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January 10, 2013

Ms. Susan Glazer, Interim Director  
Cambridge Redevelopment Authority  
One Cambridge Center  
Cambridge, Mass. 02142

Re: Narrative: 50 Years of the Kendall Square Urban Renewal Project

Dear Ms. Glazer:

In 1968, the Cambridge Redevelopment Authority hired me as Associate Director. I retired in 1990.

I have prepared a narrative about the major events that occurred during the 50 years of the Kendall Square Urban Renewal Project's existence. I participated in the events described in the narrative from 1968 to 1990. Descriptions of activities before I joined and after I left CRA are based on CRA reports.

Publications concerning the Cambridge Redevelopment Authority's Kendall Square Urban Renewal Project generally identify Joseph F. Tulimieri as the Executive Director of the CRA, and imply he was the only CRA Executive Director since the project was initiated in 1963. These publications do not mention that the CRA had two executive directors during the 50 years of the Kendall Square Project's existence: Tulimieri was appointed CRA Executive Director in 1983 and served until 2012; before then, the CRA Executive Director from 1965 to 1983 was Robert F. Rowland. These publications concentrate on the CRA's activities during the time when Tulimieri was Executive Director, but gloss over the CRA's activities when Rowland was Executive Director. Consequently, Rowland's contributions in support of the Kendall Square Project are scarcely recognized.

The purpose of the narrative is to give credit to both Rowland and Tulimieri for their efforts in helping to make the Kendall Square Urban Renewal Project a successful undertaking. Rowland should be appreciated for his efforts as the CRA Executive Director from 1963 to 1983; and Tulimieri should be recognized for his role as CRA Executive Director from 1983 to 2012.

The Cambridge Chronicle reported that on September 17, 2012, the CRA Board asked Tulimieri to resign because he had taken actions which required Board authorizations during a time when the CRA Board was operating without a quorum. I understand the matter is under investigation.

My professional resume is attached.

If you are interested in more details about CRA's initial years, the following may be helpful:

2. The ULI Magazine published four articles about the Kendall Square and Cambridge Center projects prepared by me and cited in my professional resume. If you are interested I can send copies to you.

I will be grateful if you would review and comment on the narrative.

I have sent a copy of the narrative to Ms. Jacqueline Sullivan, former CRA Board member.

Would the CRA have any reservations about my sending the narrative to the editors of the Cambridge Chronicle and Cambridge Civic Journal?

Please call me if you have any questions.

Sincerely,

  
Thad Tercyak

#### **POSTSCRIPT**

Rowland's contributions to the success of the Kendall Square Urban Renewal Project and Cambridge Center were substantial, but scarcely recognized. For example, in the Nowiszewski Plaza located next to the Marriott Hotel there is a plaque entitled "In Recognition of the Efforts of the Cambridge Redevelopment Authority in the Development of Cambridge Center". The plaque contains the names of all those who served as members of the CRA Board, starting with Paul R. Corcoran, Chairman, 1957-1960, 1967-1970, and going through to Charles C. Nowiszewski, 1976-1985. The only name on the plaque associated with the CRA outside of the CRA Board members is that of Tulimieri. Rowland preceded Tulimieri as CRA Executive Director in the development of the Cambridge Center Project. Excluding Rowland's name is an omission that deserves to be corrected. The plaque should read:

**Robert F. Rowland**  
**Executive Director and Secretary 1965-1983**  
**Joseph F. Tulimieri**  
**Executive Director and Secretary 1983-2012**

Rowland and I still keep in touch. He once mentioned visiting the Kendall Square area and viewing the plaque. He was devastated to see that his name was not there. I have written several letters to Tulimieri, exhorting him to amend the plaque to include Rowland's name. I never received a reply to my letters and my telephone calls were not returned.

At 85 years of age, Rowland suffers from a number of very serious medical ailments. I really do not know how much longer he will live.

I respectfully urge you to bring this matter up with the CRA Board. If the Board determines that Rowland's name belongs on the plaque and the plaque will be amended (or substituted) to include his name, my advice is that Rowland should be notified immediately.

## **50 Years of the Kendall Square Urban Renewal Project.**

By Thad Tercyak

In 1968, the Cambridge Redevelopment Authority hired Thad Tercyak as Associate Director. Tercyak retired in 1990. He participated in the events described in this narrative from 1968 to 1990.

To understand the 50-year old Kendall Square Urban Renewal Project, it must be divided into two phases:

**Phase 1. 1963-1979. The objective of Phase 1 was to transform a 43-acre blighted urban area into vacant land suitable for private development.** Activities included initiation and financing the Kendall Square Urban Renewal Project; preparation of two successive urban renewal plans; property acquisition, business relocations, and land clearance operations; and selection of a private developer.

