

CAMBRIDGE REDEVELOPMENT AUTHORITY

Strategic Plan 2021

July 14, 2021 - *DRAFT OUTLINE*



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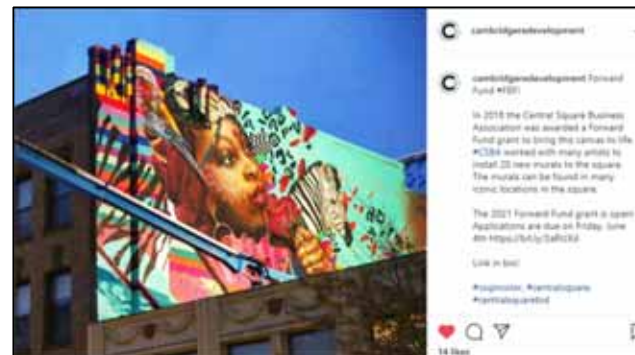
Recap and Evaluation of 2014 Plan

1. Existing Conditions/
Transformations
2. Vision
3. Mission
4. Project Chart
5. Principles and Approach



Strategic Plan Framework

1. External Activities
2. Internal Operations
3. Financial Considerations
4. Learning and Outreach



Next Steps

2014 EXISTING CONDITIONS



Parcel 6 Lot



Sixth Street Walkway



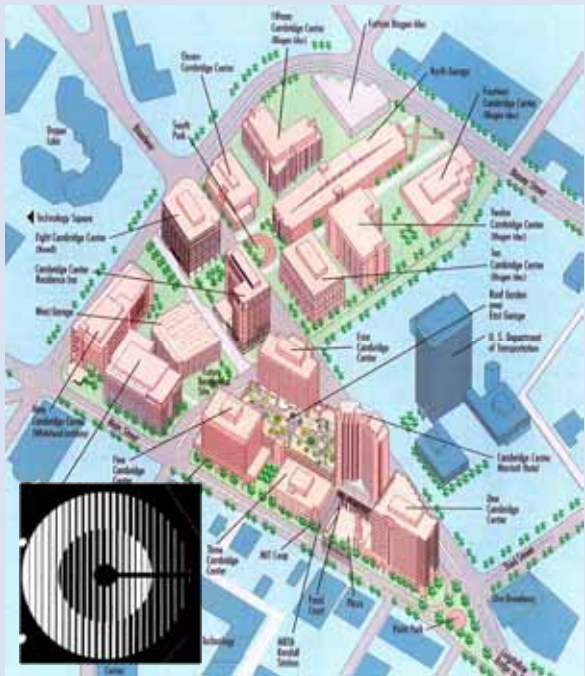
Grand Junction/Tot Lot



Galaxy Park



Foundry



Cambridge Center Plan

2014 - 2021 TRANSFORMATIONS



Parcel 6 Lot



Sixth Street Walkway



Grand Junction Park



Galaxy Park



Foundry



Kendall Square MXD

2014 VISION

In five years, the CRA will be.....

- Creating landmark places and vibrant civic spaces
- Applying timeless urban design and sustainable approaches
- Working on projects that contribute to community fabric of city
- Implementing projects that cannot be achieved by others
- Working in partnership with City
- Managing a mixed workload:
 - Property management
 - Real estate transactions
 - Project management
 - Community investment programs
 - Design review
 - Longer-range strategic initiatives

In five years, CRA projects will include....

- **District-scale projects:** infrastructure, mixed-use development, mixed-income housing
- **Small-scale investments** related to mission

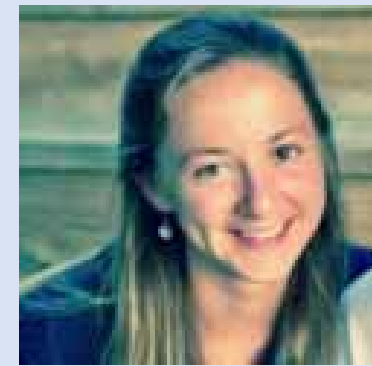


Redeveloped Grand Junction Park

2014 VISION

In five years, the CRA will be.....

- Relatively small yet efficient independent operation, with well-regarded board
- Responsive to community concerns, making transparent and sound decisions
- Able to act nimbly to negotiate and develop real estate to achieve public goals.
- Financially independent and stable
- Able to steward public and private funding sources
- Able to maintain a longer-term vision that has continuity through political cycles



CRA Staff in 2021

2014 MISSION

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.



Bishop Allen Project Launch



Foundry Community Hall



Binney Street Streetscape Design



Kendall Sq. Data/Visualization



Parcel 6 Improvements

2014 PROJECT CHART

REAL ESTATE TRANSACTIONS

- Acquisition/Disposition
- Remediation/Site Prep
- Infrastructure
- Project Development

STRATEGY

- Policies and Planning
- Team Initiatives

MANAGEMENT

- Property Management
- Regulatory Oversight

REAL ESTATE ROLE

Transaction

Strategy

Management



- ✓ Projects undertaken
- Current 2014 projects / initiatives
- Examples of future projects / initiatives in 2014

SCALE
Project District City-wide

2014 PRINCIPLES AND APPROACH

Future Project Selection

PROJECT PROPOSAL

↳ Consistent with City Policy?

↳ Fits CRA Mission?

