

*Thirty-Second
Annual Report*

Cambridge Redevelopment Authority



Cambridge Redevelopment Authority
City of Cambridge
1989



Cambridge City Council

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Thomas W. Danehy
Francis H. Duehay
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David E. Sullivan
Walter J. Sullivan
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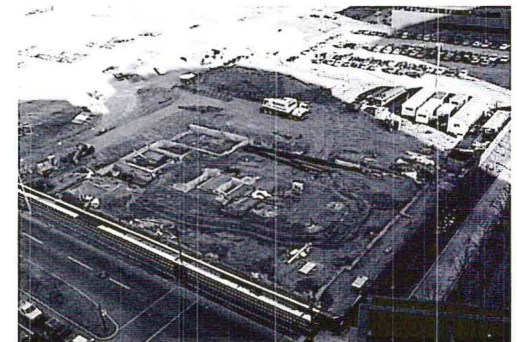
Cambridge Redevelopment Authority

Thomas J. Murphy, Chairman
Jacqueline S. Sullivan, Vice Chairman
Alan D. Bell, Treasurer
Joseph F. Tulimieri, Executive Director
and Secretary



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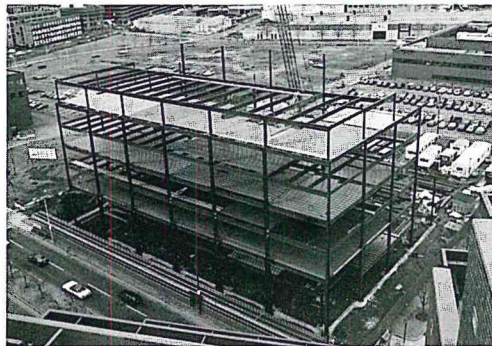
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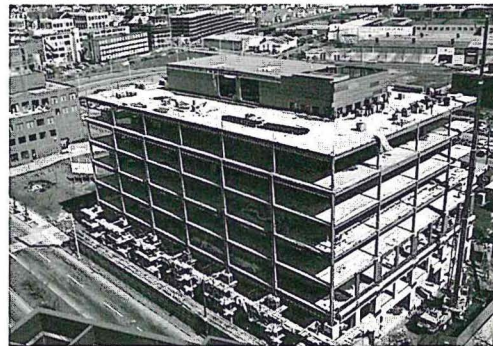
Ten Cambridge Center – January, 1989

“It is with a great deal of pleasure that we welcome the international engineering firm of Camp, Dresser & McKee to Cambridge Center. Mr. Heney and Mr. Marini’s decision to choose this site for their Northeast Regional Headquarters Building and to locate their International Headquarters at One Cambridge Center are further indications that the hard work of Boston Properties and the Authority, as the supervising public agency, is producing jobs and taxes.”

*Alfred E. Vellucci, Mayor
at ground breaking ceremonies
for Ten Cambridge Center
September 29, 1988*



April, 1989



July, 1989



September, 1989

Wellington-Harrington

The major events of 1988-89 in the Wellington-Harrington Neighborhood Renewal program are outlined, as follows:

- Authority staff continued its supervisory role with the development team for the construction of a 30,000 SF office condominium project on Tract Number 13. Financing is in place and a general contractor has been retained. Construction commenced on June 1, 1989 and completion is anticipated by late Spring.
- The Barros family has substantially completed the addition to its Cambridge Street property on Tract Number 12A-1. In addition to the four (4) unit residential expansion, the family restaurant has

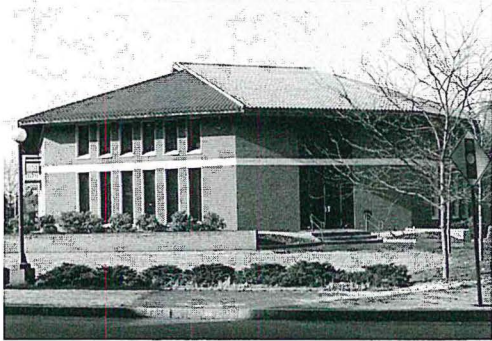
been improved with the construction of a 2400 SF addition. A certificate of completion has been issued.

- Working with Authority staff, the Archdiocese of Boston executed a lease for the weekday use of its parking lot. In exchange for such use, the City of Cambridge reimbursed the Authority for improvements to the parking lot undertaken as a change order to Site Preparation Contract No. 14. It is anticipated that the remaining improvements (the installation of perimeter landscaping) will be completed by the Archdiocese by the Spring.
- By June, the improvements to Tract Number 6F-3 (May) and Tract Number 37B (former St. Anthony Rectory) were scheduled to be completed.
- Authority staff successfully arbitrated 29 disputes between new homeowners and the developer of Linden Park Homes on Tract Number 4C. Serving as the escrow agent more than \$59,000, representing all the disputed claims, were resolved.

- In an effort to assist the Dante Alighieri Society, Authority staff prepared a financing application submitted to the Somerset Bank in the amount of \$1.2-million. The result was a loan commitment letter issued by the Bank on very favorable terms. This will allow the Society to retire two existing mortgages, to undertake correction of some deferred maintenance items, and to renew its fundraising efforts.
- As a part of our required reporting to the Community Development Department, all reports have been submitted and an amendment to the Contract with the City of Cambridge, providing for an extension of time to June 30, 1990 and providing for a budget amendment, was executed.