**Phase 2, 1979-2012. The objective of Phase 2 was to dispose of vacant land created during Phase 1 for private development.** The CRA designated Boston Properties as developer of the Kendall Square Project; development agreements were executed between the CRA and Boston Properties; and the CRA disposed of land to Boston Properties resulting in the construction of improvements.

Publications about the Kendall Square Urban Renewal Project generally identify Joseph F. Tulimieri as the Executive Director of the CRA and imply that he was the only CRA Executive Director since the project was initiated in 1963. Actually, the CRA had two executive directors during the 50 years of the Kendall Square Project's existence: Tulimieri was appointed CRA Executive Director in 1983 and served during most of Phase 2, from 1983 to 2012; before then, the CRA designated Robert F. Rowland as Director from 1963 to 1983, including the entire Phase 1 period and the initial four years of Phase 2. These publications concentrate on the CRA's activities during phase 2, but gloss over the CRA's activities during phase 1. Consequently, Rowland's contributions are scarcely recognized while the CRA's accomplishments during Phase 2 when Tulimieri was Executive Director are publicized widely.

The purpose of this narrative is to give credit to both Rowland and Tulimieri for their efforts in helping to make the Kendall Square Urban Renewal Project a successful undertaking. Rowland should be appreciated for his efforts as the CRA Executive Director from 1963 to 1983; and Tulimieri should be recognized for his role as the CRA Executive Director from 1983 to 2012.

### **Phase 1, 1963-1979**

#### **Preparation and execution of the Kendall Square Urban Renewal Plan to transform 43 acres of an urban eyesore into vacant land suitable for new development.**

Robert F. Rowland was a city planner with extensive urban redevelopment experience as Director of Community Development with the Boston Redevelopment Authority (BRA), Deputy Director of the Providence Redevelopment Authority, and as a partner in a consulting firm specializing in city planning and urban redevelopment projects. He was not intimidated by the challenges presented in undertaking large scale and complex urban redevelopment projects.

In 1963, when Rowland commuted to his job with the BRA, he parked his car in the Massachusetts Bay Transportation Authority (MBTA) Kendall Square rapid transit station parking lot. He noticed that the roughly 43-acre area of East Cambridge immediately north of

the rapid transition station and bounded by Main, Third, and Binney streets and the railroad tracks - the Kendall Square area- was severely underdeveloped, underutilized, with largely vacant, obsolete industrial and warehouse buildings. It was a blighting influence on the surrounding area. As a city planner, he visualized the land as an ideal site for urban redevelopment because of its unique location advantages, including the rapid transit station, proximity to the Massachusetts Institute of Technology (MIT), direct subway connections to Harvard University and downtown Boston, and an easy connection to Logan Airport.

Rowland was aware that in 1961 President John F. Kennedy announced the goal of sending an American astronaut safely to the moon before the end of the decade. The National Aeronautics and Space Administration (NASA) was assigned the task of meeting that goal and NASA selected the City of Cambridge to provide a site for its Electronic Research Center.

On their own time, Rowland and two associates sketched out a concept for a plan to redevelop the 43-acre Kendall Square area to provide land for NASA's Electronic Research Center and, secondarily, for NASA-related private development. They presented the concept plan to the CRA Board which asked Rowland to work with the CRA in presenting the plan to the Cambridge City Council. Rowland agreed; left his job with the BRA; and was hired by the CRA as director of the Kendall Square Urban Renewal Project in 1963.

In 1964, the CRA presented the concept plan to Cambridge City Council. The Council approved the plan; decided that production of a site for NASA would be expedited through the use of the urban renewal process; and voted to have the CRA prepare a redevelopment plan.

The Kendall Square Urban Renewal Project owed its origin to NASA's selection of Cambridge to provide a site for its Electronic Research Center. The Kendall Square site suited NASA's purposes because of its location advantages, particularly the presence of MIT in the immediate neighborhood. From Cambridge's viewpoint, because of the extent and scale of blight in the Kendall Square area of East Cambridge, there did not appear to be any prospects for private developers to risk investments there, and Cambridge did not have strong local support for preparation an urban renewal plan to improve the area. Even if it did, Housing and Urban Development (HUD) funding for an urban renewal project was questionable because of competition for HUD urban renewal funds from other cities in the country seeking ways to help solve fiscal problems by undertaking urban redevelopment projects.

