

Case #2

**Redevelopment in the Downtown
and
Regeneration of the Waterfront Area**

Boston

Redevelopment in the Downtown and Regeneration of the Waterfront Area

1. Redevelopment in the Downtown

Since the early eighties Boston's economy has been booming; twenty major projects were started in the Central Business District. Office space increased by 17% to 43.7 million square feet, hotel rooms by 67% and retail space by 14%. Most of the development has occurred since 1984, entailing a volume of new construction in excess of one billion dollars annually.

The population increased, reversing a declining trend since World War II. The new demand put pressures on the real estate market. All housing of moderate to good quality was utilized. Older housing was renovated. Over 10,000 rental apartments were converted into expensive condominiums and house prices doubled to \$160,000. No less than 3,400 units were started annually from 1985 to 1987. Market prices for units in the downtown and waterfront area ranged from \$400,000 to over \$1 million. In 1989, the metropolitan area's median house prices exceeded \$200,000, making Boston one of the most expensive cities in the U.S. with Washington, New York, San Francisco, and Los Angeles. Median household income was \$36,000 and the federal (FHA) mortgage ceiling \$125,000 creating a severe affordability problem.

A new office and retail development has concentrated in the Financial and Back Bay districts. In 1988 just before the onset of the recession, a new plan was proposed for a 27-block segment of Midtown. The plan would raze what remains of the city's adult entertainment district, the "combat zone", to make way for office and residential development and a new cultural district. The city council approved the Midtown Cultural District Plan in late February 1989. Developers of new large office and retail projects will be required to build new theater space, renovate existing theaters, or provide mixed income housing. Major office projects must also provide active ground floor uses.

Two large multi-use projects were proposed, Boston Crossing and Commonwealth Center. These projects were expected to generate an investment of \$1.4 billion by 1995. Boston Crossing would have department stores, topped by a 25-story-office tower. It is the largest single development ever proposed for Boston's downtown providing 360,000 m² of floor space at a cost of \$750 million.

Since 1988, Boston's economy has suffered from a deepening recession. The high technology and service sectors which fueled the boom of the eighties have been particularly hard hit. The launching of large scale infrastructure projects will help to provide employment in the construction sector. These projects namely the depression of the Central Artery and the construction of a third harbor tunnel benefit from federal funding, and will cost \$4.3 billion. Additional \$6.1 billion have been allocated to the cleanup of the Boston Harbor. These public works projects will pump badly

needed funds in the local economy and hopefully provide employment in low skilled occupations capable of absorbing unemployed city youths.

2. The Charlestown Navy Yard

The Charlestown Navy Yard is the largest project outside the downtown area. The site is 113 acres (45.2 hectares) of government surplus property on the waterfront of Boston's inner harbor. The redevelopment project will require investments in excess of \$700 million. It is the largest such project in the U.S. In 1987, total investments reached \$240 million.

Plans and programs for the project have been developed by the BRA who acquired the old navy facility from the Federal Government in 1977 for \$1.7 million. The BRA has carried out site improvements at cost of \$12 million.

When fully developed in the 1990's, the site is expected to house 7,000 residents and 5,400 jobs in offices, research facilities, stores, restaurants, hotels, and other commercial facilities.

The site consists of two distinct parts:

1. The 30-acre Historic Monument area, transferred to the BRA, contingent upon preservation of its 22 historical buildings. The area is targeted for office and commercial uses. The public spaces include the 16 acre Shipyard Park.
2. The new development area covers 57 acres and includes new buildings and rehabilitated structures. Current plans emphasize housing in the area including affordable units.

3. Boston's Linkage Program

Since 1980, the prevailing viewpoint in the U.S. is that housing should be provided by the private sector. Despite the growing lack of affordability, federal housing assistance programs were curtailed. Cities were faced with:

1. A deteriorating stock of old public housing units in need of rehabilitation.
2. An increasing number of families unable to find affordable housing on the open market.
3. The loss of rental housing as owners converted to condominiums.

Capitalizing on the economic boom, and strong finance and real estate business, Boston launched, in 1983, a program to generate revenue in order to subsidize the development of affordable housing. Under the "linkage program", developers of large commercial complexes are charged a fee on space in excess of 100,000 square feet as a contribution of housing in the city. The rationale is that commercial development will generate job opportunities. New households will be attracted to the city, adding to the pressure on an already very tight housing market.

The office developers can discharge their housing obligation in any of the following ways:

1. Include the housing in their mixed-use development.
2. Contribute to a specific housing project to lower the costs of the units and render them affordable to low and moderate income groups.
3. Contribute to a "Neighborhood Housing Trust" supervised by the city which will undertake to fund affordable housing.

At present the fee is \$6 per square foot payable in installments over 7 to 12 years. One dollar is earmarked for job training and five for housing. The program has generated 46 million dollars in exaction commitments. About 1800 units have been produced.

Development in the Charlestown Navy Yard has generated commitments for linkage fees payments of \$3.5 million from large developers in the Historic Monument Area. A Housing Trust has been set up to support construction of affordable housing. Smaller developers will contribute \$0.5 per square foot of commercial space to a fund for community projects in Charlestown.

Negotiations with the developers of Boston Crossing and Commonwealth Center yielded \$58 million in public benefits, including \$23 million in housing linkage funds, mostly for adjacent Chinatown, whose population has tripled since 1950, but the projects' implementation is delayed by the economic downturn.

With the onset of the recession, commercial vacancy rates jumped from under 1% to over 15%. New development came to a grinding halt and approved projects were postponed including the 2 midtown projects. Revenue from the linkage program had declined sharply and no substitute source of funding has been found to support affordable housing and other community projects.

A detailed description of the linkage program prepared by the BRA is attached.

BUILDING BRIDGES OF OPPORTUNITY

LINKAGE

AFFORDABLE HOMES AND JOBS

LINKAGE: BOSTON'S STORY

The Flynn administration is committed to ensuring that every neighborhood in the city benefits from the economic growth that the city is experiencing. To achieve this vision, the city has implemented linkage policies to direct the benefits of downtown growth to Boston's neighborhoods.

Linkage works by taking a portion of value created by investment in areas undergoing substantial development, and directing that value to build affordable housing, provide job training, and fund social services in Boston's neighborhoods. Boston's linkage policies represent a new social contract to build lasting bridges of economic opportunity between areas of the city experiencing rapid growth, and the people in Boston's neighborhoods who, historically, have not shared in the benefits of that growth.

Boston's linkage policies are based on the premise that there is not a division between the needs of the community and the process of economic expansion. Rather, commerce and economic expansion are prerequisites enabling the community to live up to values that are commonly shared by its members.

In December 1983, the city's affordable housing linkage policy was first implemented. Since that time, the city's linkage policies have been expanded. In February, 1986 Boston's linkage policy was revised. The linkage fee was increased from \$5.00/square foot to \$6.00/square foot in

order to include funds for job training. Five dollars is now targeted for housing and \$1.00 for job training. The payment period for housing linkage has been reduced from twelve years to seven years and job training linkage is due over a period of two years. The first linkage payment is due upon issuance of a building permit.

The housing linkage policy requires developers of large commercial projects either to build affordable housing or to contribute money to build such housing. The amount of the housing linkage obligation is calculated at \$5 for every square foot over 100,000 square feet, which for a typical 20-story office building, is worth roughly \$2,000,000. For a project built downtown, ten percent of the linkage obligation is targeted to the area adjacent to the project. For a project built outside of downtown, twenty percent of the linkage obligation is so targeted.

Jobs linkage requires a developer to contribute \$1 for every square foot of floor space built over 100,000 square feet. For a typical 20-story office building this contribution is worth roughly \$300,000 of which twenty percent is reserved for residents of the neighborhoods adjacent to the development. Instead of a cash contribution, the developer may choose to use its jobs linkage commitment to create and operate its own job training program for Boston residents who would

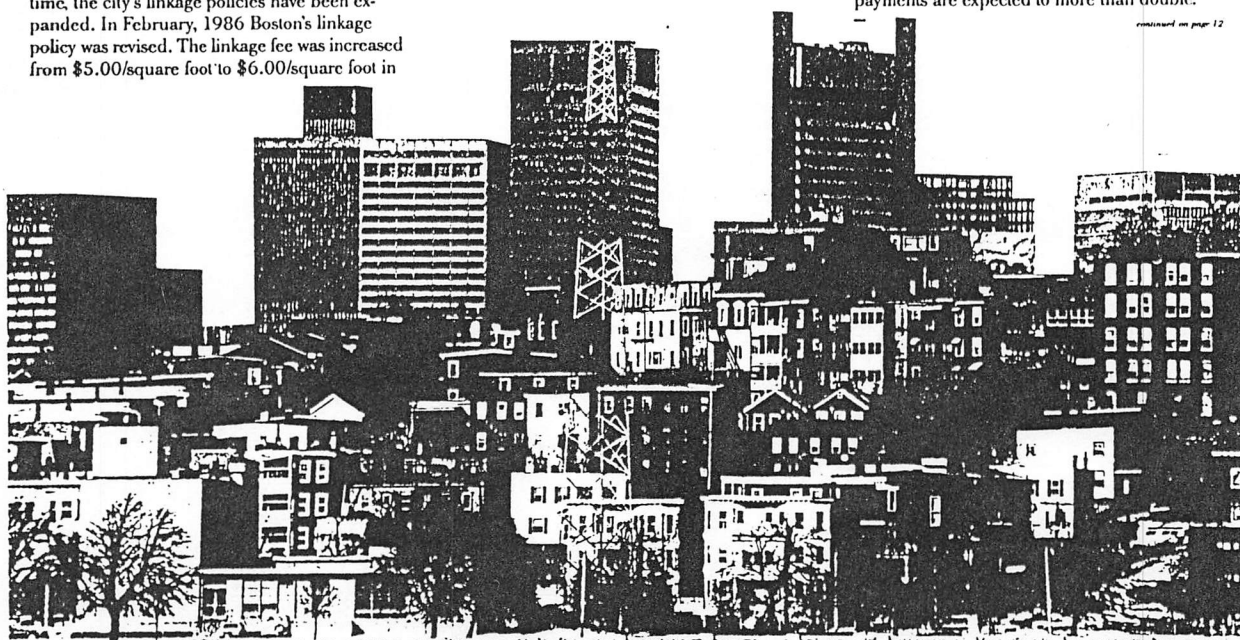
become permanently employed at the project.

When linkage was first proposed, many developers, and some city officials, were skeptical. Segments of the development community, in particular, predicted that linkage would create a "disincentive" for the development of office and other commercial buildings and would lead developers to invest elsewhere.