*Linden Park Homes,
54 townhouse units,
Section 235 and
MHFA*





*Dante Alighieri
Society Italian
cultural center*



*Lilac Court, 24
townhouse units*



*Homeowners
Rehab, Inc.,
2 units*

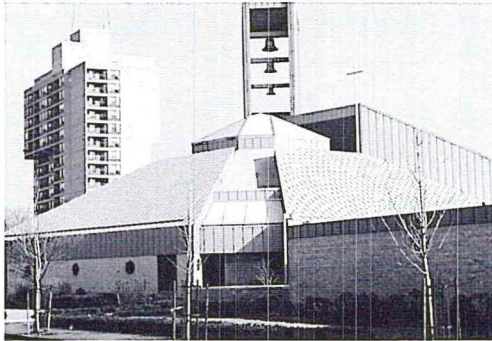


*Aerial view,
Linden Park*

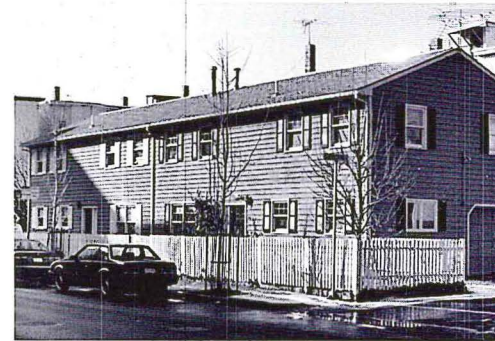


*Mixed use
commercial and
4-units
residential*

Wellington-Harrington, continued



St. Anthony Church



Southside Neighbors, Inc., 2-units moderate income



Restoration by JAS, CRA, and Homeowners Rehab, Inc.



Harwell Homes, 56-units, cooperative, Section 236 financing



JAS Corporation, 3-units modular construction



Homeowners Rehab, Inc., 1 unit total rehab

Kendall Square

The major events of 1988-89 in the Kendall Square Urban Renewal Area are outlined, as follows:

Parcel 1

■ Last year we reported that Representative Joseph P. Kennedy II, with the assistance of Authority staff, introduced legislation providing for the reconveyance to the Authority of all underutilized and unutilized land on Parcel 1 owned by the U.S. Department of Transportation. The bill provides for the DOT facility to remain a federal entity, but for the Federal government to reconvey approximately 9 of its 14 acres on Parcel 1 to the Authority which would issue a non-recourse note, payable within five (5) years, to the Federal government and repay the loan from the sale of the land to a developer. The reconveyed land north of Potter Street would be used for housing, thirty percent of which would be subsidized. The reconveyed land south of Potter Street would be developed commercially.

Legislation previously filed by Congressman Kennedy was refiled with the new Congress as co-sponsored by the entire Massachusetts delegation. Negotiations with representatives of the National Association of Government Employees (NAGE) on a number of concerns expressed by the union local were undertaken prior to Congressional action on the legislation. Arrangements have been made for the Authority, upon passage of the legislation, to appoint a master planning advisory committee, consisting of project area residents, project area tenants, and abutting neighborhood residents.

As the owner of a major tract of land (160,000+ SF), ComEnergy will be asked to participate in some fashion in the development of housing north of Potter Street. As an outgrowth of the negotiations with the union local, the land south of Potter Street at the corner of Third Street and Broadway will be developed for commercial purposes. Land proceeds will be used to finance



the construction of a parking facility for TSC parking and to subsidize some of the housing units north of Potter Street.

Parcel 1 foreground

Parcel 2

■ In preparing for construction on Parcel 2 by Boston Properties, Haley & Aldrich, soil engineering consultant to the

Kendall Square, continued

Ten Cambridge Center; Camp, Dresser & McKee



Authority, prepared, and the Authority submitted to the Department of Environmental Quality Engineering (DEQE), now the Department of Environmental Protection (DEP), comprehensive analyses and health assessments for the Ten Cambridge Center and garage sites, as well as for the entire parcel. In an effort to commence construction on Ten Cambridge Center, the Authority submitted to DEP a plan for the monitoring, storage, transport, and disposal of any contaminated soil which may be excavated during construction. DEP approved the plan which provides for the stockpiling of contaminated (oil-saturated) soil on the northwest corner of

Parcel 2 and for eventually batching of petroleum contaminated soil with asphalt used as a base and/or pave sections of the Parcel 2 site. This approval allowed the construction of Ten Cambridge Center and the Parcel 2 garage to proceed. Stockpiling activities were carried out in conjunction with Ten Cambridge Center construction activities. Costs for this work and the studies by Haley & Aldrich are being paid for by Boston Properties. Additional DEP approvals for the balance of Parcel 2 and all of Parcel 3 are in various stages of the Massachusetts Contingency Plan (MCP) process.

- Boston Properties commenced construction of the 146,000 square foot, 7-story Ten Cambridge Center building, which will serve as the Northeast Regional Headquarters for the engineering firm of Camp, Dresser & McKee. Completion and occupancy of the building are scheduled for April, 1990. CDM has established its International Headquarters at One Cambridge Center. In total,

the firm will occupy over 200,000 SF and employ over 600 workers.

- Boston Properties and the Authority were issued a fuel storage permit by the Cambridge License Commission allowing Boston Properties to commence construction on the 1170-car Parcel 2 parking structure. Completion by the spring of 1990 is anticipated.
- The Authority approved the final plans for a classically ornate park to be constructed by Boston Properties on Broadway directly in front of the garage entrance. Construction is scheduled to start during the spring, 1990.
- A preliminary schematic plan for Seventeen Cambridge Center together with a design modification to the Concept Design Plan for Parcel 2 were reviewed and approved by the Authority.
- Authority staff met weekly with the construction supervisors for Ten Cambridge Center and the Parcel 2 garage. Representatives from Boston Properties and various City Departments also attended

in order to ensure coordination among public and private construction activities and to monitor compliance with applicable regulations.

- The Authority completed construction of public improvements in front of Ten Cambridge Center, as required by the Development Agreement. The improvements included sidewalks, trees, tree guards and grates, and traffic control devices. Also, a finished street surface was installed on the northerly side of Broadway from Ten Cambridge Center to Eleven Cambridge Center.

Parcel 3

- Boston Properties engaged the architectural firm of Kohn Pedersen Fox (KPF) to prepare a Master Plan for the development of Parcel 3. The Plan, reviewed by the Design Advisory Group and Authority staff in preparation for presentation to the Authority, includes: 100-300,000 SF of residential uses, fronting Main Street; 100,000SF of cinema and retail; 350,000 SF of office

space; and up to 2,250 structured parking spaces. Authority staff recommended that a community review be held to give Boston Properties an opportunity to review Parcel 3 master plan components within the context of the Kendall Square Urban Renewal Plan. The Authority approved, in principle and conditionally, the proposed changes to the Master Action Plan and Concept Design Plan for Parcel 3.