↳ Financial Consideration

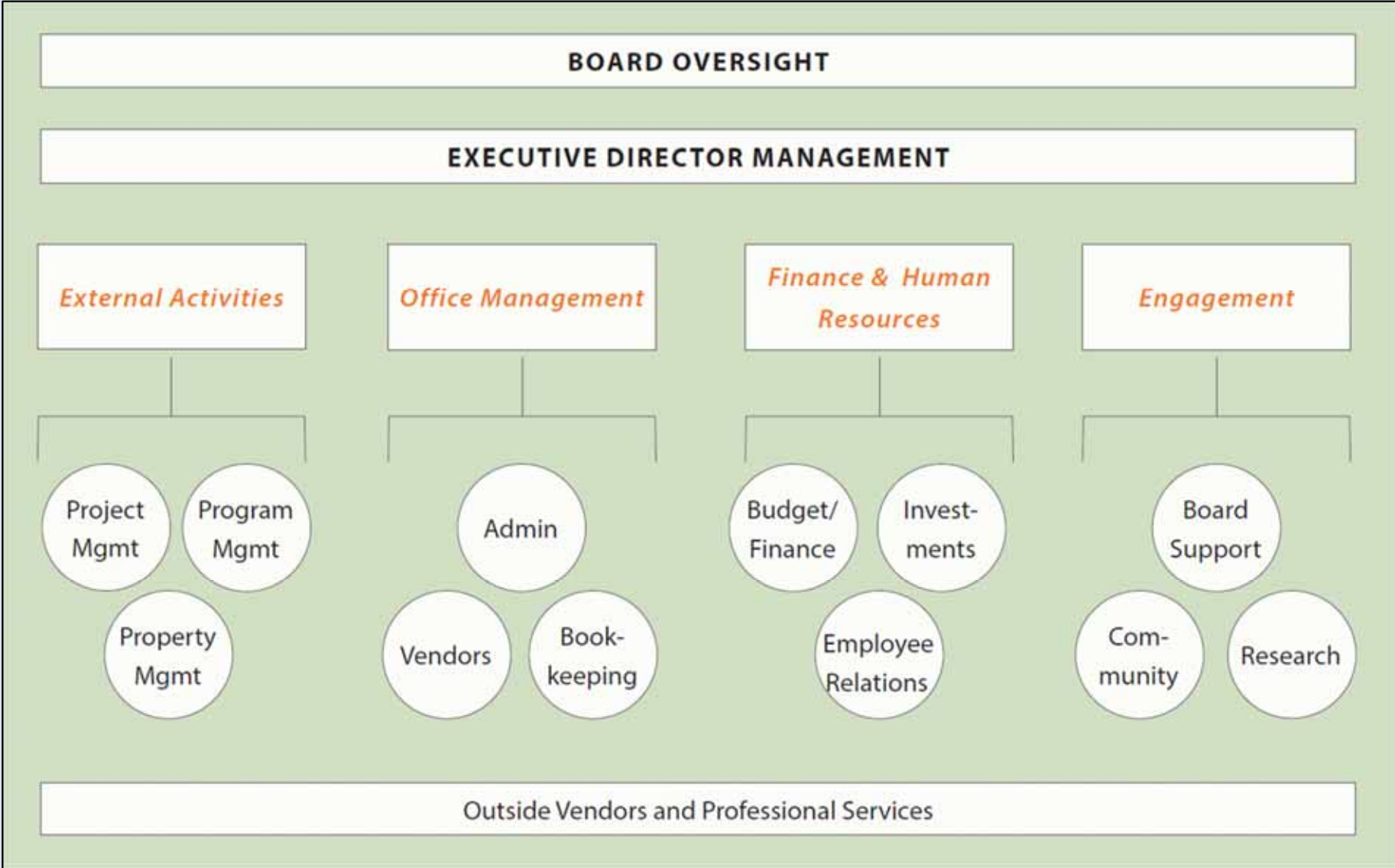
↳ Does CRA have Capacity to Implement?

↳ Are Partnerships Established?