Despite the initial skepticism, Boston continues to be an extremely attractive city for office and commercial development. The current office vacancy rate for class A office space is 6.4%. Class A office space in the downtown area rents for approximately \$33.00 per square foot. The waiting list to invest in Boston continues to grow. Investors from New York, Chicago, Canada, Europe, Japan, and elsewhere are all looking for opportunities to participate in Boston's economic growth.

Boston's linkage program has already shown results. As of January 1988, 32 major development projects have committed to pay over \$45 million in housing linkage. Eighteen affordable housing projects in Boston's neighborhoods have already benefitted from linkage contributions. Over \$17 million in linkage payments have been contributed to these projects to create over 2,000 units of housing of which 80% will be affordable. Over the next five years linkage payments are expected to more than double.

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I am proud to report that our vision of linkage in Boston has become a reality—providing decent jobs and affordable housing to Boston residents who need them most. Linkage is a social contract between the city government, the development community, and residents. It provides opportunities and builds bridges between Boston's booming downtown commercial economy and the people in its neighborhoods. It shares the benefits of prosperity with those who have historically been left behind.

Through the linkage program, developers in Boston have committed over \$45 million in housing linkage, more than \$17 million of which has been allocated to build over 2,000 units of housing across the city. Approximately 80 percent of these units will be affordable to low and moderate income families.

Boston's job linkage policy has produced similar community benefits. Almost \$300,000 has been committed since 1986; another \$1.1 million will be generated this year.

In Boston, our diversity is our strength. We will continue working on innovative policies like linkage that sustain that diversity and assure our citizens that they will share in the city's economic prosperity. Linkage is part of our vision that economic growth and economic justice must go hand in hand.

Raymond L. Flynn
Mayor of Boston

JOBS LINKAGE

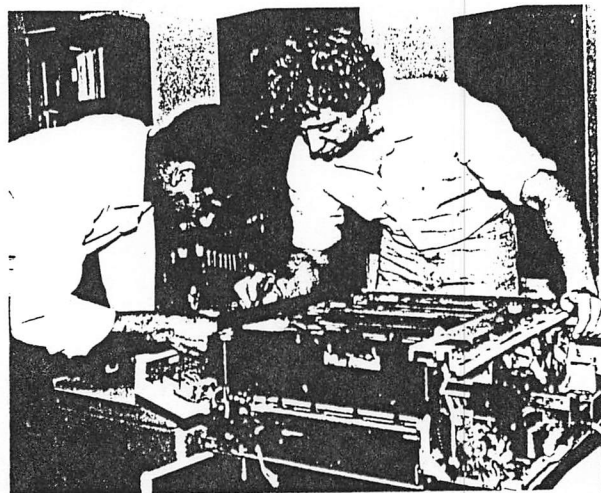
Although Boston boasts a low unemployment rate (under 5%) many Boston residents, particularly its youth, lack the skills to take advantage of new job opportunities. The Flynn Administration is committed to giving Boston residents the opportunity to share in the benefits of the City's economic and jobs growth.

To provide funds for jobs training programs for low and moderate income people, Mayor Flynn approved Article 26B of the Boston Zoning Code. This ordinance, the first of its kind in the nation, requires developers of commercial buildings (which require zoning relief), to contribute \$1 per square foot for each square foot of floor area over 100,000 square feet. These funds are administered by the Neighborhood Jobs Trust with the City's collector-treasurer acting as managing trustee. Twenty percent of any jobs Contribution Grant will be targeted to the neighborhood that is impacted or adjacent to the project.

Developers may decide, instead, to use their Jobs Contribution Grant to create a job training program for workers who will be employed, on a permanent basis, at the project. The Mayor's Office of Jobs and Community Services retains approval over the distribution of funds and the creation of jobs training programs.

Since its inception in 1986, Jobs Linkage has generated commitments of nearly \$300,000 from six projects in the downtown area. In 1988 alone, it is expected that nine projects will be generating jobs linkage, for a single year total of \$1.1 million.

One of the first projects to be completed is International Place in downtown Boston. An on-site Jobs Academy is planned to prepare Boston residents for jobs in downtown office buildings. The Neighborhood Jobs Trust has approved the operating budget for the Academy and the Mayor's Office of Jobs and Community Service has approved the curriculum. The total contribution is approximately \$300,000 for the creation of this Jobs Academy in 1988. ■



HOUSING LINKAGE CASH GRANTS

APPROVED BY NHT 12/30/87

SOURCE OF FUNDS	NOMINAL VALUE OF CONTRIBUTION	AFFORDABLE HOUSING DEVELOPMENT	TOTAL UNITS	AFFORDABLE UNITS	PERCENT AFFORDABLE
1987 Neighborhood Housing Trust Housing Linkage	\$370,000	Infill Housing	84	75	89%
Cash Receipts	\$210,000	Bricklayers/CNY Rowhouses	50	16	32%
	\$79,000	CEDC/Parcel C-2A1	32	13	41%
	\$88,000	Habitat Housing	11	11	100%
	\$220,000	Monsignor Lyons	11	11	100%
	\$200,000	Grove Hall	12	12	100%
TOTALS	\$1,167,000		200	138	69%

HOUSING CREATION ROUND I

PROPOSALS APPROVED PRIOR TO 8/12/87

CONTRIBUTING DEVELOPMENT	NOMINAL VALUE OF CONTRIBUTION	AFFORDABLE HOUSING DEVELOPMENT(S)	TOTAL UNITS	AFFORDABLE UNITS	PERCENT AFFORDABLE
101 Arch Street	\$1,500,000	Harbor Point*	1,283	400	33%
150-160 Federal Street	\$3,565,000				
Ingall's Building	\$275,530	Fountain Hill Square	124	62	50%
Heritage on the Garden	\$445,000	O'Reilly School	32	32	100%
CNY Building 149	\$225,984	Casa Esperanza	25	25	100%
		CEDC/Parcel C2A1**	32	13	41%
125 Summer Street	\$250,000	180 Shawmut Avenue	40	27	68%
125 High Street	\$4,760,000	Granite Properties	938	938	100%
745 Atlantic Avenue	\$328,700	Back of the Hill	165	52	32%
Children's Hospital	\$930,000				
116 Huntington Avenue	\$763,465	Leighton Park (Tent City)	271	203	75%
TOTALS	\$7,847,608		1,595	1,339	84%

* NOTE: The Harbor Point units and dollars are not counted in totals. Linkage funds were used as interim collateral and have been released for commitment elsewhere.

**NOTE: Parcel C-2A1 units and dollars are not counted here to avoid double counting of units and dollars in the summary.

HOUSING CREATION ROUND II

APPROVED BY NHT 1/12/88, BRA BOARD VOTE 1/28/88

CONTRIBUTING DEVELOPMENT	NOMINAL VALUE OF CONTRIBUTION	AFFORDABLE HOUSING DEVELOPMENT	TOTAL UNITS	AFFORDABLE UNITS	PERCENT AFFORDABLE
125 High Street	\$1,620,000	Brooks School	57	43	75%
101 Arch Street	\$1,500,000	Lithgow Block	31	16	52%
500 Boylston Street—West	\$2,975,425	Langham Court	84	56	67%
		Parmelee Court	77	51	66%
Rowes Wharf	\$1,944,932	Tenants Development Corp.	35	23	66%
CNY/Building 149	\$131,071	CEDC/Parcel C-2A1*	32	13	41%
TOTALS	\$8,171,428		284	189	67%

*NOTE: Units for Parcel C-2A1 are not counted here to avoid double counting of units in the summary.

LINKAGE SUMMARY—JANUARY 28, 1988

	Projects	Linkage \$'s	Total Units	Affordable Units	Percent Affordable
TOTAL HOUSING LINKAGE COMMITTED BY DEVELOPERS	32	\$45,814,885	N/A	N/A	N/A
HOUSING CREATION ROUND I*	7	\$7,847,608	1595	1339	84%
HOUSING CREATION ROUND II*	5	\$8,171,428	284	189	67%
HOUSING LINKAGE CASH GRANTS	6	\$1,167,000	200	138	69%
TOTAL LINKAGE EXPENDED	18	\$17,186,036	2079	1666	80%
PERCENT OF TOTAL LINKAGE EXPENDED TO DATE		38%			

* NOTE: Charlestown EDC received both housing creation and linkage cash grant funds for the development of Parcel C-2A1, but the project and its units are counted only once.

HOUSING CREATION THROUGH LINKAGE

Housing conditions in Boston are in a state of conflict. Boston's housing market is currently among the "hottest" in the nation. Consequently it suffers from a severe shortage of affordable housing. Boston's population growth intensifies pressures on the City's housing market and in turn fuels increases in both residential rents and sales prices.

One way in which Boston addressed its immediate need for affordable housing was through the creation of a zoning ordinance that links new development directly to the creation of affordable housing. In December of 1983, the Boston Zoning Commission adopted Article 26 of the zoning code which requires that developers of commercial projects larger than 100,000 square feet make payments into a fund to create affordable housing. Article 26A of the Boston Zoning Code, an amendment to Article 26, became effective in Boston on February 27, 1986. It requires developers to pay linkage earlier than under Article 26, thereby doubling the net present value of their contributions. A developer may comply with the linkage requirement by making a Housing Payment Contribution to the Neighborhood Housing Trust or by choosing the Housing Creation Option.

If a developer chooses to make a Housing Payment Contribution, to be administered by the Neighborhood Housing Trust, 10% of the contribution made by projects constructed within the downtown area and 20% of the contribution made by projects constructed outside the downtown area will be targeted to the neighborhood adjacent to the project. The Housing Creation Option, regulated by the Boston Redevelopment Authority and reviewed by the Neighborhood Housing Trust, permits the dedication of linkage funds by a developer to a specific housing development.

