



2021 Strategic Plan

September 19, 2021

CRA BOARD WORKSESSION ON MISSION STATEMENT

In preparation for the Board meeting work session on the Strategic Plan, please review the 2014 CRA Mission at the bottom of the page and consider the following two prompts.

Prompt #1: Highlight/Strikeout

- Highlight two words/phrases that speak most powerfully to you in the current mission
- Strikeout two words/phrases that do not resonate in the current mission

Prompt #2: Priority Messaging

Mission statements try to be many things. Review the following, add any you think are missing, and rank in order of importance. If the mission can only do one or two or three things well, what should be the focus (*note: these are in a random order*):

- Statement that builds a sense of community and teamwork among all board and staff members: ensure we are all on same page
- Statement of commitment and accountability: inform choices, communicate action and results
- Tag line: communicate with constituency, telegraph our abilities
- Statement of identity: who are we, what do we actually do now, clarify perceptions, distinguish us from others
- Statement of values and intent: document aspirations
- Statement of how we work: how we do what we do
- Statement that clarifies who we serve: in whose interest do we work, why do we do what we do

2014 CRA Mission Statement

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.

Operating Principles: Act | Operate with Transparency | Maximize the Public Benefit | Operate with Fiscal Responsibility | Set an Example