Operating Principles

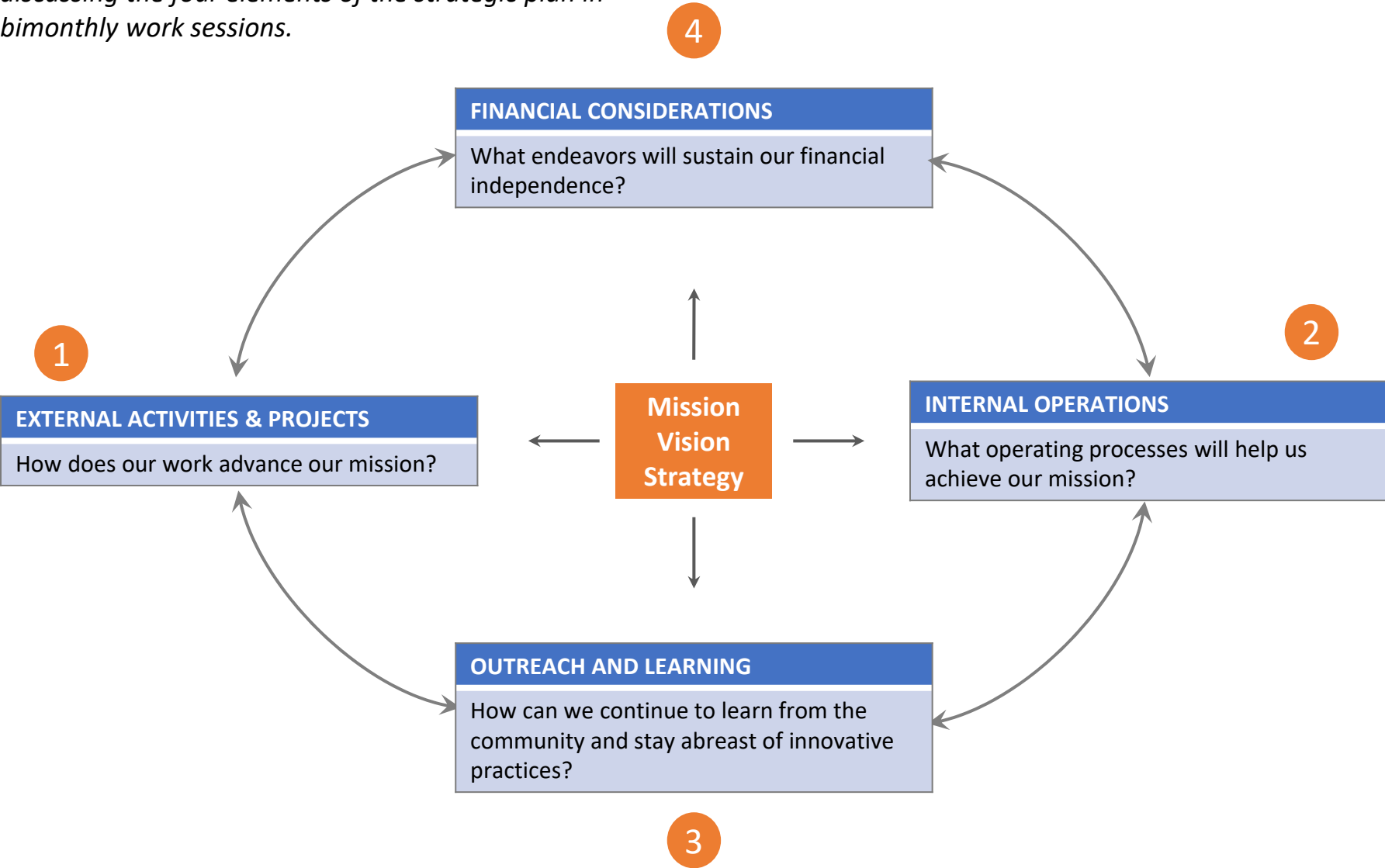
1. Act
2. Operate with transparency
3. Maximize the public benefit
4. Operate with fiscal responsibility
5. Set an example

2014 INTERNAL OPERATIONS: PROJECTED STAFF FUNCTIONS



STRATEGIC PLAN FRAMEWORK

February 2021 to July 2021: CRA staff has been discussing the four elements of the strategic plan in bimonthly work sessions.



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

1. EXTERNAL ACTIVITIES

EXTERNAL ACTIVITIES & PROJECTS

How does our work advance our mission?

Preliminary Findings

1. **Mission-Centered Approach:** Center values and unique CRA advantages
2. **Diversity, Equity, and Inclusion:** Integrate DEI in outreach, leadership, procurement, projects, and programs
3. **Strategic Advisory Group:** Amplify community networks, outreach, local knowledge, and special areas of expertise
4. **Strategy:** Incorporate due diligence and strategic priorities into project Go/No Go decisions
5. **Project Pipeline:** Develop partner relationships, assess community needs, invest in non-profit/partner capacity, build allies, manage multiple parties with divergent goals
6. **Project Management:** Build capacity and systems for contracts, consultant management, project financial data, design and construction processes
7. **Regulatory Framework:** Acknowledge and define the constraints within which a Redevelopment Authority works

EXTERNAL ACTIVITIES: MISSION-BASED THEMES

CRA Values and Principles

- Equity
- People-focused
- Future-oriented vision of the city as an urban ecosystem
- Resiliency: adaptable, flexible, rebalancing, filling gaps

Cross Cutting Topics

- Economic development: workforce, jobs, businesses
- Community development: housing, culture, non-profit capacity
- Civic life: open spaces and mobility
- Stewardship: maintenance of place over time

CRA Value Proposition

- Available Funding
- Experience and Ability
- Community Commitment
- Adaptability and Nimbleness



CRA Teams



CRA Projects



CRA Programs

EXTERNAL ACTIVITIES: DIVERSITY, EQUITY, AND INCLUSION

Strategies

1. Publicly share CRA goals for diversity, equity, and inclusion (DEI)
2. Incorporate equity lens into procurement policies
3. Measure outcomes and progress on DEI goals
4. Build BIPOC participation in project definition, partnerships, and decision-making



CRA Initiatives and Partnerships

EXTERNAL ACTIVITIES: CURRENT 2021

REAL ESTATE TRANSACTIONS

- Acquisition/Disposition
- Negotiation & Finance
- Design/Construction Coord.
- Leasing

PLACEMAKING (New)