Boston's linkage program has committed over \$17 million in funds to help provide over 2,000 units of housing. Over 80% of the units will be affordable. With over \$45 million committed to housing linkage, Boston can continue to provide home ownership opportunities and decent affordable housing for its residents. ■

DIP PROJECTS: HOUSING LINKAGE SUMMARY

CONTRIBUTING PROJECT	TOTAL HOUSING PAYMENT
75 STATE STREET	\$3,075,000
ROWES WHARF	\$2,121,745
INTERNATIONAL PLACE-I	\$5,066,515
150-160 FEDERAL STREET	\$3,469,510
75-101 FEDERAL STREET	\$2,325,000
99 SUMMER STREET	\$800,000
HERITAGE ON THE GARDEN	\$445,000
500 BOYLSTON STREET-I	\$3,100,000
20 CUSTOM HOUSE STREET	\$220,055
745 ATLANTIC AVENUE	\$328,700
101 MERRIMAC STREET	\$329,175
101 ARCH STREET	\$1,500,000
INGALLS BUILDING	\$275,530
360 NEWBURY STREET	\$73,860
125 SUMMER STREET	\$1,742,225
733-751 BOYLSTON	\$60,000
73 TREMONT STREET	\$980,000
125 HIGH STREET	\$6,376,925
CHILDREN'S HOSPITAL	\$930,000
BRIGHAM AND WOMEN'S	\$22,255
BOSTON COLLEGE	\$322,270
HARVARD MED SCHOOL	\$72,500
BOSTON UNIVERSITY	\$152,460
CNY #33, 34, 38, 39	\$658,120
SCHRAFFTS	\$2,442,440
280 SUMMER STREET	\$138,250
CNY #149	\$2,711,805
MASS GENERAL HOSPITAL	\$3,674,140
15 NEW CHARDON STREET	\$206,020
DEACONESS HOSPITAL	\$768,500
PORTLAND PLACE	\$663,420
116 HUNTINGTON AVENUE	\$763,465
GRAND TOTAL	\$45,814,885

BOSTON'S NEIGHBORHOOD HOUSING TRUST

In order to effectively and equitably administer the funds received from the linkage program, the city provided for the establishment of a Neighborhood Housing Trust. The form of the Trust was determined in discussions between the Mayor's Office and the Boston City Council. It was agreed upon that seven trustees: the City Council President, the City's Collector-Treasurer, as ex-officio trustees, and five mayoral appointees would administer Boston's new linkage program.

The Trustees have adopted a set of rules and regulations governing its operations and the distribution of funds. The regulations authorize the Trust to issue requests for proposals and award funds to applicants whose proposals meet competitive criteria set forth in the regulations and the RFPs.

At the end of 1987, the Neighborhood Housing Trust had received approximately \$1.24 million in linkage funds. At its meeting of December 30, 1987, the Trust awarded \$1.17 million in cash grants and loans to six applicants

NEIGHBORHOOD HOUSING TRUST MEMBERS

Lawrence Dwyer, Chairman
The Honorable Christopher Iannella,
City Council President
George Russell, Collector-Treasurer

- The Infill Housing project, on 17 scattered sites throughout Roxbury and Dorchester, received \$370,000 that will provide 84 (75 affordable) housing units;
- The Bricklayers Parcel 4A development in the Charlestown Navy Yard received \$210,000 towards the development of 50 (16 affordable) units;
- The Charlestown Economic Development Corporation on Parcel C-21 in Charlestown received \$79,000 for the construction of 32 (13 affordable) units;
- Habitat Housing in Dorchester received \$88,000 for 11 (100% affordable) units;
- The Monsignor Lyons development in South Boston received \$220,000 for 11 (100% affordable) units;
- Grove Hall development in Dorchester received \$200,000 for the development of 12 (100% affordable) units.

These funds will provide for the creation of 200 units of housing (69% affordable) throughout Boston's neighborhoods. ■



In 1986 Mayor Flynn and the Boston City Council established the City's Neighborhood Housing Trust. The Trust's primary responsibility is to oversee the distribution of Boston Linkage resources.

Linkage funds, payments from developers of large commercial buildings, are used to develop affordable housing throughout Boston neighborhoods. The distribution of these resources may take place through two distinct mechanisms. Direct grants or loans may be issued by the Trust to developers of affordable housing in response to proposals submitted to the Trust. Additionally, the Trust and the Boston Redevelopment Authority may approve Housing Creation Proposals. In this case the Trust and B.R.A. respond to proposals from contributing developers which target linkage resources to a particular affordable housing proposal.

During the past year, the Trust has supported projects which have produced over 2000 units of housing, of which over 80% are affordable. Trust resources allocated to these projects are used exclusively to support these affordable units which would otherwise not be possible.

Working in conjunction with the City's key agencies, the Boston Redevelopment Authority, Public Facilities Department and Boston Housing Authority, the Trust has assisted in creating a comprehensive package of proposals for the Massachusetts Housing and Finance Agency which will assist neighborhood Community Development Corporations and other local groups in developing more affordable housing in Boston.

This year's achievements are the first critical steps taken in making Boston's Linkage program an effective and useful tool. Linkage has become a real mechanism which helps to bring the benefits of Downtown development to our neighborhoods and our neighbors.

*Lawrence Dwyer, Chairman
Neighborhood Housing Trust*

10 Rows Wharf

2 Heritage on
the Garden

5 125 High Street

11 116
Huntington
Avenue

4 125 Summer Street

500
Boylston
Street

8 75
State Street

12

8 50
State Street

19



7 Children's Hospital



LINKAGE—A NEW SOCIAL CONTRACT

In the 1960's Boston began to emerge from a long period of economic decline. The revitalization was set off by the city's announcement of a \$90 million urban renewal program and an upswing in regional economic trends. For the past decade, Boston's real estate market and local economy have experienced unprecedented growth. Maintaining a healthy economy that is attractive to investors, yet also responsive to quality of life issues of Boston residents, is a critical planning goal. Boston's linkage policy, first adopted by the city in December of 1983, seeks to accomplish this goal.

Boston has one of the strongest local economies in the nation. Since 1975, private development investment has added 17 million square feet of new office space, and over 82,000 new office jobs to Boston. This is three times the amount of space built in the previous 35 years. Boston's downtown Class A office vacancy rate, at 6.4%, is one of the lowest in the country. Another 7 million square feet of office space is scheduled for completion through 1990 and projections indicate that Boston will continue to have a strong economy, with a particularly strong downtown office market through the 1990's.

Boston's economic growth has helped to reverse a three decade population decline. Between 1950 and 1980, Boston lost approximately one-third of its population, dropping from 801,444 to 562,994. Since 1980, however, population has grown by almost 10%.

Like many of America's cities, Boston has historically been a "Tale of Two Cities"—its downtown booming, while outlying neighborhoods suffered from poverty, abandonment and neglect. A persistent shortage of affordable housing for Boston residents forced many households to live in unsafe, unsanitary or overcrowded conditions, or to pay more than they could reasonably afford for housing.

Studies indicate that many Boston residents have not shared in the benefits of the city's economic and jobs growth. Many Boston residents, particularly young, lack the skills to take advantage of new job opportunities being created in the downtown service economy; and instead end up in relatively low-paying jobs in offices, health care, hotels and related sectors.

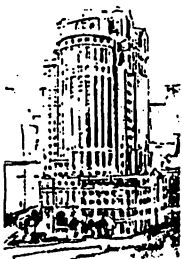
Despite Boston's booming economy, the city is severely limited in its ability to raise revenue. Over 51% of Boston property is tax exempt, compared to only 35% twenty years ago. This increase in tax exempt property is due to the expansion of government institutions (Boston is the State Capital as well as the regional center for federal agencies); hospitals, universities, colleges, and cultural institutions. In 1984, total property in the City was valued at \$23.6 billion, yet \$12.1 billion was exempt from taxation.

A further restraint on the city's revenues is Proposition 2½, a state-wide law enacted in 1979 that restricts the overall property tax levy. Boston is severely effected because it relies so heavily on local property taxes to finance municipal services. The city cannot enact major local option taxes (for example, sales and income taxes) without state approval. Between 1981 and 1984, Boston lost one-third of its property tax revenue—a drop from \$519,000 to \$334,000. State revenue sharing has not filled the gap.

Finally, federal urban policy cutbacks since 1981 have had a severe impact on the City of Boston. In particular, cutbacks for low-income housing and job training have made it increasingly difficult for Boston residents to lift themselves out of poverty, and enjoy the benefits of Boston's economic recovery.

The confluence of these factors led to the enactment of Boston's linkage policy in December of 1983.

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4 125 Summer Street

Scheduled for completion in Fall of 1989, 125 Summer Street will be a 23-story, 490,000 square-foot office tower of granite and glass built behind the facades of existing low-rise buildings. The new development will transform what is now a boarded-up block at the visual terminus of High Street, Summer Street and the South Station area into an exceptional office and retail development.

Developers, who worked closely with the BRA and the adjacent Chinatown community through the Chinese Consolidated Benevolent Association, will use \$1.35 million in linkage payments to build housing in Chinatown.

An estimated 800 construction jobs will be created, and the 125 Summer Street development will eventually house 1,800 permanent employees.

The building's design responds to its surroundings, connecting the downtown commercial area with South Station. At street level, there are three entrance points into the building with a gallery providing entrance to the retail portion of the building. The top of the building includes four corner towers connected by vaulted spaces.

Location: The intersection of Summer and Lincoln Streets and the Surface Artery

Developer: Perry/Jaymont Ventures

Architect: Kohn, Pederson, Fox

Program: 490,000 gross square feet
27,445 ground floor retail space

300 below grade parking spaces

Linkage: \$1.35 million in housing

\$348,000 in jobs

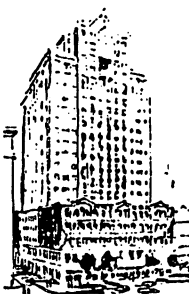
8 101 Arch Street

The new 101 Arch Street, which incorporates the original 1873 brick facade of the old Kennedy Department Store building downtown, represents a compromise between the developers, the Boston Landmarks Commission and Boston Redevelopment Authority.

The new building is a combined office and retail development which incorporates a historic brick facade into a granite-clad modern structure adorned by a copper roof and two illuminated clocks in gabled ends. The new building ties into the MBTA Downtown Crossing concourse and has a restaurant on the second floor.

Expected to open in the spring of 1988, 101 Arch Street is estimated to cost \$80 million. The project is responsible for the creation of 800 construction jobs and will provide 1,800 permanent jobs when it is completed.

101 Arch Street's linkage funds were used first to back a public bond issue for Columbia Point and are now being dedicated to the construction of new affordable housing as part of a major neighborhood revitalization effort.



Location: Downtown Crossing

Developer: Lincoln Property Co. and Metropolitan Life

Architect: Hoskins Scott Taylor—Design; Harwood K. Smith—Production; Roger Lange—Preservation Consultant

Program: 432,000 gross square feet
47,000 square feet retail
45 parking spaces
Linkage: \$1.5 million for housing

1 855 Boylston Street

This 11 story red brick building is complemented by the granite base on which it stands. The impressive streetscape improvements for this site were done in accordance with the Boylston Street Citizen's Review Committee Streetscape Plan.

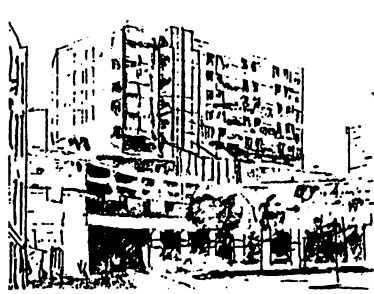
Construction of 855 Boylston Street was completed in 1986 at an estimated cost of \$30 million. In addition to creating 80 construction jobs and space to house 560 permanent employees, the developer of this project has also volunteered a \$50,000 contribution towards the redesign and reconstruction of Copley Square.

Its housing creation proposal, the first to be approved by the new linkage program, will help minority developer Richard Taylor produce affordable housing in Roxbury.