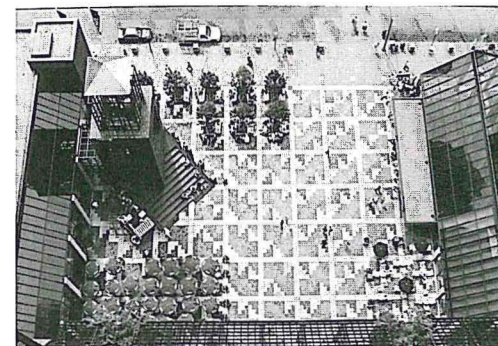
- Haley & Aldrich is undertaking soils analyses and health assessments in anticipation of development. Review sessions with KPF have been held in order that any negative impact of existing soils condition may be accommodated in the master planning effort. Again, as is the case in Parcel 2, Boston Properties is assuming all costs for environmental studies and potential remediation.



*Cambridge Center
Marriott*

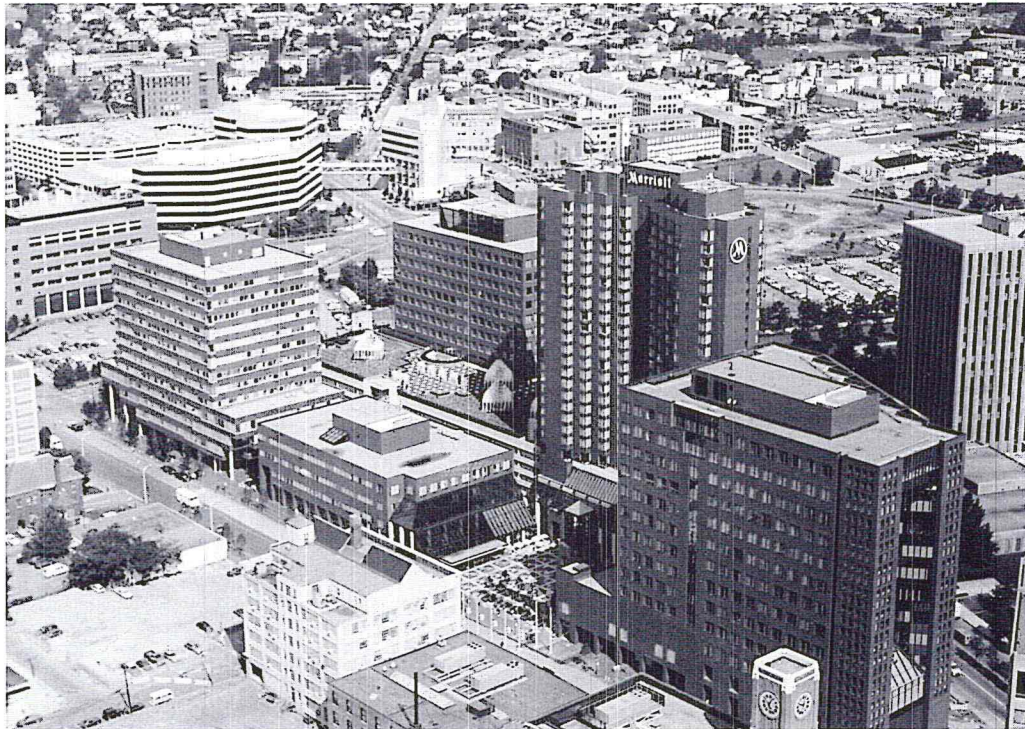


*Cambridge Center
Plaza*



*Cambridge Center
Plaza*

Parcel 4



Parcel 4

- Redevelopment activities by Boston Properties on Parcel 4 included completion of rent-up of One Cambridge Center, the easterly apex of Parcel 4 where Broadway and Main Street merge. This 12-story, 230,000 square foot building spans the Marriott Hotel

grand ballroom and is constructed on air rights over the MBTA traction power substation. Major tenants include the international headquarters for Camp, Dresser & McKee, Lotus Development Corporation and Kapor Enterprises, Inc. With the completion of this building, all of the private sector buildings scheduled

to be developed on Parcel 4 have been constructed by Boston Properties and 100% occupancy has been achieved.

- After Authority and City Council approval, Boston Properties completed the installation of a glass canopy on the Broadway facade of Two Cambridge Center (Marriott Hotel).

The Authority's activities on Parcel 4 included:

- Public improvements in the area around One Cambridge Center, including brick sidewalks, a bus contraflow lane, street furniture and landscaping designed to screen the ventilation louvers for the MBTA power substation located underneath One Cambridge Center.
- Boston Properties indicated that it would continue the entertainment program on the Plaza as required, and although it proposed to drop the push cart program has now agreed to explore some ways of supporting its continuation. The food court at Three Cambridge Center is continuing to be quite

successful with four vendors operating. The fifth, and final vendor is under agreement.

- Construction commenced on a park at the apex of Parcel 4 where Main Street and Broadway merge. The park project to be known as the “Thomas J. Murphy Park,” involved engaging the services of Otto Piene and Joe Davis of the MIT Center for Advanced Visual Studies as consulting artist and sculptor, Joan Brigham as steam artist, and The Halvorson Company as landscape design architect within the framework of the master design program developed by Monacelli Associates. Thomas J. Murphy Park is the “gateway” to Cambridge Center, and also the gateway to the City of Cambridge and MIT. This location required coordination with the Community Development Department, MBTA, MDC (improvements to Longfellow Bridge), MIT, various City departments, and private property owners on both sides of Main Street. Boston Properties has agreed to maintain the

park after the first year of operation by the Authority.