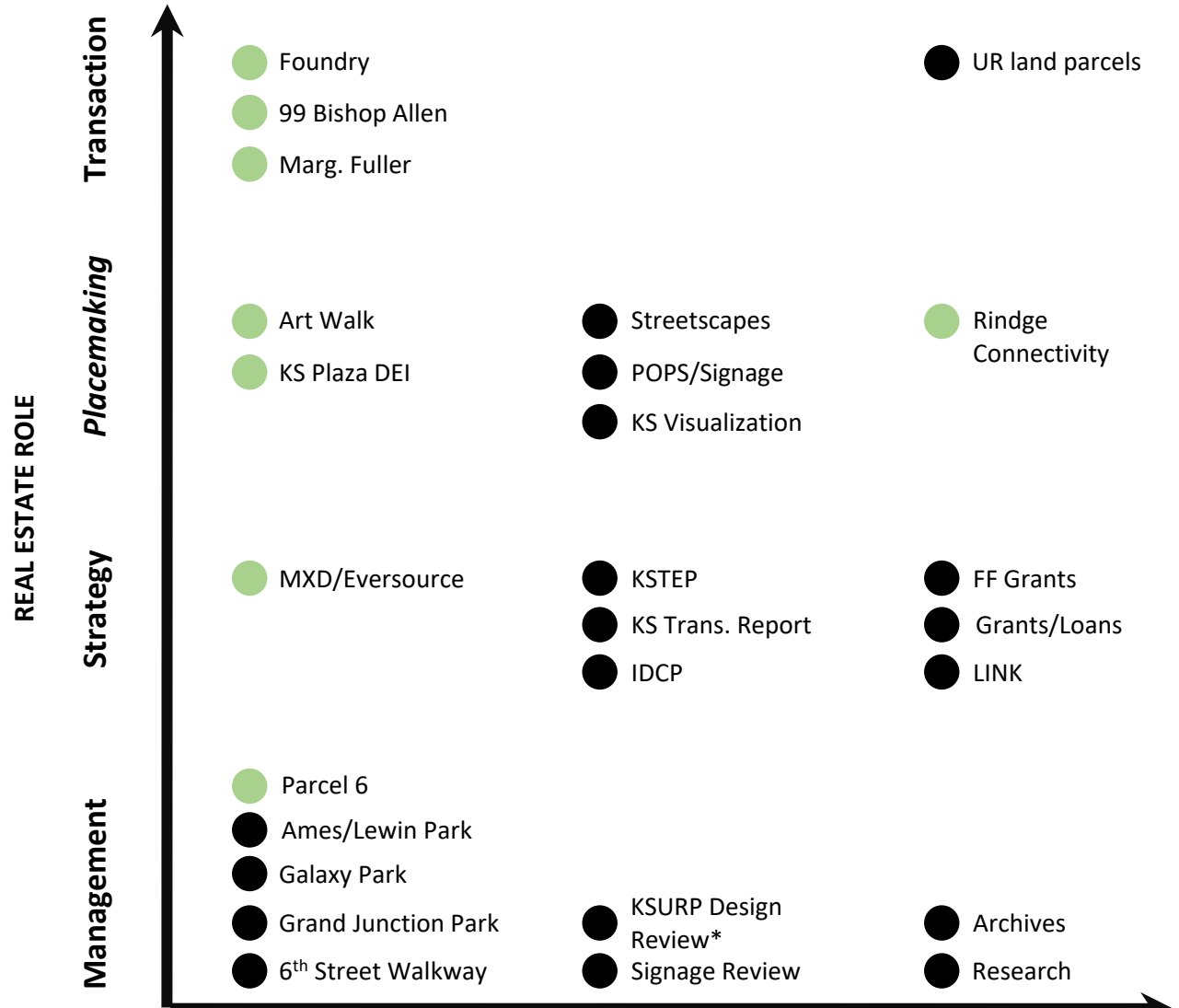
- Program Development
- Site Planning
- Design/Construction Coord.

STRATEGY

- Policies
- Community Initiatives
- Community Investment
- Collaboration

MANAGEMENT

- Property Management
- Open Space Programming
- Regulatory Oversight



● Current Initiatives, 2021

● Ongoing Initiatives

* 325 Main Street, 145 Broadway, 75 Ames Expansion, 255 Main Street Retail Activation, Marriott Walkway, Broad Discovery Center, 135 Broadway, Residence Inn¹⁵

EXTERNAL ACTIVITIES: FUTURE INITIATIVES?