Location: 855 Boylston Street between Fairfield and Gloucester Streets in the Back Bay

Developer: Leggat McCall Properties, Inc.
Architect: The Architects Collaborative

Program: 135,885 gross square feet of office space
6,950 square feet of ground floor retail space
27 below grade parking spaces
Linkage: \$275,000 for housing



7 Children's Hospital Inpatient Facility

The Children's Hospital has developed a new replacement bed facility on Longwood Avenue in the Longwood Medical area. The facility, designed by Shepley Bulfinch Richardson & Abbott, measures 286,000 gross square feet and will house 272 beds with contemporary support space, emergency, radiology, and operating suites. The development was completed in December, 1987 at a cost of roughly \$60 million. The Inpatient Building is a steel structure with pink and white precast panels and red granite bands. A "light fountain" at the entry illuminates the curved entry to this building and serves to connect visually the base and the tower.

The Children's Hospital Replacement bed facility generated 540 construction jobs, and when finally occupied, will house up to 1,000 permanent employees. Its linkage contribution to the Bricklayer's Mission Hill Row Houses project will result in affordable housing in the neighborhood most affected by this development.

Location: Longwood Avenue, Longwood Medical Area

Developer: Children's Hospital

Architect: Shepley Bulfinch Richardson & Abbott

Program: 286,000 gross square feet
Linkage: \$930,000 for housing



6 745 Atlantic Avenue

The construction of 745 Atlantic Avenue extends Boston's Downtown core into the historic leather district. The project is expected to be completed in the fall of 1988 at an approximate cost of \$25 million. The building's brick and granite facade, detailing, overall massing, and recessed windows produce a building typical of the 19th century buildings in the area. Public space improvements associated with the project include brick sidewalks and street trees along Atlantic Avenue, Beach Street, and South Street.

Public benefits from 745 Atlantic Avenue include

the creation of 263 construction jobs and space for 600 permanent jobs. By joining Children's Hospital, Trammel Crow helped cause the creation of affordable housing in the Bricklayer's Mission Hill Row Houses development.

Location: Historic Leather District

Developer: Trammel Crow
Architect: Stubbins Associates

Program: 160,947 square feet of office space
17,152 square feet of retail space

153 parking spaces
Linkage: \$329,000 for housing
\$66,000 for jobs

11 116 Huntington Avenue

This project is a 14-story office building to be developed on a site which has been vacant for 20 years. For over a year and a half, the city brokered negotiations over the building's height and design between the developer—and a group of neighborhood residents organized as the St. Botolph Street Citizen's Committee. Originally, the developer proposed a 31-story, 351-foot-high condo tower for the site.

The new design for the scaled-down project includes a limestone colored facade which blends with neighboring buildings along Huntington Avenue, as well as a richly decorated pedestrian arcade at the street level, providing entrances to the main lobby and to retail shops on either side.

The project is an outgrowth of an agreement made last year between the developer and the Boston Redevelopment Authority, which enabled the long-delayed Tent City mixed-income housing project in the South End to go forward.

The developer was granted a small, but crucial BRA-owned section of the Huntington Avenue parcel after it agreed to hand over the Tent City site for \$1 and build a \$15 million, 698-car garage beneath the housing complex.

Other public benefits of this project include the generation of between 350 and 400 construction jobs and space for between 1,000 and 1,200 employees.

Location: Huntington Avenue between Garrison and Hareburt Streets

Developer: Urban Investment and Development Company

Architect: Childs, Bertman, Tseckars & Company

Program: 239,000 gross square feet of office space
6,000 square feet of retail space

60 parking spaces

Linkage: \$763,465 for housing

\$152,700 for jobs





12 150-160 Federal Street

The new visual terminus of New Congress Street is provided by the restoration of the United Shoe Machinery building at 160 Federal Street. The construction of a new building at 150 Federal Street and the restoration of 160 Federal Street were completed in 1987. The Older Art Deco storefronts retain the historic aspect of the street's character and have been refurbished to improve an already attractive sidewalk shop area. In addition, this project generated 3,350 construction related jobs and 3,660 permanent jobs. Federal Development's linkage obligation has been used as collateral against which Massachusetts Housing Finance Agency bonds were issued to fund the construction loan for the Harbor Point redevelopment.

Location: Financial District
Developer: Federal Development, Inc.
Architect: 150 Federal—Jung/Brannen
160 Federal—Stubbins Associates
Program: 356,000 gross square feet renovated commercial
20,000 gross square feet renovated retail
519,000 gross square feet new commercial
10,000 gross square feet new retail
400 below grade parking spaces
Linkage: \$3.5 million for housing



9 500 Boylston Street (Phase 1)

This mixed-use development will combine office and retail space. The granite is a warm, light color to complement the colors in the Trinity Church. A public courtyard opening onto Boylston Street will be lined with retail shops. Other public benefits include a \$500,000 contribution for the redesign and reconstruction of Copley Square. 500 Boylston's housing creation proposal will help close financing gaps in two important housing developments totalling 161 dwelling units in Boston's South End.

Construction will be complete in the spring of 1988 at an estimated cost of \$150 million. Approximately 1,580 construction jobs are being generated by this project, which will house 2,800 permanent employees when complete.

Location: Boylston Street site bounded by Boylston, Berkeley and Clarendon Streets and St. James Avenue in the Back Bay
Developer: The New England, Gerald D. Hines Interests and the Dutch Institutional Holding Company
Architect: John Burgee Architects with Philip Johnson
Program: 625,000 square feet of office space
70,000 square feet of retail space
600 parking spaces
Linkage: \$2.9 million for housing



5 125 High Street

The new 125 High Street includes two office buildings, of 30 and 21 stories, plus the renovation of three 19th century buildings on a 2.5 acre site at the corner of Oliver and Purchase Streets in Boston's financial district.

This \$200 million, block-long redevelopment project was approved by the BRA after an atypical public hearing, in which no community opposition was voiced. Observers attribute this unusual unanimity over the project to the developer's willingness to talk and listen to many people over a two-year community process before embarking on their final plans.

Besides restoring three 19th century buildings on the site, developers agreed to open an Alexander Graham Bell museum (which among other things, can serve as a field trip

site for Boston school children); agreed to build a modern fire station on the site including a two-bay ambulance facility, which is the first in the downtown financial district; and has contributed a mobile Job Start, which will visit all of Boston's 17 neighborhoods.

Developers are also expected to contribute \$7.5 million in linkage payments for affordable housing, as well as \$5.6 million annually in real estate taxes.

Location: Financial District bounded by High, Oliver, Purchase and Pearl Streets
Developer: The Prospect Company; New England Telephone; Spaulding & Slye
Architect: Jung/Brannen
Program: 1.4 million square feet of office space
29,000 gross square feet of retail space
850 parking spaces
New fire station and ambulance facilities
Linkage: \$6.4 million for housing
\$1.1 million for jobs



2 The Heritage on the Garden

The Heritage on the Garden, a 12-story mixed-use development overlooking the Public Garden, is part of the city's still unfinished Park Plaza urban renewal project for the old Park Square area.

The building, which is scheduled for completion in mid-1988, includes 87 luxury condominiums, first-class office space, and upscale restaurant and retail space as well as underground parking, a swimming pool and a health club.

The Heritage on the Garden, which is being constructed in red brick and limestone with bays and belvedere to complement surrounding historic structures and the Public Garden, is generating 975 construction jobs. Upon completion, the project will provide 561 permanent positions.

The developers have committed \$550,000 to the Boston Housing Partnership, a linkage contribution of \$450,000, an annual

contribution of \$75,000 to the upkeep of the Public Garden, illumination of the steeple of the Arlington Street Church and revitalization of the Park Plaza area. The revitalization will feature a Parisian-style cafe, traditional wooden benches, a flower garden, and a circular fountain. The Heritage on the Garden's linkage payments have been earmarked for the redevelopment of the O'Reilly School in South Boston, a 32 unit elderly project sponsored by a non-profit affiliate of the National Association of Government Employees.

Location: Boylston Street at the corner of Arlington Street, across from the Public Garden
Developer: The Druker Company
Architect: The Architects Collaborative
Program: 87 Luxury Condominiums
50,000 square feet of retail and restaurant space
122,000 square feet of office space
178 parking spaces
Linkage: \$450,000 for housing

10 Rowes Wharf

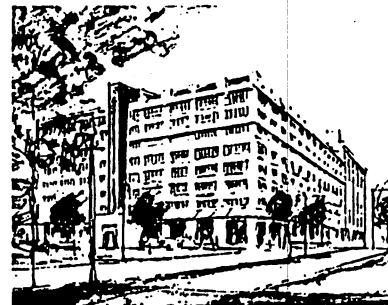
Rowes Wharf is a nationally acclaimed development on Boston Harbor, which skillfully integrates Boston's historic maritime past with the exigencies of the present. Built in the Financial District, on the site of two 17th Century wharves, the project exemplifies the city's efforts to reclaim the waterfront for public use while sponsoring high quality new development in harmony with Boston's architectural heritage.

Designed of red brick and granite, with a grand archway linking the street and waterfront, the development is capped with a copper-domed public observatory. Public benefits include complete public access to the water's edge, a water shuttle to Logan Airport which makes the harbor crossing in seven minutes, a ferry terminal for commuter ferries to the South Shore and the first public dinghy dock in Boston Harbor.

Construction of the entire project cost an estimated \$193 million. Rowes Wharf generated between 600 and 800 construction jobs per year of construction and will provide 1500 jobs when fully occupied.

Developers of the project will contribute approximately \$1.9 million in housing linkage funds to the so-called Tenants Development Corporation Projects III and IV, helping to produce 94 units of housing, 2/3 of which will be affordable.