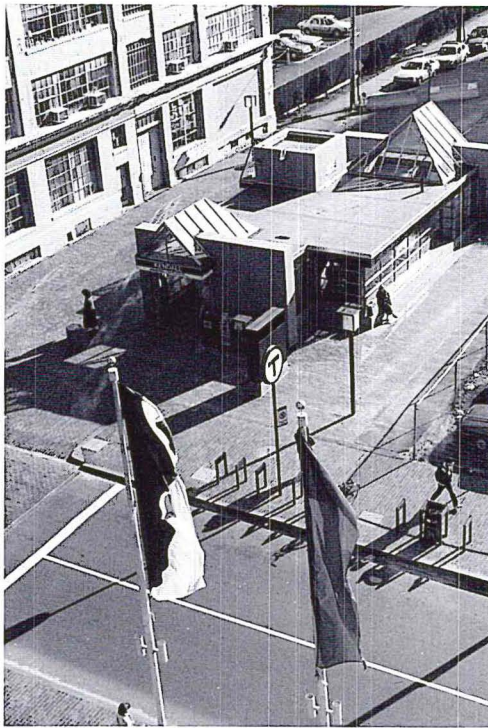
- The installation of the flagpoles and banners program for Main Street in front of the plaza was completed. Boston Properties has assumed responsibility for the maintenance and replacement of the banners, flagpoles and lighting.
- Authority staff continued in its role of coordinating the Authority’s activities with those of the MBTA in accordance with the Urban Initiatives Agreement which financed a major portion of the public improvements constructed by the Authority in and around Parcel 4.



*Cambridge Center
Gateway*

Kendall Square, continued

Station entrance on Main Street



Bus contra-flow lane



Urban Initiatives Project

During 1989, the U.S. Urban Mass Transportation Administration (UMTA) advised the MBTA that after reviewing the Urban Initiatives Project, it had determined that the Project had been completed in a satisfactory manner and “is closed.” This project involved the demolition of the old traction power substation and headhouse, the construction of a new traction power substation and two new headhouses, the lengthening of the platform to accommodate six-car trains, the total modernization of the station, and a variety of surface improvements.

The Urban Initiatives Project represents an extraordinary joint inter-agency/public-private development effort among the Authority, the MBTA and Boston Properties carried out between 1979 and 1989. In 1979, the MBTA and the Authority agreed to coordinate their respective planning and construction efforts which were projected to occur in the Parcel 4 area (later to be designated the Urban Initiatives Project

area) in order to ensure that the investments they were to make there were consistent with each other and would achieve maximum impact. Also, the Authority assisted the MBTA in the preparation of an application to UMTA for funding under the President’s Urban Initiatives Program which had as an objective the using of financial assistance for mass transit projects to stimulate investment for urban improvements by other federal agencies, private industry and local communities.

Subsequently, UMTA agreed to fund the Kendall Square Urban Initiatives Project, and the MBTA and the Authority executed an inter-agency agreement under which the Authority provided technical services requested by MBTA in connection with the Urban Initiatives Project, including program planning; urban design; architectural and engineering services; program coordination and scheduling; and, significantly, construction of public improvements. Because of its Development Agreement with Boston Properties, the Authority ensured that private develop-

ment in the Urban Initiatives Project area was also integrated with and supportive of public investments.

The surface improvements constructed by the Authority included street and sidewalk improvements, a bus contra-flow lane, a transit plaza, an urban park, and a pedestrian walkway. The cost of these amenities was \$4.4 million and paid for by the MBTA as part of the Urban Initiatives Project. Further, Boston Properties completed construction of all the private improvements designated for the Urban Initiatives Project area, including 1.1 million square feet of mixed-use development, with a value of over \$100 million.

The success of the Urban Initiatives Project can be largely attributed to the exemplary joint effort of the involved public and private parties. The Urban Initiatives Project, in turn, has contributed significantly to the success attained in the development of the overall Kendall Square area, as well as the surrounding East Cambridge-Riverfront area.



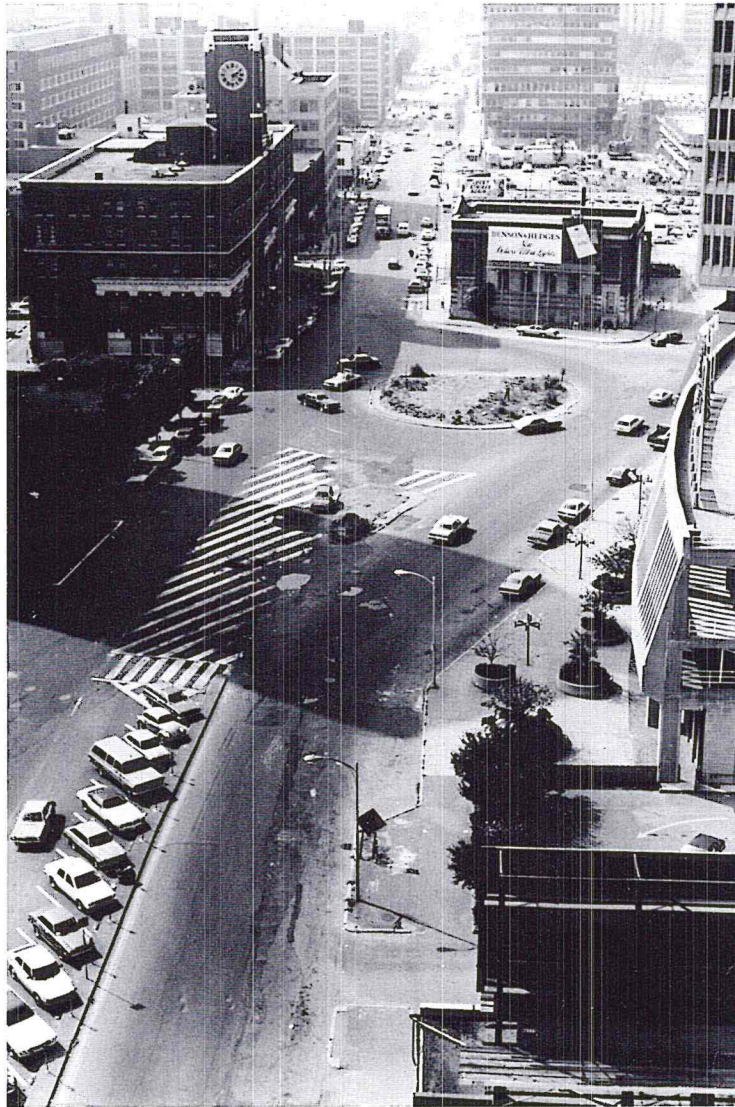
"Cut and Cover" for platform lengthening



