

CRA Transition  
Draft Outline for Transition Report  
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## 1. Introduction/Purpose of the Report

The new CRA Board has demonstrated a commitment to shaping the future with clarity of intent and openness of process. The Board has deliberated and taken actions regarding imminent and ongoing infill development in the Urban Renewal Area. It has responded to public concerns past administrative actions and board membership and a review of some of those issues is ongoing at this time and independent of this report, which has as its focus to:

- Re-examine the needs in Kendall Square Urban Renewal Area
- Explore needs of City-wide economic development as context
- Determine whether CRA continues as an independent organization and in what role

## 2. CRA Goals

- Short term (90 days):
  - Secure necessary staff assistance to manage day-to-day operations;
  - Demonstrate commitment to examination of current practice and openness to change as necessary;
  - Conduct an intensive strategic assessment and develop a mission statement with an eye toward a strategic plan.
- Medium term (3 to 6 months):
  - Identify major business for next 24 – 36 months and define the structure of governance for decision-making;
  - Develop business approach that reflects innovation, transparency and effective management;
  - Find and implement key collaborations with CDD, DPW and City Manager's Office;

- Create job description and recruit Redevelopment Officer.
- Long term (6 months and beyond):
  - Clarify the potential for “urban renewal” tools to provide benefit to the City’s planning and put in place a structure that best suits the City’s needs for being nimble and comprehensive in support of sustainable economic growth;
  - Develop a strategic plan for the near term future consistent with the revised mission and including measureable goals against which progress and effectiveness can be measured;
  - Stabilize staff;
  - Expand the definition of “sustainable economic growth” to encompass real mixed use in the MXD district and elsewhere.

### 3. Strategic Issues

- Define work plan for medium and long term and level of activity appropriate for the CRA Board;
- Develop staff resources to fulfill the work plan;
- Complete strategic plan;
- Consider opportunities to utilize urban renewal tools to help the City inside and outside of Kendall Square;
- Build and strengthen key relationships in the City: City Manager, Community Development, Cambridge businesses, institutions and real estate developers,;
- Cambridge citizen groups interested in economic development and sustainable growth and development, city boards and staff involved with planning, infrastructure and development;
- Build and strengthen relationships with State and Federal officials involved with regulatory and funding related to urban renewal and economic development;

- Link urban renewal to the city's planning, zoning and infrastructure initiatives such as the East Cambridge open space planning and the K2C2 urban design study.

4. Record of Interviews

5. Summary of research Scan

6. Recommended Standard Practices for Adoption (Acting Director to provide)

7. Recommendations for Improved Efficiency and Service (Acting Director to provide)

8. Candidate Profile, Scope of Work and job description for CRA Redevelopment Officer