Location: Boston Harbor on Atlantic Avenue
Developer: The Beacon Companies, Equitable Real Estate
Architect: Skidmore, Owings & Merrill of Chicago
Program: 330,000 square feet of office space
230 room hotel
100 luxury condominiums
ground floor retail space
700 below grade parking spaces
Linkage: \$1.9 million for housing



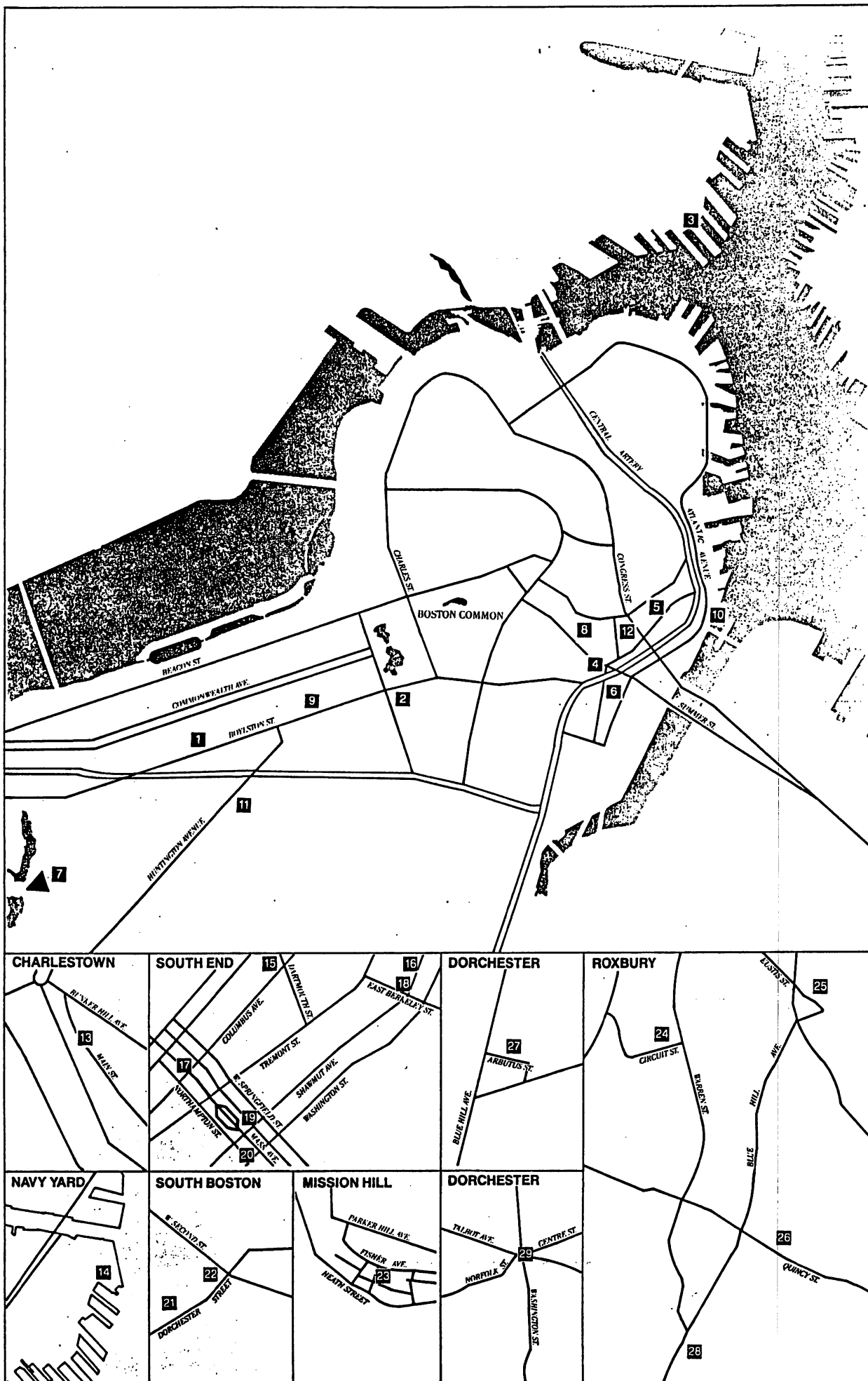
3 Building 149 at the Navy Yard

Building 149 at the Navy Yard is owned by the Boston Redevelopment Authority and leased to the Raymond Group, principal developer of the Charlestown Navy Yard.

This former U.S. Navy supply warehouse (built in 1920) has been transformed into the centerpiece of the Navy Yard's mixed-use office/research sector. The impressive brick and granite structure, with its strong industrial character, also contains two striking central atriums. Building 149 is connected by enclosed glass walkways to Building 199, which contains 1,386 parking spaces. Building 149 was completed in September 1986, at a total development cost of \$48 million. Approximately 400 construction jobs were generated by the renovation of this project, which now houses 2,000 permanent employees.

The Raymond Group's first linkage payment of \$225,000 helped to fund the cash grants awarded by the Neighborhood Housing Trust. Its second payment was made in the form of housing creation contributions to two non-profit housing developers producing a total of 82 dwelling units in Charlestown and Roxbury.

Location: Charlestown Navy Yard
Developer: The Raymond Group
Architect: Huygens, Dimella and Shaffer
Program: 610,000 gross square feet of office space
40,000 gross square feet of retail space
Linkage: \$2.7 million for housing





26 The Brooks School

This is the first Public Facilities Department disposition of a city-owned property through the Roxbury Neighborhood Council. This limited-equity coop project will be constructed at the historic former Phillip Brooks School in Roxbury and on 21,670 square feet of adjoining land. Forty-four of the units (77%) will be available to low- and moderate income families. The Brooks School represents the first major development in this neighborhood in many years, and the first new cooperative units created in Roxbury.

The total development costs are estimated at \$8.6 million. One Twenty-Five High Street Limited Partnership has pledged \$1.6 million in linkage funds to this project for the purpose of subsidizing the low and moderate income units. Construction is slated to begin in the Fall of 1988, with occupancy projected for Spring of 1990.

Location: Roxbury
Developer: Minority Development and Education Association
Architect: Quincy-Geneva CDC
Program: 57 units/77% affordable



24 Fountain Hill Square

Richard Taylor is a Rhodes Scholar and president of the Minority Developers Association. He is also the developer of Fountain Hill Square. The complete project will consist of 44 two-bedroom condos, 44 three-bedroom condos, and 18 two-family townhouses. The buildings are three and a half story red brick townhouses with dormered pitched roofs. The \$275,930 in linkage funds generated by 855 Boylston Street Associates/Ingalls Building will be assigned to Taylor Properties for the subsidy of 16 affordable units in Phase I of the project.

The total development cost for Fountain Hill Square is \$11 million. Phase I will consist of 40 units with a Total Development Cost of approximately \$4 million, and is projected to be ready for marketing by the Fall of 1988.

Location: At Fountain and Circuit Streets, Roxbury
Developer: Taylor Properties, Inc.
Architect: Chisolm Washington, Inc.
Program: A total of 124 units in 62 buildings, including 44 two-bedroom condos; 44 three-bedroom condos; 18 two family townhouses; and 112 at grade parking spaces/50% affordable

17 Dawson-Langley Apartments (TDC III) & East Berkeley Street Condominiums (TDC IV)



TDC III: The rehabilitation of old buildings is one of Boston's most valuable housing resources. TDC III is currently rehabilitating three vacant townhouses into 14 apartments and constructing a new 45 unit apartment building. 39 units will be affordable to low-income and moderate-income families.

The total development cost is \$6 million and subsidies have been obtained from MHFA, SHARP, and the City's BUILD program. The Housing Trust also voted up to \$40,000 in linkage funds for the first year's moderate income subsidy. Completion of the rehab/new units is scheduled for Spring and Fall of 1988.

TDC IV: The South End Neighborhood Housing Initiative (SENHI) is an innovative community-designed housing initiative. The first SENHI project is TDC IV, the rehabilitation of a badly deteriorated block of brick buildings into a mixed income condominium development. 23 units will

be available for low and moderate income families. The total development cost is \$4,325,425. Approximately \$1.86 million in linkage funds from Rowes Wharf have been committed to this development. Construction will start in early Fall 1988, with completion projected for Spring 1989.

Location: Massachusetts Avenue, South End, and 69-81 East Berkeley Street/Shawmut Ave.
Developer: Tenant's Development Corporation
Architect: Stull and Lee, Inc.
Program: 59 housing units/65% affordable 35 housing units/66% affordable

22 Monsignor Joseph W. Lyons Housing Development

The Archdiocese of Boston is playing a part in providing affordable housing for Boston residents. Together with local residents, it has undertaken a project to build ten units of two and three bedroom moderate-income housing with 10 off-street parking spaces in South Boston. The 7,493 sq. ft. of land was sold to the local developers by the Public Facilities Department for \$1.00.

The total development costs are estimated at \$953,601, and the Neighborhood Housing Trust voted linkage funding of \$220,000 for the development to ensure affordability. Construction will start in Spring, 1988, and occupancy is projected for Fall, 1989.

Location: Boston and West Second Streets, South Boston
Developer: South Boston Community Housing, Inc.
Architect: Office of the Archdiocese of Boston
Program: 10 housing units/100% affordable



28 483-487 Blue Hill Avenue (Grove Hall)

Neighborhood revitalization is key in the city's vision for Boston. This project will provide housing units targeted for low-income households eligible for rental assistance under the state's Chapter 707 subsidy program.

The project is part of the Commonwealth's Public Facilities Department's attempt to revitalize the Grove Hall commercial district and is expected to stimulate additional private investment in the area. Total development costs are estimated at \$886,938. The city sold the property to the non-profit developer for \$1. The Neighborhood Housing Trust awarded \$200,000 in linkage funds for the development. Construction is scheduled to begin in March, 1988, with completion projected for Spring, 1989.

Location: 483-487 Blue Hill Avenue, Roxbury
Developer: Grove Hall Neighborhood Development Corp.
Architect: Harris & Davis, Inc.
Program: 12 one-bedroom rental apartments for low-income families/100% affordable, 3 retail stores



Harborpoint

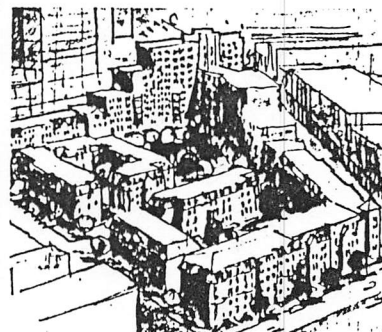
The challenge was formidable—the response, a triumph. Harborpoint represents the transformation of a dilapidated public housing project into a private mixed-income community. The 50 acre site will feature many amenities including a 6.5 acre waterfront park.

The total development cost is \$200 million. In order to create a mixture of affordable and market units, financing is being provided by a complex package of public and private loans including an MHFA coinsured loan, an MHFA supplemental "bridge" loan, a \$10 million Urban Initiatives grant, State Chapter 884 funds, a \$12 million UDAG, investor equity and Federal and State rental subsidy for 400 low income rental units.

101 Arch Street/Legatt, McCall and Warner Development, and 150-160

Federal St./Federal Development Inc. joined forces to pledge their combined \$5 million in linkage funds as collateral against which State Housing Finance bonds were issued pending sale of the private syndication for the development. Upon closing of the syndication, the collateral was released, so that these linkage funds could be used to assist other housing developments.

Location: Columbia Point, Dorchester
Developer: Columbia Point Community Task Force as the Tenant Organization and Peninsula Partners as the Private Developer
Architect: Goody, Clancy with Mintz Associates
Program: 1,283 residential units, including 400 affordable for low-income families



15 Leighton Park (Tent City)

The Leighton Park/Tent City project is the realization of a 20-year community-led effort to build affordable housing on a 3.3 acre block. The Tent City Corporation, a non-profit development sponsor, is guided by a Board of Directors of whom many were participants in the original demonstrations which dramatized the need for affordable housing on the site. Housing units range in size from one to four bedroom units. Twenty-five percent of the units are reserved for low-income households, 50% for moderate income, and 25% for market rate.

