share common resources with others?**
3. **Asset Utilization:** **should we utilize and ultimately close out our capital resources?**

		Financial Themes		
		Revenue Growth and Mix	Cost Reduction/ Productivity Improvement	Asset Utilization
Business Strategy	Growth	***New Projects***		
	Sustain		***Current Status***	
	Mature			***Fund Management***

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

FUTURE SCENARIOS

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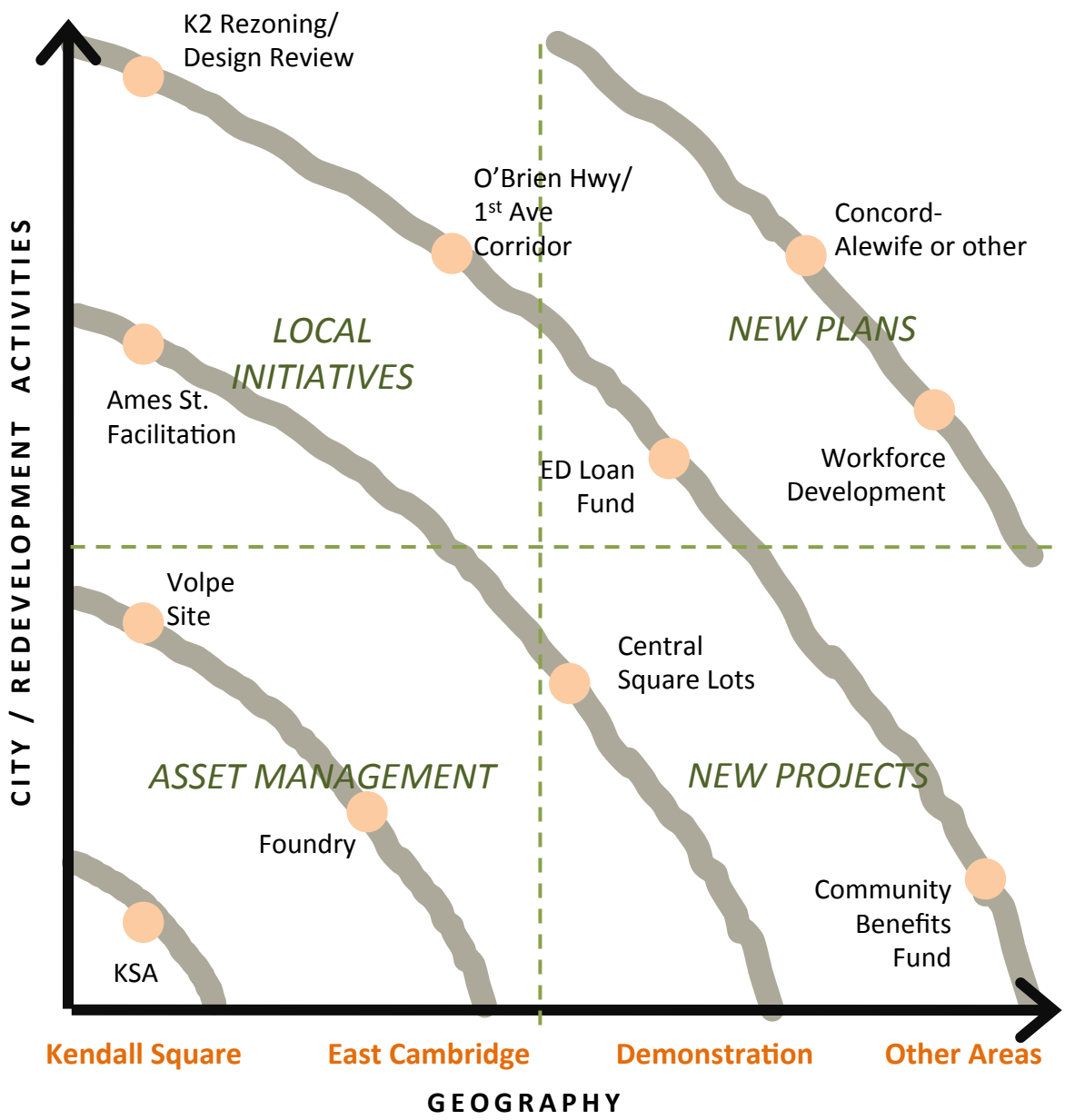
PLANNING/POLICY
Vision
Zoning/Entitlements
Design Review