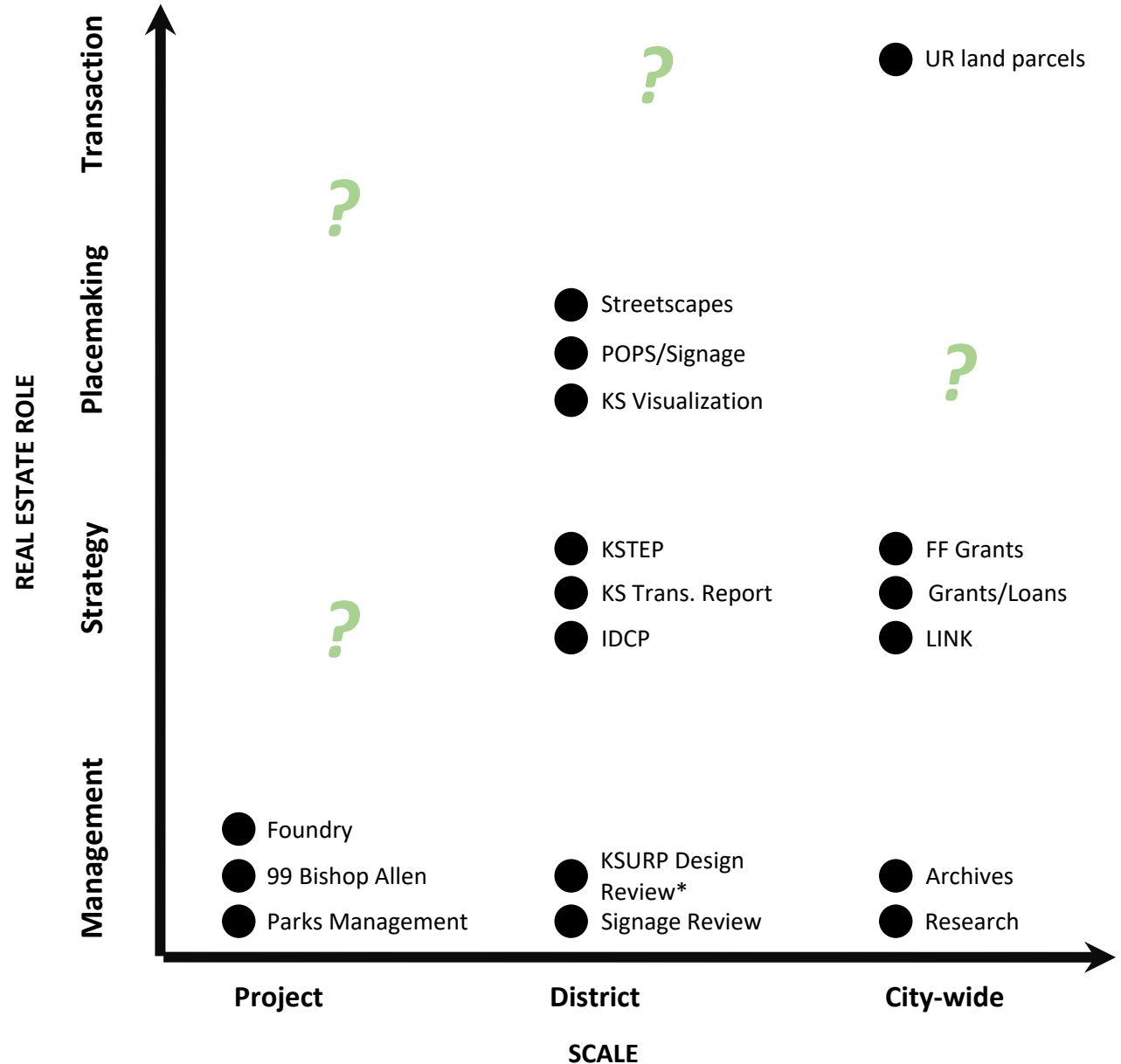
Questions:

1. What is the pipeline?
2. How do we work with partners to develop opportunities into projects?
3. What is the process to identify, screen, and pursue new projects?

Topics for Potential Projects

- Preservation of cultural spaces
- Settlement house investments
- Brownfield remediation
- Additional grant/loan programs
- Workforce programs
- Workplace investments
- Civic spaces
- Mobility investments
- Below market rate condos

● *Ongoing Initiatives*




EXTERNAL ACTIVITIES: STRATEGIC ADVISORY GROUP

Purpose

- Broaden access to diverse voices, different perspectives, various areas of expertise
- Inform Strategic Plan and its implementation
- Increase our knowledge of community needs and serve as sounding board

Logistics

- Advertise widely
- Advisory to Executive Director
- Temporary body: Fall 2021 to Fall 2022
- 4 to 6 meetings
- 9 to 11 members
- Re-evaluate status in one year



The Cambridge Redevelopment Authority is seeking volunteers for a Strategic Advisory Group!

If you live or work in Cambridge, we encourage you to apply! We envision a Strategic Advisory Group that is representative of the wide diversity of people and places in Cambridge.

About the Role
The Strategic Advisory Group will advise the CRA on issues related to the Strategic Plan and its implementation and will help support the CRA's relationship with the Cambridge community so that our work is equitable, responds to local needs, and reaches a diverse population.

About the CRA
The CRA works in the public trust to bring a human dimension to development, improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vibrancy, housing, and open space to create sustainable communities through new and revitalized development. We believe that diversity, equity, and inclusion make us stronger as individuals, organizations, and a society. We are committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. Information about the CRA, its Strategic Plan, and ongoing projects may be found at our website: www.cambridgeredevelopment.org.


What We Are Looking For
We are seeking people who are able to work in a team and who can consider policies, projects, and other proposed efforts through an equity lens for the benefit of the entire Cambridge community. Preferred candidates will bring at least one of the following (*if you meet just one of the items below, you are encouraged to apply*):

- Leadership in, or deep connection with, communities whose voices are lesser heard in Cambridge public spaces
- Leadership or wide experience in Cambridge's nonprofit community, small business community, and/or affordable housing communities
- Personal or professional knowledge or experience in community development, urban planning, municipal or state government, fiscal management, transportation, and/or real estate development

Meetings may be public and are anticipated to occur quarterly, although more frequent meetings may be warranted at times. We anticipate that meetings may be in person in the near future, although Advisory Group members may continue to attend via zoom as needed.