The total development cost of the project is \$33,400,000. Financing has been provided by a variety of public and private institutions, including MHFA, SHARP, Chapter 707, Boston's Neighborhood Development Fund, BRA grants and EOCD. 116 Hun-

tington Avenue/Urban Investment and Development Co. has contributed \$763,465 in linkage funds together with other funds for the construction of the below-grade parking facility and foundations for the Leighton Park development.

Occupancy is scheduled for March of 1988.

Location: Tremont and Dartmouth Abutting Copley Place
Developer: Leighton Park Limited Partnership
Architect: Goody, Clancy and Associates
Program: 271 units of rental housing/75% affordable; 6,000 square feet of neighborhood commercial space, a child care center, and a large community room



27 Habitat Housingraising Project

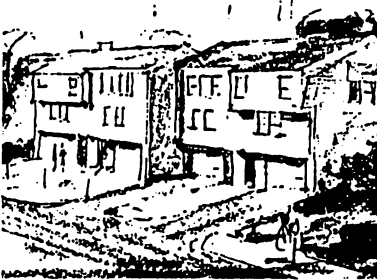
Habitat represents a remarkable housing development theory put into practice. The development was made possible by the contributions of volunteer workers, local contractors who donated money, labor and materials, and the sweat equity of future residents. The units will be sold for \$35,000 to eligible families who were selected by lottery.

The 33,000 square feet of land upon which the new homes sit was sold by the Public Facilities Department for \$1.00. The total development cost for the 11 units is \$777,000. The

Neighborhood Housing Trust awarded \$88,000 in linkage funds to the development.

Construction began in August of 1987. The units are expected to be ready for occupancy by the end of February, 1988.

Location: Arbutus Street, Dorchester
Developer: Boston Affiliate of Habitat for Humanity
Architect: Acorn Structures
Program: 11 two and three-bedroom townhouses for low-income families 100% affordable



14 Navy Yard Row Houses

The Charlestown Navy Yard is a classic example of public and private interests cooperating to produce a quality urban environment. The Navy Yard Row Houses, a Bricklayer's and Laborers Non-Profit Housing Co.'s development, has been designed to reflect the historical flavor of the area and to be compatible with existing structures in the Navy Yard.

The development will consist of 29 one bedroom units, 4 two bedroom units, 9 two and 1/2 bedroom units, 6 three bedroom units and 2 four bedroom units. Thirty-two percent of the development will be affordable to low-moderate income families, and 68% will be affordable to upper moderate income families.

Prospective homebuyers will be chosen by a lottery scheduled for February 6, 1988.

The total development cost is \$6 million. Subsidies have been provided by the BRA and Immobiliare New England. The Neighborhood Housing Trust awarded \$210,000 in linkage funds to the project. Occupancy is projected for the Fall of 1988.

Location: Parcel 4A1 in the Charlestown Navy Yard
Developer: The Bricklayers and Laborers Non-Profit Housing Co., Inc. (BLNHC)
Architect: William Rawn Associates
Program: 50 housing units/32% affordable



Granite Properties— BHP II

This consortium of seven community development corporations will save nearly 1,000 units of HUD foreclosed property from sale to the highest bidder. This program involves the rehabilitation of 51 residential buildings in Dorchester and Roxbury. The rental units, a mix of studios to five-bedroom apartments, will be 100% affordable. Currently all of the buildings are owned by HUD and are severely deteriorated. The properties will be acquired from HUD at nominal cost and will be rehabilitated and controlled by seven community development corporations.

The total development cost for this project will equal \$71.9 million. Funding will be provided by MHFA tax-exempt bonds, equity investment by twelve corporations (11 of them Boston-based), weatherization grants from ABCD and EOCD, a Housing Abandonment grant from EOCD, CDBG loans from PFD for bridge loans, front money loans and grants from CEDAC, EOCD, PFD, and the BRA. In addition, 125 High Street

Limited Partnership has pledged \$3.3 million in linkage funds to BHP II to meet MHFA mortgage escrow requirements. Any linkage used to meet project costs will convert to a deferred loan payable to the Neighborhood Housing Trust upon sale or refinancing of the properties.

Completion of the units is projected for the Fall of 1989.

Location: Dorchester and Roxbury
Developer: Seven Community Development Corporations
Architect: Migliassi-Jackson
Hezekiah Pratt & Associates
City Design
R.D. Fanning & Associates
Tennant Gadd Associates
Program: 937 units in 51 buildings/100% affordable



18 Charlestown Townhouses

Under new community leadership, CEDC has begun its first significant project in a decade. This project will be constructed on a one and a half acre site in Sullivan Square, Charlestown. The area has been vacant for many years, blighted by boarded-up buildings.

There will be 26 townhouses, including 6 two-family units, built on the site. Thirteen of these townhouses will be sold at market rates, while the remaining 13 will be sold to moderate income families at affordable prices, with below-market mortgages.

Total development cost is \$3.8 million, including \$195,000 in linkage funds generated by the Building 149, Navy Yard Biotech Associates. The townhouses will be ready for occupancy in Fall, 1988.

Location: Main Street, Sullivan Square, Charlestown
Developer: Charlestown Economic Development Corporation
Architect: William Lamb
Program: 32 Housing Units/41% affordable



Infill

This project is perhaps one of the most difficult development challenges ever presented to a development team in Boston. During 1969 and 1970 an Infill Housing Program was undertaken by HUD and a private developer to construct 400 units of family housing on vacant sites scattered through the city. Over 100 units in 18 structures were begun, but the developments were abandoned before they were finished. The abandoned shells still stand and are an everyday affront to the neighborhoods in which they are located. In 1986, the non-profit Infill Collaborative, Inc. was formed by four non-profit neighborhood CDCs to renovate the remaining 17 buildings. Seventy-five of the 84 units will be affordable to families of moderate income—21 of these will be sold to the BHA through the 705 program, and the other 54 units will be eligible

for 5.5% financing through the Commonwealth's HOP program. Nine units will be affordable to families of upper-moderate income. The total development cost is \$9 million. Subsidy financing is being provided by a BRA grant, BRA land contribution, and EOCD insurance and demolition and rehabilitation assistance. The Neighborhood Housing Trust approved \$370,840 in linkage funds to ensure the project's feasibility. Construction will begin in the summer of 1988, and occupancy is scheduled for Fall of 1989.

Location: Scattered Vacant Sites
Developer: Infill Collaborative of Four Community Development Corporation
Architect: CPF/Domenech & Hicks
Program: 84 condominiums in 17 buildings/ 89% affordable



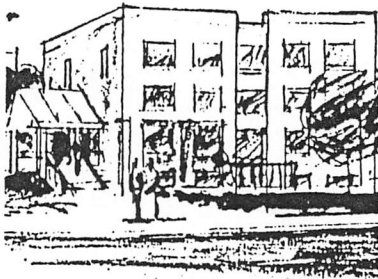
19 Langham Court

Langham Court will consist of a variety of units ranging from single room occupancy to three-bedroom, and in various configurations from elevator apartments to townhouses. One-third will be affordable to low-income households, and another third to moderate income households. Two-thirds of the units will be a limited-equity cooperative and one-third will be condominium units, an arrangement that will allow every household in the development to participate in its ownership. The directors of the non-profit corporation developing this project are long-term South End residents living near the site.

The total development cost of the project is \$11 million dollars. The New England/500 Boylston Street Development has pledged \$1.8 million in linkage to the project.

Construction start is projected for Fall, 1988, and occupancy in the Spring of 1990.

Location: Vacant block bordered by Shawmut Avenue, West Springfield Street, and Worcester Streets in the South End
Developer: Four Corners Development Corporation
Architect: Goody, Clancy and Associates
Program: 84 housing units/67% affordable



25 Casa Esperanza

Although not a large project in terms of size, Casa Esperanza is considered one of the City's most important projects in terms of social impact. Casa Esperanza is a non-profit agency which operates a bi-lingual, alcoholism recovery home for 25 Hispanic residents. This center, now complete, is housed in a rehabilitated four-story masonry structure in Roxbury.

Funding for the operation of the program will come partly from the Commonwealth of Massachusetts Department of Public Health.

Total development cost for rehabilitation of the structure is \$514,000, including \$453,851 which has been contributed by public and private sources. Building 149/Navy Yard Biotech Associales Creation has pledged \$84,000 in linkage funds to the project.

The Center opened in December, 1987.

Location: 291 Eustis Street, Roxbury
Developer: Casa Esperanza, Inc.
Architect: Christopher Lynch
Program: An alcoholism recovery home for 25 Hispanic residents



20 Parmelee Court

York Bay is a newly formed minority business enterprise and a new player on Boston's development scene. It was designated by the BRA to develop mixed-income housing on two adjacent BRA parcels within the SENHI program. The design of the project, Parmelee Court Homes, responds to the historical context of the site. Sixty-seven percent of the units will be offered at affordable rates. The units range from one- to four-bedroom apartments with some being handicap accessible. Fifty-four parking spaces will be provided. The total development cost for the project is \$11,856,875 with interest

subsidies from the MHFA SHARP program. The New England Life/500 Boylston Street Development has pledged \$1.3 million in linkage to the project.

Construction start is projected for Fall of 1988, and occupancy for the Spring of 1990.

Location: R-12A at 1762-1786 Washington Street and R-12B at 91-113 Northampton Street in the South End
Developer: York Bay Development Corporation
Architect: Cogen, Ocasio, Jorin and Johnson
Program: 77 housing units/67% affordable

26 Bricklayer's Back of the Hill Rowhouses

BLNHC is a non-profit housing developer formed by the International Bricklayers and Allied Crafts and the International Union of Laborers to build quality housing with union labor at affordable prices. Working in conjunction with the City of Boston, BLNHC has purchased approximately 471,000 sq. ft. of land in Mission Hill for \$2 million for the development of affordable housing. The site is bounded by Fisher Avenue, Hayden Street, and Heath St.

The development will consist of 165 one, two and three bedroom brick townhouse units grouped as rowhouses along existing and new streets. 105 of the units will be sold at affordable prices to low, moderate and middle income families meeting MHFA income qualifications. Another 16 of the units will be sold to the BHA under the "705" program providing low income rental units.

The total development cost is \$20 million dollars, with subsidy contributions from CDAG, N.E. Baptist Hospital, Open Space Funds, and linkage. The linkage funds are being provided by the 745 Atlantic Avenue/Trammel Crow development and the Children's Hospital Replacement Bed Facility, which together have committed \$900,000 in linkage to the project.