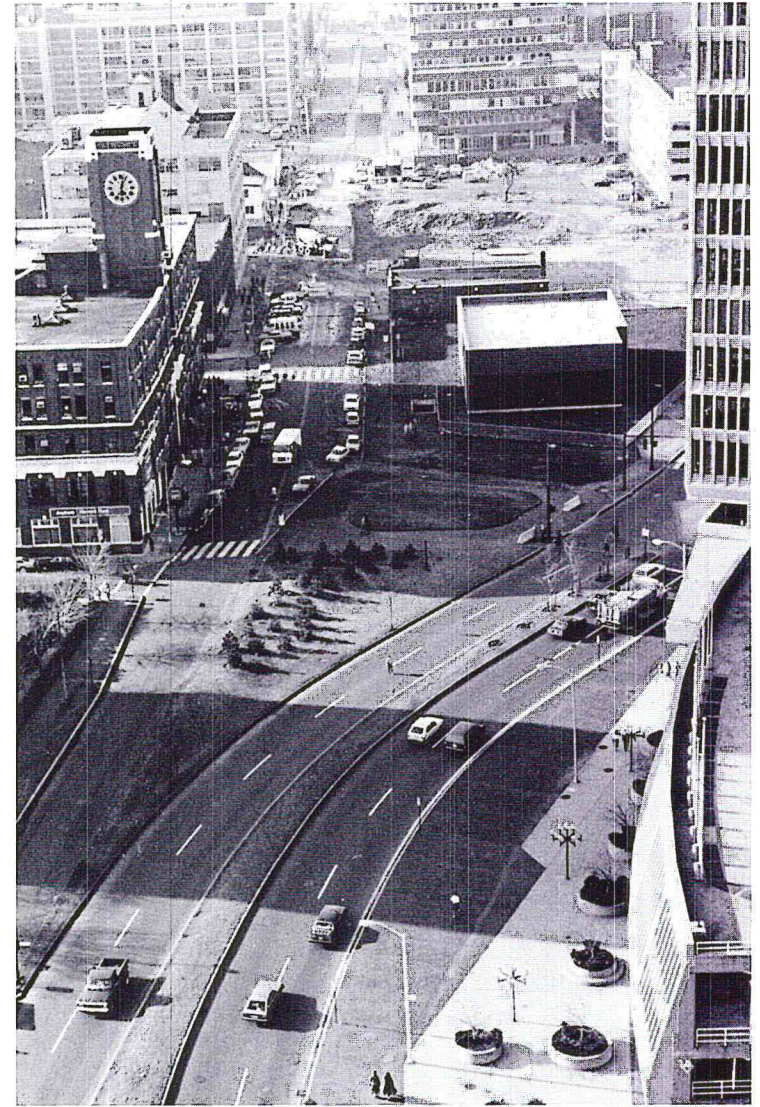
Station entrance at the Plaza

Kendall Square, continued

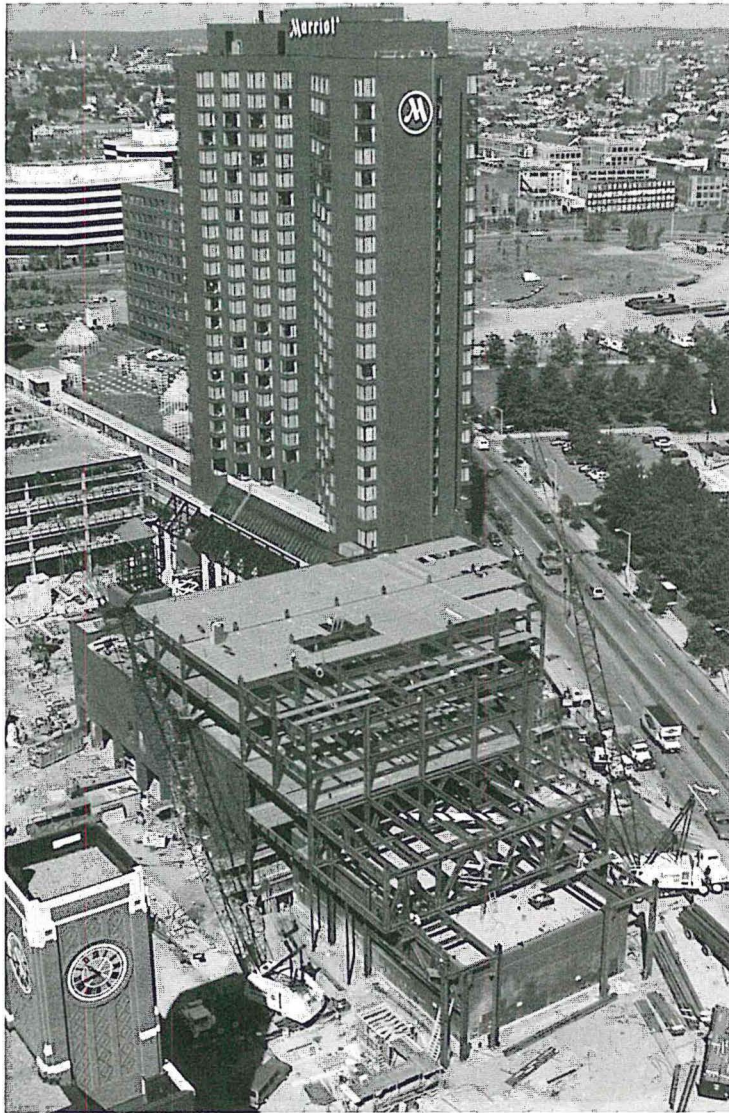
"Gateway" – 1981



"Gateway" – 1986



"Gateway" – 1987



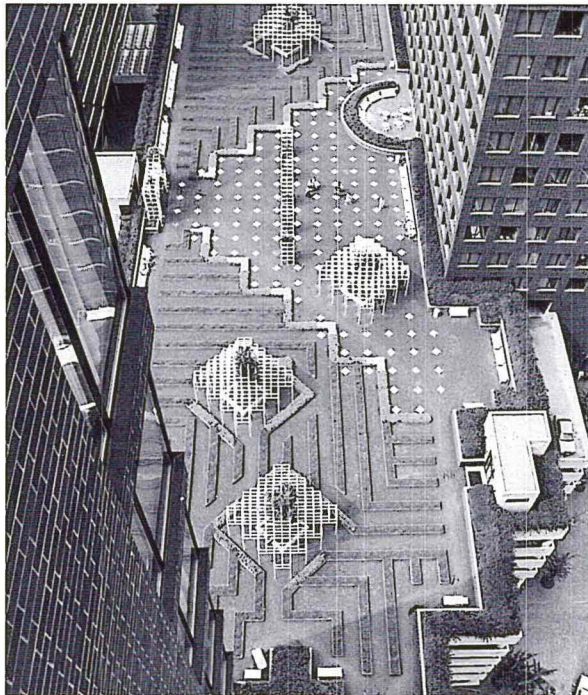
"Gateway" – 1989



General Operations

- Site Preparation Contract No. 13 (SPC13) includes construction of roadway and sidewalk improvements on both sides of Main Street between Dock Street and Wadsworth Street; on Hayward Street; and on Broadway in front of the Marriott Hotel. The improvements on Main Street and Broadway included

Parcel 4 garage rooftop gardens



brick sidewalks, street furniture (such as benches and trash receptacles) and installation of trees. In addition, flagpoles were constructed in the median and certain sidewalk areas on Main Street in front of the plaza. The cost of the contract was \$1,850,000.

- Site Preparation Contract No. 14 (SPC14) includes construction of roadway and sidewalk improvements in the area around One Cambridge Center; in the vicinity of the MBTA portal on Main Street; and in certain areas on Main Street and Third Street. The improvements around One Cambridge Center included installation of “Z-blocks” to complete the load road connecting Broadway to Main Street, brick sidewalks, street furniture, and installation of trees. The cost of the contract was \$1,300,000.
- In accordance with an agreement entered into early in the year, Boston Properties engaged the SPC14 contractor to construct private roadway improvements

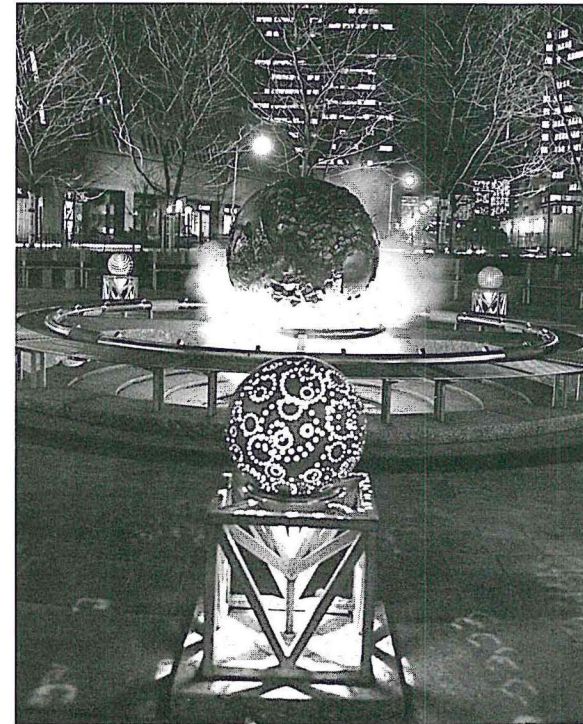
leading to the underground service area at the time the contractor was carrying out construction of public roadway improvements in the adjacent area. This arrangement was to the benefit of all three parties, as the construction materials were the same in both the public and private areas, the timely completion of work in both areas was assured, construction economies were achieved, coordination problems were eliminated, and the objective of uniformity in design and quality of improvements between the public and private areas was achieved.