PROGRAMS
Affordable Housing
Workforce Development
Econ. Development Loan Fund

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

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



Examples of projects / initiatives

EAST CAMBRIDGE

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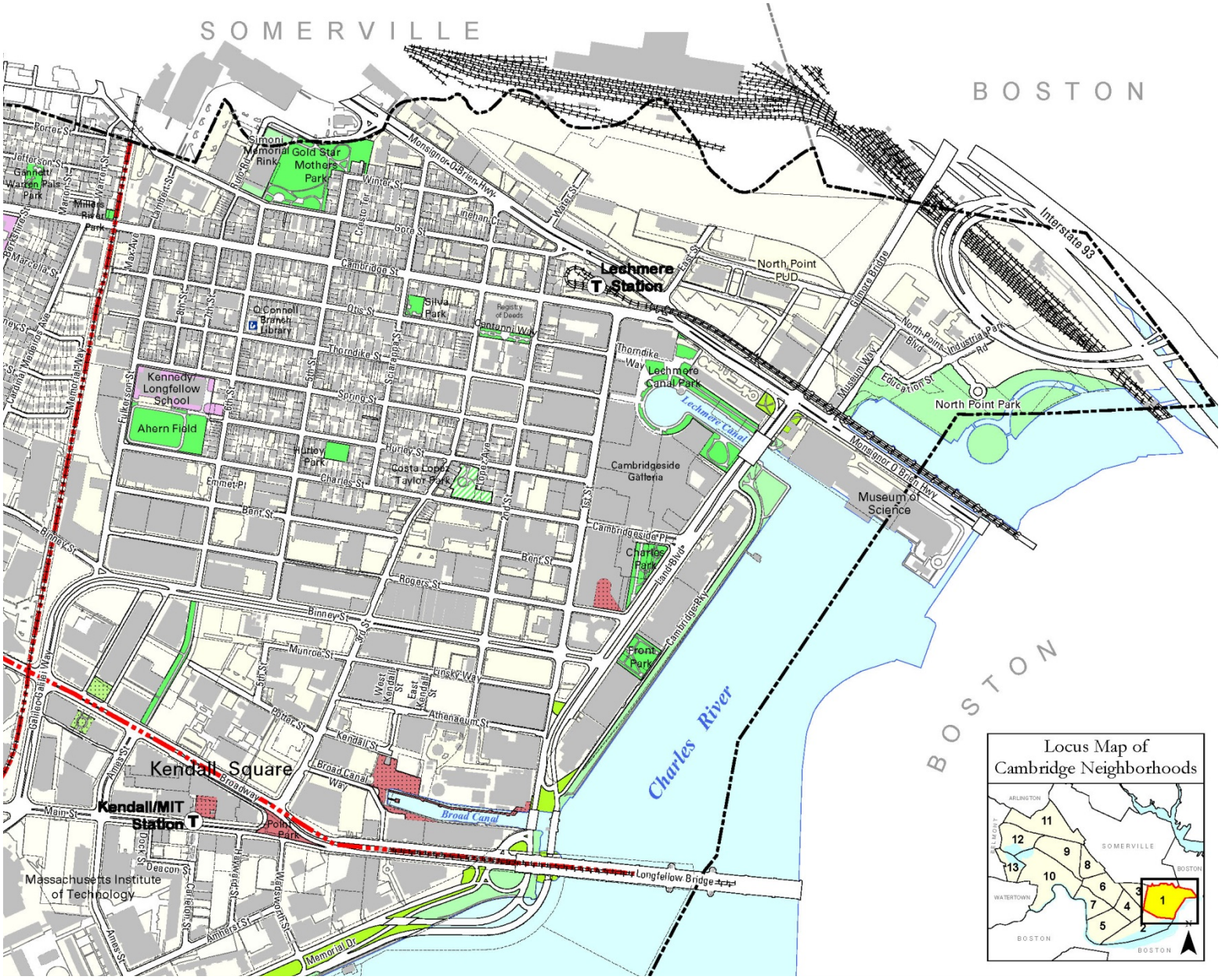