First page of notice for applicants to the CRA Strategic Advisory Group

PROJECT/PROGRAM INITIATION REPORT



CAMBRIDGE
REDEVELOPMENT
AUTHORITY

CRA PROJECT/PROGRAM INITIATION REPORT	
Board Meeting Date: Click or tap to enter a date.	Project Manager: Click or tap here to enter text.
Project Name: Click or tap here to enter text.	Project Address: Click or tap here to enter text.
Primary Partner: Click or tap here to enter text.	Other Partners: Click or tap here to enter text.
Project Summary (50 words) Click or tap here to enter text.	

PROJECT/PROGRAM INFORMATION

Existing Condition
Click or tap here to enter text.

Proposed Condition
Click or tap here to enter text.

Program Description (if applicable)
Click or tap here to enter text.

Site Description and Suitability
Click or tap here to enter text.

Site Control (Ownership)
Click or tap here to enter text.

Zoning and Other Public Approvals
Click or tap here to enter text.

Environmental Issues
Click or tap here to enter text.

Community Process and Municipal Support
Click or tap here to enter text.

CRA MISSION / PRINCIPLES ANALYSIS	
<input type="checkbox"/> Advances diversity, equity, and inclusion	<input type="checkbox"/> Facilitates infrastructure investment
<input type="checkbox"/> Advances environmental sustainability	<input type="checkbox"/> Integrates mix of uses and/or open space
<input type="checkbox"/> Serves the public interest	<input type="checkbox"/> Works with City and/or other partners

July 8, 2021 – Draft 1

Purpose and Logistics

- Due diligence /analysis prior to launching a project
- Document project information, alignment with CRA mission, project feasibility (sources and uses of funds, needed resources, partner capacity, etc.), and findings
- Summary memo/report to Board for discussion and/or budget approval

FINDINGS
<input type="checkbox"/> This project fits the CRA Mission.
<input type="checkbox"/> The CRA has financial capacity for this project.
<input type="checkbox"/> The CRA has staff availability and expertise.
<input type="checkbox"/> The partner is a responsible entity.
<input type="checkbox"/> The City is aware of and supports this project.
<input type="checkbox"/> This project has a reasonable expectation of success.
<input type="checkbox"/> This project should move forward to the next steps outlined above.

This project will require a budget allocation of \$ _____ to proceed for the next _____ months.

Project Number: # _____

July 8, 2021 – Draft 3

2. INTERNAL OPERATIONS

INTERNAL OPERATIONS

What operating processes will help us achieve our mission?

Preliminary Findings:

1. Staffing:

- Clarify roles and simplify reporting
- Add key staff members to fill out team

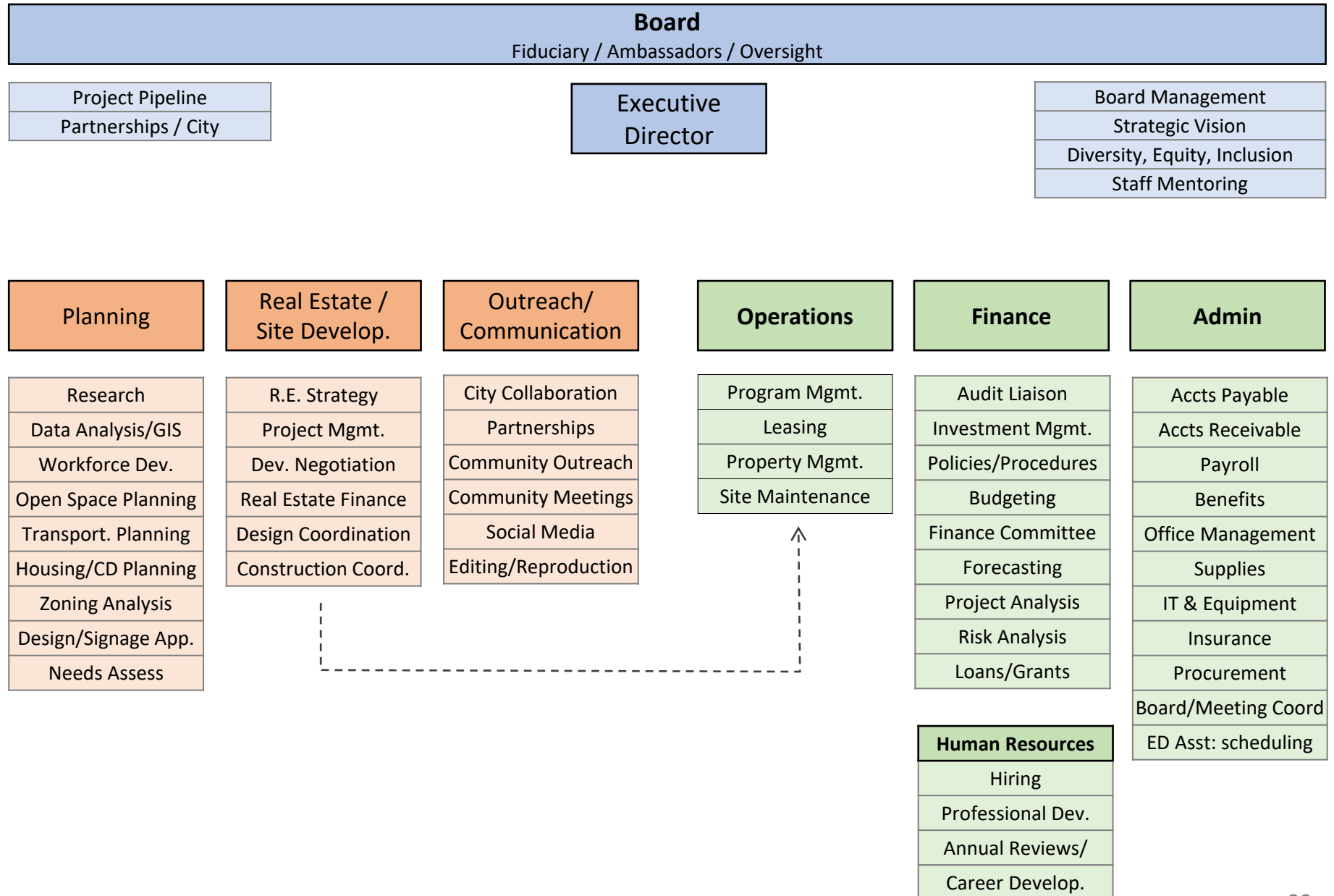
2. Policies:

- Add diversity, equity, and inclusion lens to CRA policies
- Update and add policies in key areas

3. Software:

- Implement tool to manage and streamline the contract management and review processes
- Implement tool to manage CRA relationships and contact database (public, vendors, grantees, etc.)
- Replace Quickbooks with a more robust financial system (*see more under Financial Considerations*)

INTERNAL OPERATIONS: CURRENT EXPERTISE AND FUNCTIONS



INTERNAL OPERATIONS: CURRENT EXPERTISE AND FUNCTIONS

Project Management Skills

- Schedules
- Budgets
- Contracts/Legal
- Team Coordination
- Professional Services Management
 - Legal
 - Architecture
 - Urban Design
 - Landscape Architecture
 - Engineering
 - Real Estate
 - Cost Estimating
 - Signage
 - Appraiser

Operations and Finance Vendor Management

- Property Management/Site Maintenance
- Audit
- Accounting
- Human Resources
- Technology
- Equipment



Foundry Construction Site Tour

INTERNAL OPERATIONS: POLICIES

Existing Policies

- BY-LAWS (1.16.13)
- Internal Controls Policy (12.16.20)
- MXD District Signage Review (2.13.19)
- Procurement Policy (10.18.17)
- Deaccession Policy (1.17.17)
- OPEB Trust Fund Document (9.13.17)

Existing Policies being Updated

- Employee Handbook / Personnel Policy (1.15.14)
- Investment Policy (5.15.19)

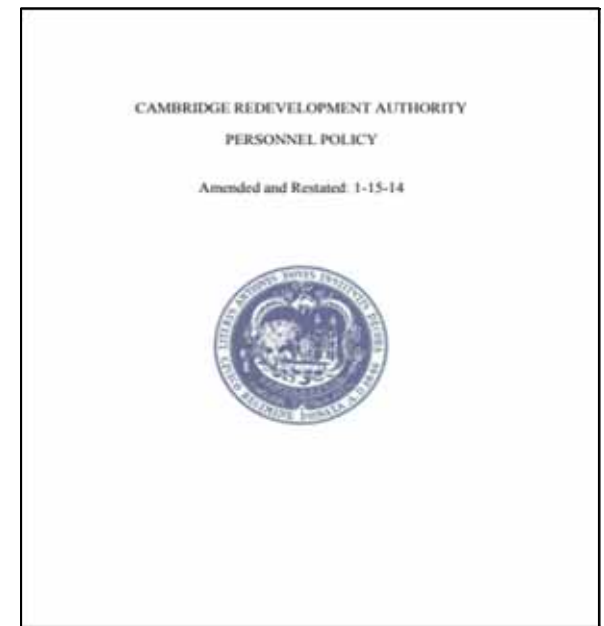
Guidelines

- Outreach Guidelines

Further integrate DEI lens in all policies

Policies to be Drafted

- Property Management
- Asset Management
- Social Media
- Written Information Security Program (WISP)



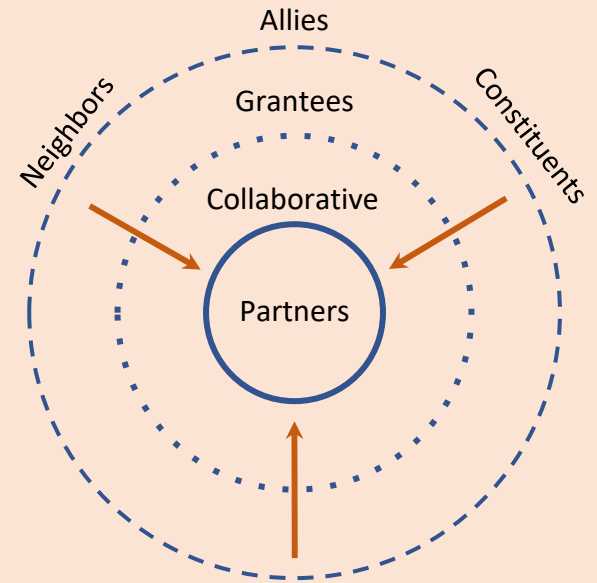
3. OUTREACH AND LEARNING

Preliminary Findings:

1. Nurture and build partner relationships
2. Strengthen and deepen community engagement, especially related to DEI
3. Incorporate and build on previous community input to minimize community fatigue
4. Strengthen storytelling to convey scope and potential of CRA work
5. Foster professional development to expand and deepen expertise; use joint trainings to build teamwork

OUTREACH AND LEARNING

How can we continue to learn from the community and stay abreast of innovative practices?