- Site Preparation Contract No. 15 (SPC15) includes construction of Thomas J. Murphy Park. Last year we reported that contractors were invited to submit bids on SPC15 immediately after design work was completed. On August 19, bids from seven general contractors were opened. The bids ranged from \$1,452,558 to \$2,212,537 and were well clustered around the Engineer’s esti-

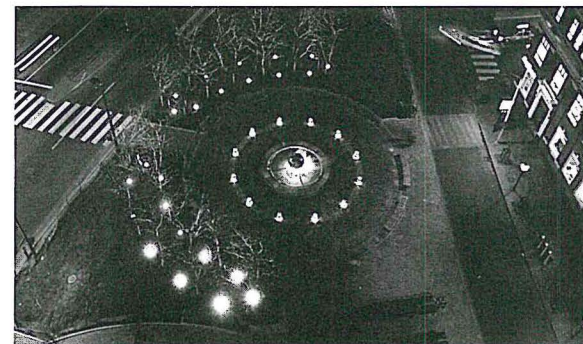
mate of \$1,730,640. The Authority had to reject the lowest bidder because that company was unable to secure surety bonds signed by a guaranty or surety company listed in the latest issue of the U.S. Treasury Circular 570, as required by the contract. Consequently, the Authority accepted the second lowest bidder at \$1,470,964. During 1989, the contractor made considerable progress, substantially completing all major work items. Only punch list items and a 30-day testing of the fountain remain to be done and will be carried out during the spring, 1990. As noted earlier in this report, Thomas J. Murphy Park includes a major art/landscape architecture collaboration which is called "Galaxy." Galaxy features a central fountain (steam during the colder months, water during the warmer months) with a five-foot-in-diameter, stainless steel, planetary sphere sculpture. It is surrounded by twelve "moons" which serve as pedestrian lighting, a bosk of trees, seating and paved open space. The moon

globes have been perforated in accordance with artistic patterns – each globe has a unique pattern of perforations – which show up dramatically in the dark when the light inside of each globe shines through, making the park particularly interesting to view at night.