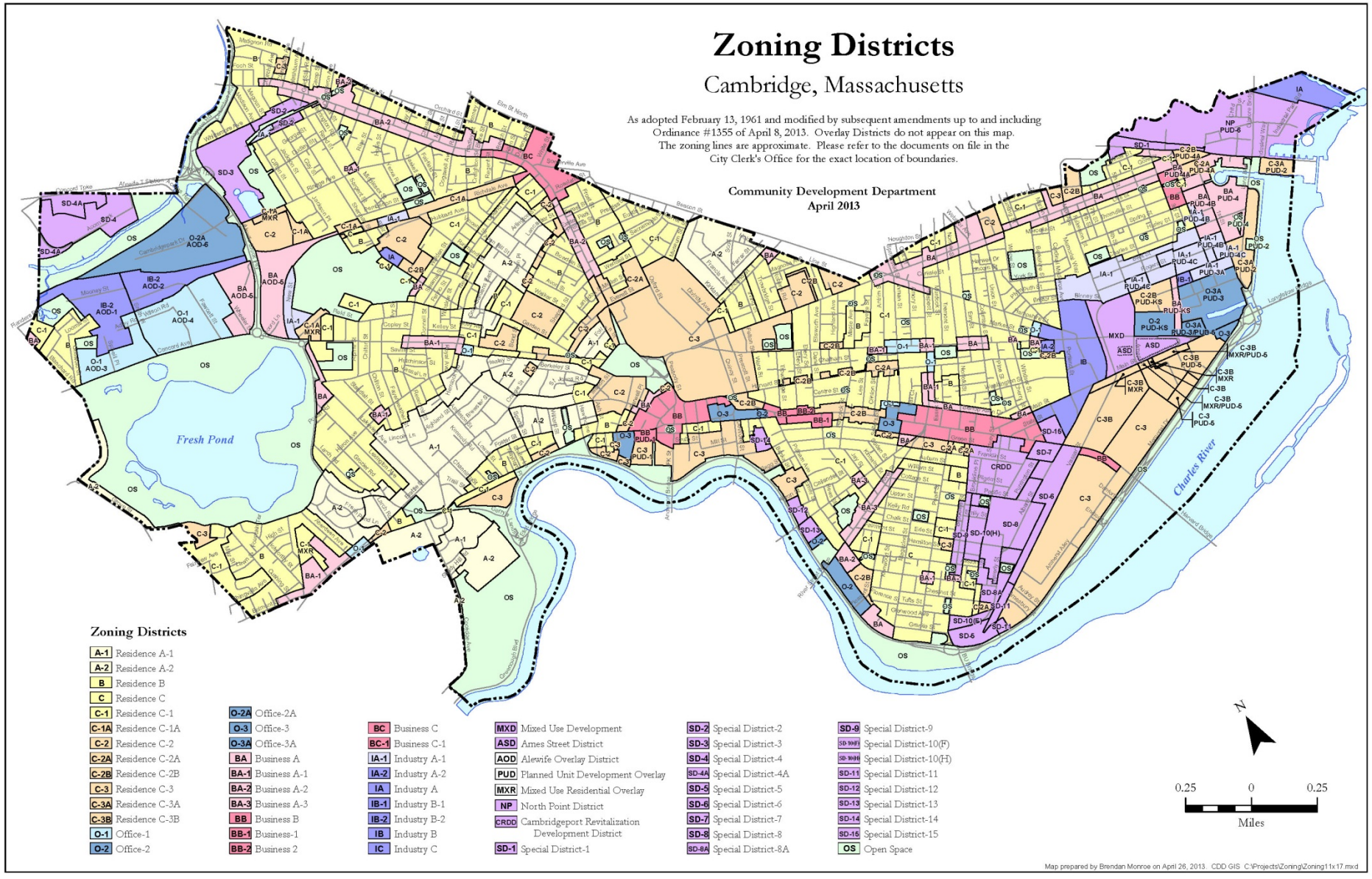
Zoning Districts
Cambridge, Massachusetts
As adopted February 13, 1961 and modified by subsequent amendments up to and including Ordinance #1355 of April 8, 2013. Overlay Districts do not appear on this map. The zoning lines are approximate. Please refer to the documents on file in the City Clerk's Office for the exact location of boundaries.
Community Development Department
April 2013
Fresh Pond
Charles River
Zoning Districts
A-1 Residence A-1
A-2 Residence A-2
B Residence B
C Residence C
C-1 Residence C-1
C-1A Residence C-1A
C-2 Residence C-2
C-2A Residence C-2A
C-2B Residence C-2B
C-3 Residence C-3
C-3A Residence C-3A
C-3B Residence C-3B
O-1 Office-1
O-2 Office-2
O-2A Office-2A
O-3 Office-3
O-3A Office-3A
BA Business A
BA-1 Business A-1
BA-2 Business A-2
BA-3 Business A-3
BB Business B
BB-1 Business-1
BB-2 Business 2
BC Business C
BC-1 Business C-1
IA-1 Industry A-1
IA-2 Industry A-2
IA Industry A
IB-1 Industry B-1
IB-2 Industry B-2
IB Industry B
IC Industry C
MXD Mixed Use Development
ASD Ames Street District
AOD Alewife Overlay District
PUD Planned Unit Development Overlay
MXR Mixed Use Residential Overlay
NP North Point District
CRDD Cambridgeport Revitalization Development District
SD-1 Special District-1
SD-2 Special District-2
SD-3 Special District-3
SD-4 Special District-4
SD-4A Special District-4A
SD-5 Special District-5
SD-6 Special District-6
SD-7 Special District-7
SD-8 Special District-8
SD-8A Special District-8A
SD-9 Special District-9
SD-10(F) Special District-10(F)
SD-10(H) Special District-10(H)
SD-11 Special District-11
SD-12 Special District-12
SD-13 Special District-13
SD-14 Special District-14
SD-15 Special District-15
OS Open Space
N
0.25 0 0.25
Miles
Map prepared by Brendan Monroe on April 26, 2013. CDD GIS C:\Projects\Zoning\Zoning11x17.mxd