Construction began in September, 1987 and the units are scheduled for completion by November, 1988.

Location: Mission Hill
Developer: Bricklayer's and Laborer's Non-Profit Housing Co., Inc. (BLNHC)
Architect: William Rawn Associates
Program: 165 housing units/71% affordable



29 The Lithgow Block

This neighborhood development project will transform vacant land in Dorchester into new one, two and three-bedroom housing. Sixteen of the units will be made available to low-income families who are eligible for rental assistance under the state's Chapter 707 program.

This project, administered by the City's Public Facilities Department, is part of a larger, mixed-use development that includes the rehabilitation of the historic Lithgow building and the construction of a two-story commercial structure.

The total development cost is estimated at \$4.8 million. The 101 Arch Street/Lincoln Franklin Place development has pledged \$851,700 in linkage funds to the Lithgow Block. Construction is expected to start in the summer of 1988, and occupancy is projected for Spring of 1990.

Location: Codman Square, Dorchester
Developer: Codman Square Housing Development Corporation
Architect: Steffian Bradley Associates
Program: 31 rental units/52% affordable

16 Waterford Place—180 Shawmut Avenue

The city's downtown neighborhoods have begun to feel the benefits of Boston's economic strength. Waterford Place in the South End will be one of the first projects to benefit from the Housing Creation Option. It will be developed by the Chinese Consolidated Benevolent Association (CCBA), a non-profit community based organization.

The eight-story highrise structure will be designed to emphasize family housing with 31 of the units comprised of 3 and 4 bedrooms. Four units will be handicapped accessible. The project will also include an underground garage to provide 28 parking spaces.

125 Summer Street/Perry-Jaymont Venture has pledged \$1.7 million in linkage funds to subsidize a minimum of 66% of the units for low and moderate income families. The total development cost of the project is \$7.5 million, with \$5.26 million funded through SHARP, 707, and other program subsidies. The entire project is projected for completion in the Fall of 1989.

Location: Parcel 3B-2B in the South End
Developer: Chinese Consolidated Benevolent Association
Architect: Larkin, Glasman and Prager
Program: 40 rental units/60% affordable



21 John Boyle O'Reilly School

NAGE has developed several projects in the Greater Boston area. The newest is the John Boyle O'Reilly School. It is a classical revival-style brick building, built in 1905. All of the new units will either be studio or one-bedroom rental units and will be affordable to low-income, elderly tenants. Section 8 rent certificates will be available to all tenants.

\$2.2 million in permanent and construction financing has been secured through HUD's 202 program.

The Heritage on the Garden Development in downtown Boston has committed its \$445,000 in linkage payments to this elderly housing project. Construction is scheduled for completion in the Spring of 1989.

Location: 347 Dorchester Street, South Boston
Developer: A non-profit subsidiary of the National Association of Government Employees (NAGE)
Architect: E.M. Dolency Assoc.
Program: 32 units of elderly housing/100% affordable



INVESTING IN BOSTON'S NEIGHBORHOODS

Boston has pioneered another type of linkage called Parcel to Parcel Linkage, a first-in-the-nation partnership for economic justice. It directly links downtown and neighborhood development. Under the program, the city ties the disposition of publicly-owned downtown parcels with publicly owned parcel in neighborhoods. Furthermore, the program requires the economic participation of local community development organizations, minority businesses and developers, and the neighborhood's residents themselves. The strategy is to use the value of city-owned land to produce affordable housing, job training, funds for social services, and economic opportunity for Boston residents. The first two projects in the Parcel to Parcel Linkage Program are already underway. The first project, Parcel 18 and Kingston Bedford/Essex, links a site downtown to a site in Roxbury. The affected communities, Chinatown and Roxbury, are working with representatives of the city, the state, and a team of community based minority developers to begin construction of the combined \$400 million mixed-use development.

The second project links a mixed use development at Park Square, in downtown Boston, to the creation of housing in Boston's South End. The South End site will provide transitional housing for homeless mothers and their children. The strength of the proposals for both projects is evidence that in a strong market such as Boston's, linkages of publicly owned sites can generate projects of superior urban design, and also generate substantial community benefits. ■

PARCEL TO PARCEL LINKAGE: Project 1

The first Parcel to Parcel Linkage project links the city-owned Bedford Street parking garage and a parking lot on Essex Street with Parcel 18, a state-owned site in Roxbury.

The Kingston Bedford site is being proposed as a major multi-use project consisting of class A office, retail, hotel and residential uses, and an underground parking garage. The Parcel 18 site is being proposed to accommodate a major commercial center with two mid-rise office buildings, retail space, mixed income housing, a community and cultural center, and an underground garage. This project is expected to create 2,000 construction jobs and 7,800 permanent jobs with job and language training programs. Columbia Plaza Associates, selected through a competitive process to be the minority development partner, will receive at least 30 percent equity interest in the two projects. Currently, CPA, the City, State, and both communities are reviewing proposals submitted by nationally reknown major developers who are vying for the opportunity to co-develop the Parcel 18 and Kingston-Bedford Street sites.

It is envisioned that this process will serve as a model for public land dispositions that provide opportunities and economic growth for the people of this city, and allow minority and community developers and businesses a chance to gain experience in major development. ■

PARCEL TO PARCEL LINKAGE PROJECT 2

The second parcel to parcel linkage project links the development of Park Square in downtown to a mixed income housing development on sites bounded by Washington Street, Rutland Street, West Concord Street, and Shawmut Avenue in the South End. A portion of the economic value created through the development of the mix of market rate residential housing, office, and retail at the Park Square site will be used to leverage the development of the site in the South End.

The development of both sites will create approximately 250 new housing units, 100,000 square feet of office space, 70,000 square feet of retail space, childcare services, parking, and open space.

The project on the South End site will include 36 transitional housing units for homeless women and children. The transitional housing will provide women and children with housing, childcare, counseling, legal assistance, job training, and career planning to help them begin to rebuild their lives.

A competition to select a development team established criteria including, among other things, achievement of affordability goals, opportunities provided for minority business and community based non-profit organizations, compliance of the proposed developments with the development guidelines, and the capability and financial strength of the development team. ■

LINKAGE: BOSTON'S STORY

continued from page 1

Examples of linkage in Boston can also be seen in numerous public-private partnerships. The Boston Resident Jobs Policy requires developers of major projects to ensure that 50 percent of all construction workers be Boston residents; that 25 percent be minorities, and that 10 percent be women. The Boston Housing Partnership, a consortium of private lenders and developers, city and state government officials, and neighborhood based non-profit Community Development Corporations, was formed to build and rehabilitate affordable housing. The Boston Compact is a partnership between the City's major employers and the public schools to provide jobs and job training for Boston high school graduates, as an incentive for improving the performance of the public schools. These and other innovative programs are part of the Flynn Administration's effort to serve the needs of Boston's low- and moderate-income population. ■

LINKAGE: A NEW SOCIAL CONTRACT

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The linkage concept was first introduced in 1982 by a coalition of citizens' groups and public officials (including then City Councilor Raymond L. Flynn) with support from the *Boston Globe*. In March, 1983, a linkage program was passed by Boston's City Council, but was vetoed by then Mayor, Kevin White.

In June 1983, a 30 member advisory panel on linkage was established. The group, which included city officials, developers, academics, and housing advocates, conducted public hearings throughout the summer of 1983. Linkage became a major issue in the 1983 campaign and all but one of the seven leading candidates endorsed some form of linkage. In October 1983, the advisory group issued a report recommending the establishment of a linkage program. Raymond L. Flynn, one of the strongest advocates for linkage, was elected Mayor of Boston in November, 1983. One month later, the Boston Zoning Commission officially adopted Article 26 of the Boston Zoning Code, the linkage policy recommended by the advisory group.

New linkage policies were proposed by Mayor Flynn, and adopted by the Zoning Commission, on February 26, 1986. These new policies, Articles 26A and 26B of the Boston Zoning code, allow linkage funds to be targeted to neighborhoods; provide for the first job training trust fund in the nation; and nearly double the dollar value of housing linkage contributions. In order to ensure these employment opportunities, Mayor Flynn issued an Executive Order establishing employment requirements for residents, minorities, and women in any development project receiving discretionary approval from the city. To further ensure careful monitoring and compliance with employment goals, the Mayor proposed the creation of the Boston Fair Employment Commission.

These policies are the first steps in bringing the benefits of downtown investment to neighborhood residents. ■