Partner Relationship Diagram



Workshop with Mayor's Summer Youth Employment Program staff

OUTREACH AND LEARNING: OUTREACH AND COMMUNICATION

Outreach + Communications Strategy

- **Storytelling:** themes + graphic design + narrative
- **Audience:** dialogue with residents, small businesses, non-profit/civic, corporations/large employers, City, professional community
- **Timing:** schedule of annual, monthly, and weekly communications + key milestones
- **Placement:** website, website news, blogs, email blasts, twitter, Instagram, LinkedIn, Facebook, Co-Urbanize
- **Roles:** coordinator, participation from all staff, supported by professional strategy advice

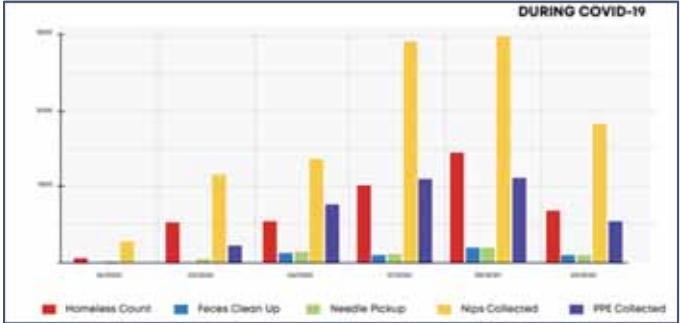
The communications strategy intersects with CRA transparency and the development of new opportunities with community partners.

The screenshot displays the Cambridge Redevelopment Authority (CRA) website. At the top, there is a cityscape image with a blue banner reading "CAMBRIDGE REDEVELOPMENT AUTHORITY". Below this is a navigation menu with links for HOME, ABOUT, MEETINGS, CITYWIDE PROJECTS, KENDALL SQ PROJECTS, RESOURCES, and SEARCH. A paragraph of text expresses gratitude to healthcare professionals and other community members. Below this, four project highlights are shown: "99 Bishop Allen Drive" (with a photo of a group), "Forward Fund Grant Program" (with a "CRA FORWARD FUND" logo), "Kendall Substation Development" (with an architectural rendering), and "The Foundry" (with an interior photo). At the bottom, there is a "SIGN UP FOR PROJECT UPDATES" button, social media links for Facebook, Email, and Twitter, and the CRA logo and contact information: "250 Main Street, 8th Floor, Cambridge, MA 02142, PH: 617.452.9800, Fax: 617.452.9804". A footer paragraph states the CRA's commitment to implementing imaginative, creative solutions to achieve social equity and a balanced economic ecosystem.

OUTREACH AND LEARNING: OUTREACH AND COMMUNICATION

Examples of storytelling

- People-focused
- Community spotlights
- Cool things happening
- Staff team
- Staff at work
- Partnerships
- Data



The Central Square BID and the Cambridge Community Foundation provide good examples of narrative storytelling.

<https://centralsq.org/media/pages/blog/end-of-year-report/3779853871-1606765324/csbid-annual-report-2020.pdf>;
<https://cambridgecf.org/flipbook/AnnualReport2020/index.html?page=1>

4. FINANCIAL CONSIDERATIONS

Preliminary Findings

1. Update financial system

- Track lines of business: loans, property management, licensing agreements, real estate development, office operations, grants
- Provide regular project management reporting
- Develop integrated accounting system: human resources, procurement, and project management

2. **Amend budget:** allow Project Start-Up Funds to invest in due diligence and build pipeline

3. **Develop investment policy:** create endowment for property management and grant making operations

4. **Optimize capital structure:** maximize impact, using debt and other financial tools to maximize impact of CRA investments

FINANCIAL CONSIDERATIONS

What endeavors will sustain our financial independence?

CRA unique financial structure

- “Lumpy” budget from year to year
- Income from real estate development agreements
- Some years with high surpluses
- Some years with deficit
- Community investment entails significant cash outflow without returns

FINANCIAL CONSIDERATIONS

Planning Considerations

- **KSURP:** expires in 2035
- **Ongoing obligations:** Foundry, FAC, Bishop Allen, open spaces, retirement funds
- **Asset growth:** \$20 to \$40 million from BP, Eversource
- **Cross subsidy:** Assets could finance other work
- **High Liquidity:** Few assets tied up in land or loans

TYPES OF PROJECTS		
Spend Down	Neutral Revenue	Revenue Generating
Open Space	Foundry Operations	KSURP Development Agreements
Mobility Studies	Loans?	CRA Real Estate Projects?
Forward Fund/Grants		
Foundry Investment		

Financial Strategy Scenarios

1. **Dragon:** Hoard cash
2. **Winnie the Pooh:** Eat everything now
3. **Squirrel:** Plan ahead, save nuts
4. **Beaver:** Always working, growing assets

Strategy Question: *Should we do many small projects to disperse our impact **OR** focus on a few large initiatives given total resources?*



NEXT STEPS

1. Interview Board members
2. Update vision and mission with Board
3. Discuss financial scenarios with Board
4. Initiate Strategic Advisory Group, if approved
5. Draft preliminary Strategic Plan report
6. Continue to refine internal operations
7. Outreach to strategic partners