- Property Management Contract No. 10 (PMC10) provides for the maintenance of public areas under the Authority's control, such as mowing grassy areas, maintenance of irrigation facilities, tree pruning, weed control, fertilizing, and general clean-up. PMC10 was advertised for bids on February 1, 1989 and bids were opened on February 23, 1989. The lowest, responsible bidder's price was \$45,130. PMC10 contract activities were carried out between April and November, 1989.



*"Galaxy"
at night*



Benefits to the Cambridge Community

Although a great deal of attention is given to the tax and user fee generation (\$5,000,000+), and the production of jobs (6,000+) with the Kendall Square project 50% complete, there are other benefits to the community which have not received recognition.

Some of these benefits are:

- Installation of infrastructure improvements by the Authority involving the expenditure of \$2.2-million utilizing federal funds thereby eliminating the need for City absorption of the costs.
- Construction of surface improvements by the Authority and Boston Properties including three major open space facilities with more planned utilizing private and federal funds in the aggregate to date of \$10.9-million, also precluding use of local funds.
- Execution of operating agreements with Boston Properties for maintenance, repair and replacement of public improvements abutting its properties including the Plaza and Point Park thereby relieving the City of these responsibilities and expenditures in perpetuity.
- Negotiated receipt of a \$100,000 grant for public art and a \$100,000 public improvements grant from Boston Properties resulting in a further reduction of City expenditures and in the Karl Schlamminger-designed tower and octahedron sculpture at the Plaza.
- Creation of an employment services program whereby, at the request of the Authority, Boston Properties assumed the responsibility of coordinating tenant employment needs with the local resources of the Cambridge Employment Program (CEP) in order to nurture a successful working relationship with Cambridge Center employers and Employment Resources, Inc.
- Inclusion of a Day Care facility in the planning of Parcel 3 to augment the present efforts of the Stride Rite and Transportation Systems Center day care facilities.
- Redesign and reconstruction of the traffic circulation pattern in the Kendall Square area, including the discontinuance of Sixth Street and the Kendall traffic rotary thereby significantly reducing through-traffic in the East Cambridge residential neighborhood and eliminating one of the most dangerous traffic accident locations in the City.
- Negotiation with MBTA to upgrade the level of improvements designated for the Kendall subway station; to reschedule construction of MBTA improvements in the Kendall Square area years earlier than originally planned; and to assist in securing for the Authority an Urban Initiatives Grant to further reduce City expenditures and transit-related surface improvements.
- Provision of staff assistance to an effort to study the feasibility of moving and converting an existing structure to serve as a day care facility as a part of a coordinated effort involving the Cambridge Historic Commission.

- Reservation of land for the development of a consolidated fire station facility in the project area thereby increasing the effectiveness of community safety response.
- Encouragement of Cambridge Center tenants to become involved in community service needs by expanding corporate donations, in-kind services, and educational grants similar to Stride Rite's corporate activities in providing grants to local college students enrolled in service related career paths.



*Ground breaking
for Ten Cambridge
Center*

Other Activities

- A list of items requiring remedial maintenance work in the Cambridge Center area was compiled and divided into areas of responsibility among Boston Properties, the City of Cambridge, and the Authority. The maintenance deficiencies include the need to repair and repaint street furniture, clean and replace pavers, repair brick sidewalks, re-bulb pedestrian lamps, clean pedestrian lamp canopies, improve trash receptacle emptying practices, straighten tree guards, increase frequency of street cleaning, replace broken panes of glass, increase the light level in vicinity of the MBTA station, replace damaged trees, and improve signage. The list was sent to Boston Properties and appropriate City departments who were requested to meet in order to develop a joint program for handling maintenance deficiencies in a timely manner.
- An objection to the issuance of a billboard permit was sent to the State Outdoor Advertising Board (OAB) regarding the City and Authority's request for OAB denial of the billboard permit.
- A National Endowment for the Arts (NEA) application was resubmitted in October, 1988, in the amount of \$50,000 for further art design work on Point Park previously unfunded by NEA. This application was rejected in May, 1989.
- A donation of the Austrian pine trees, no longer required as temporary screening, was made to the Cambridge Cemetery.
- Cooperative work sessions with MBTA and MDC staff on plans for renovating the subway portal and the Longfellow Bridge will be held.
- An article entitled, "Kendall Square Revisited: A Continuing Success Story," appeared in the September/October 1989 issue of the *Journal of Housing*, a bimonthly publication of the National Association of Housing and Redevelopment Officials.

Authority Organization

- The Authority elected Thomas J. Murphy as Chairman, a position he had held for many years. Jacqueline Sullivan was elected Vice Chairman and Alan D. Bell was elected Treasurer.
- The Authority and the Cambridge City Council were saddened by the death of Robert S. Remer, a long-time Authority employee. A suitable commemorative plaque is being designed and will be installed in the pedestrian way between Broadway and Binney Street.
- The Authority accepted, with regret, the resignation of Daniel U. Kiley as a member of the Design Advisory Group. Mr. Kiley had served as a member of the group since its inception.