RAYMOND L. FLYNN, Mayor CITY OF BOSTON

KRISTEN McCORMACK, *Director*
MAYOR'S OFFICE OF JOBS AND COMMUNITY SERVICE

LISA CHAPNICK, *Director*
PUBLIC FACILITIES DEPARTMENT

DON GILLIS, *Director*
MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES

DORIS BUNTE, *Administrator*
BOSTON HOUSING AUTHORITY

STEPHEN COYLE, *Director*
BOSTON REDEVELOPMENT AUTHORITY

ROBERT L. FARRELL, *Chairman*
JOSEPH J. WALSH, *Vice-Chairman*

JAMES K. FLAHERTY, *Treasurer*
CLARENCE J. JONES, *Vice-Treasurer*

MICHAEL F. DONLAN, *Vice-Chairman, Subcommittees*
KANE SIMONIAN, *Secretary*

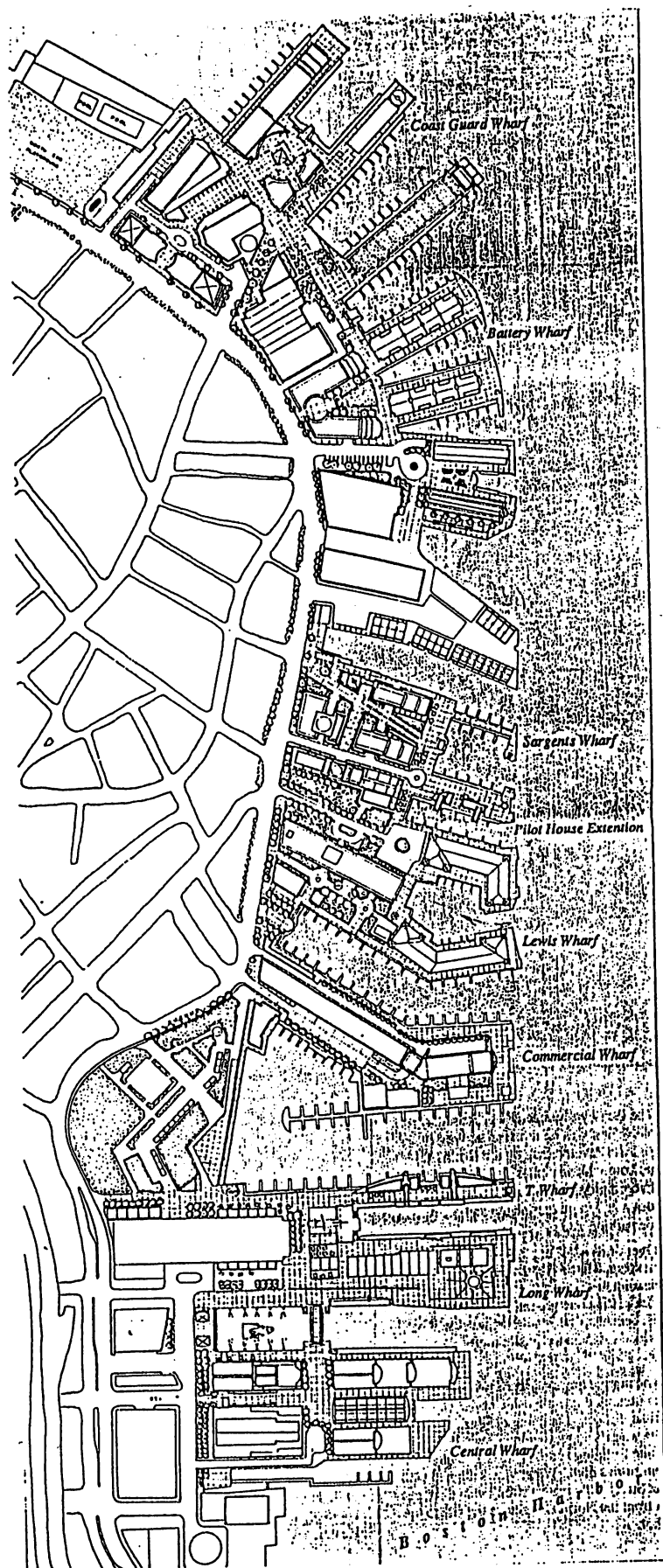
NEIGHBORHOOD HOUSING TRUST

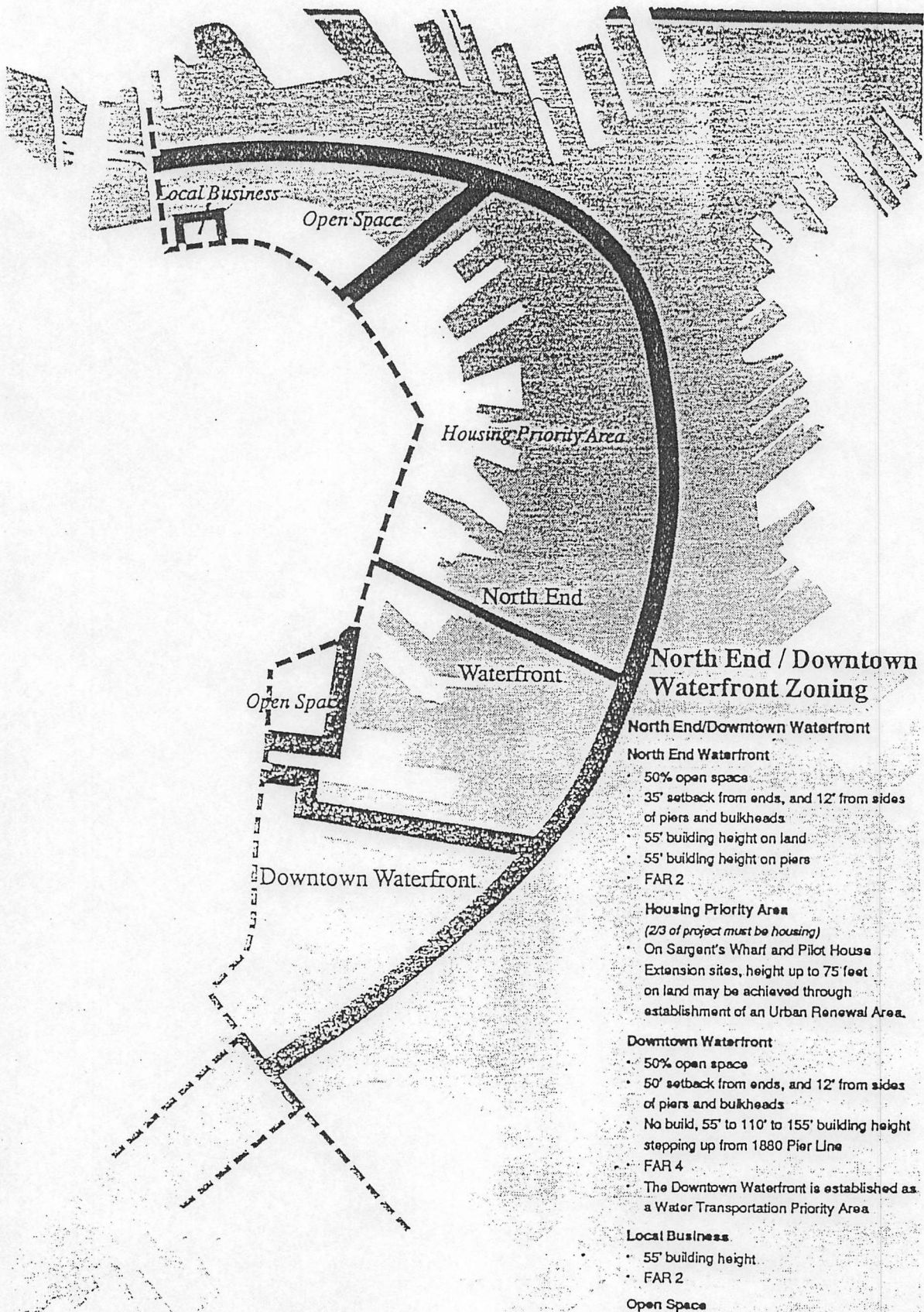
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THE HONORABLE CHRISTOPHER IANNELLA, *City Council President*

Members

GEORGE RUSSELL
FRANCIS O'BRIEN
MARY McINNIS
MARLENA RICHARDSON
JOHN CONNOLLY







North End / Downtown Waterfront Zoning

North End/Downtown Waterfront

North End Waterfront

- 50% open space
- 35' setback from ends, and 12' from sides of piers and bulkheads
- 55' building height on land
- 55' building height on piers
- FAR 2

Housing Priority Area

(2/3 of project must be housing)

- On Sargent's Wharf and Pilot House Extension sites, height up to 75 feet on land may be achieved through establishment of an Urban Renewal Area.

Downtown Waterfront

- 50% open space
- 50' setback from ends, and 12' from sides of piers and bulkheads
- No build, 55' to 110' to 155' building height stepping up from 1880 Pier Line
- FAR 4
- The Downtown Waterfront is established as a Water Transportation Priority Area

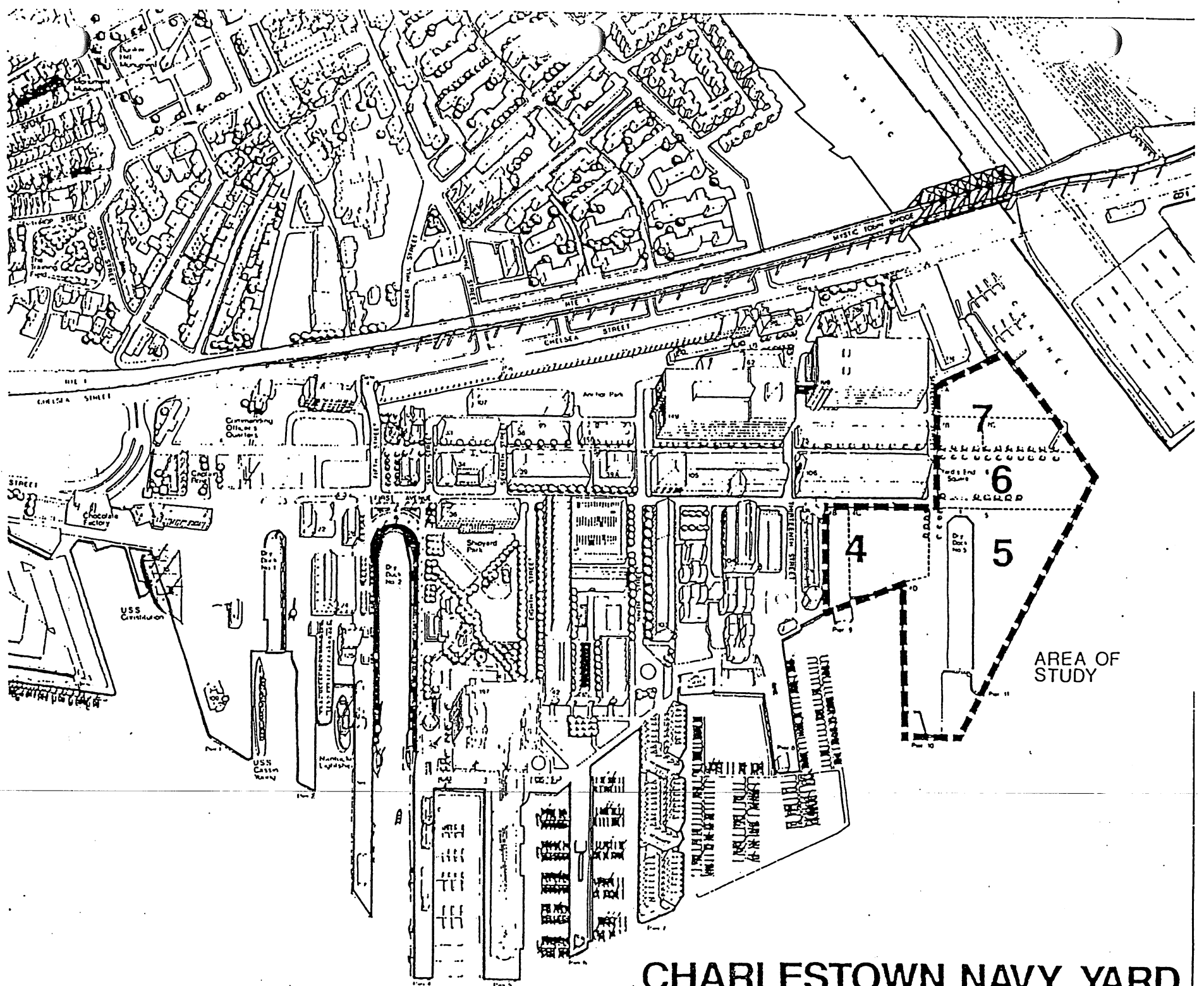
Local Business

- 55' building height
- FAR 2

Open Space



PERSPECTIVE



CHARLESTOWN NAVY YARD

CHARLESTOWN
NAVY YARD

Charlestown

Northend

Downtown

South Boston

Dorchester

East Boston

HARBOR
POINT