Other Highlights



*Marriott Hotel
and Public Plaza*



*Adaptive reuse /
residential*



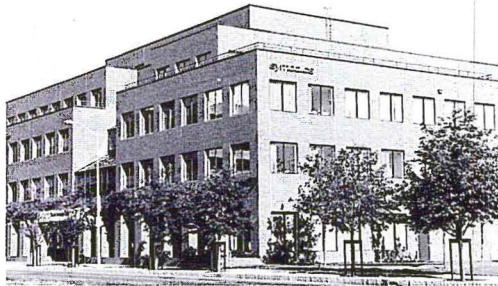
*Nine Cambridge
Center*



Artspace

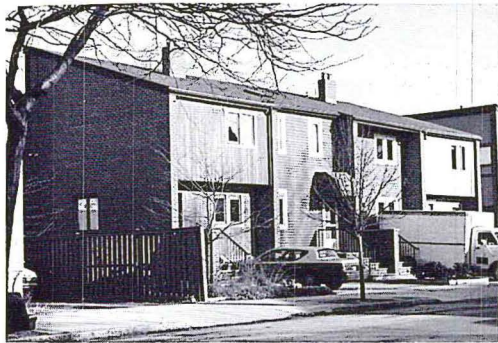
Other Highlights, continued

*Eleven
Cambridge
Center*



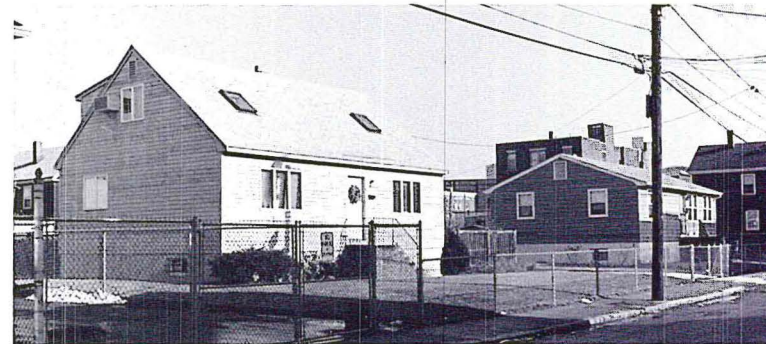
Linwood Court

New housing



*Commercial
revitalization*

*One Cambridge
Center*



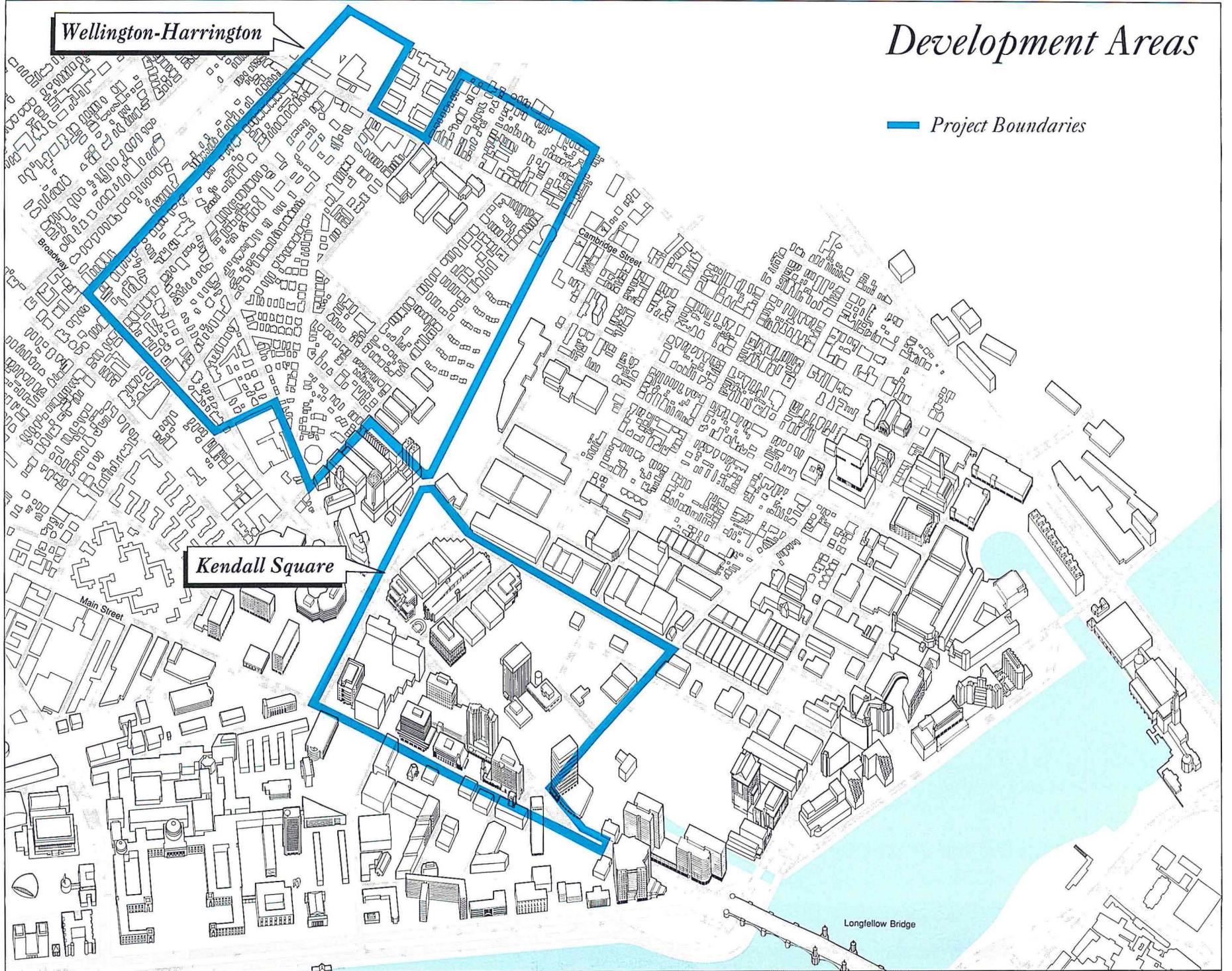
JAS Corporation

Wellington-Harrington

Development Areas

 *Project Boundaries*

Kendall Square



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