Before Cambridge could commit to undertaking the Kendall Square Urban Renewal Project, it would have to resolve how it would cover its share of the project's cost. The estimated cost of the project was \$19.5 million, and the City's share was one third, or \$6.5-million. Allocating \$6.5 million of Cambridge's already tight budget to pay for its share of the project's cost was cause for concern. At the time, no one projected that by year 2010 the Kendall Square Project would generate over \$15 million of annual property taxes and user fees.

Rowland's expert knowledge of federal urban renewal rules and regulations was used by the CRA to advise the Cambridge City Council of a complex urban renewal financing formula that could be used to secure federal funds to finance implementation of the redevelopment plan. The formula, based on Section 112 of the Housing Act of 1949, provided that expenditures by educational institutions and hospitals located within one mile of an urban renewal project and conducting activities that contributed to the objectives of the urban renewal project can be used as credits ("Section 112 credits") to cover the local share of the cost to carry out the project.

The CRA took the lead in contacting MIT officials and congressional representatives in working out the details required to secure federal approval to use Section 112 credits to finance Cambridge's share of project costs. Cambridge and MIT entered into an agreement which provided that MIT submit to Cambridge for its approval, a Development Plan that included MIT property located within one-mile of the redevelopment area to be used exclusively for educational purposes. The expenditures incurred by MIT to acquire land and buildings in accordance with the Agreement could be used as Section 112 credits.

MIT's cooperation was pivotal. MIT made available enough Section 112 credits to finance Cambridge's \$6.5-million share of net project costs. This alleviated concerns about Cambridge's financial ability to undertake the Project. The Project was approved by Cambridge City Council in 1964 with the general objective of providing land for NASA, and also for some private redevelopment.

Later in 1974, Cambridge's congressional delegation, led by Tip O'Neill, was active in securing federal funds to complete the Project. HUD agreed to reserve an additional \$15-million for the project and in 1975, Congress passed legislation limiting Cambridge's share of the project cost to the initial \$6.5-million, contributed in 1965 in the form of Section 112 credits. Consequently, Cambridge's over all costs of the project were negligible.

From the federal government's perspective, the Kendall Square Urban Renewal Project was created primarily to provide a site for NASA's Electronics Research Center in its efforts to put an American astronaut on the moon during the 1960's.

Project planning during Phase 1 was complicated because it required the preparation of two urban renewal plans. The original plan was relatively straightforward and was executed expeditiously over the initial four years of the project because it concentrated on accommodating NASA's development requirements. The CRA quickly prepared an urban renewal plan that designated 29 acres of the project's 43 acres for development by NASA. Because of its relationship with NASA, when the CRA needed cooperation from any public agency in its efforts to prepare and execute a plan for the Kendall Square Project, it would receive priority treatment, including HUD's review of the Kendall Square plan and approval of the Section 112 credits financing arrangement.

In 1966, the CRA and NASA signed a Land Disposition Contract that required the CRA transfer to NASA 19 acres of land ready for construction. The CRA immediately undertook property acquisition and land preparation operations, delivered the land on schedule and by 1968, NASA completed construction of a 14-story office tower and five low rise buildings. A particularly difficult task for the CRA was securing permission to fill the Broad Canal by relocating it to an underground pipe system.

In 1970, during President Johnson's administration, NASA decided without any warning or discussions with Cambridge that it was moving its Kendall Square operations to Texas. By then, the CRA already had transferred 19 acres of vacant land that was developed by NASA; and had created an additional 10 acres of vacant land that was designated for future NASA development. NASA announced that it no longer needed the Kendall Square Project; did not want the 10 acres of vacant land designated for its future development, and planned to transfer its interests in the Project to the U.S. Department of Transportation.

After considering that NASA's withdrawal was a breach of its contractual obligation with the CRA and a flagrant disregard of its commitment to the Cambridge community, the federal

government decided that the Kendall Square Project should continue even though the project's original beneficiary withdrew its interest in the project. The 10 acres of undeveloped land designated for future NASA development was still in the CRA's possession. The CRA recognized an opportunity to expand the area of land that could be developed for private uses to benefit Cambridge more than if the land was developed by the federal government. The CRA entered into negotiations with DOT, then led by former Massachusetts Governor Volpe, and in 1971 secured the rights to the 10 acres of vacant land originally allocated for development by NASA.

Retrieving the rights to the 10 undeveloped acres required that the CRA prepare a second Kendall Square Urban Renewal Plan. The original plan had to be amended to cancel any further involvement in the project by NASA and to redefine the Urban Renewal Plan's objectives. Securing a plan amendment was complicated because it required radically changing the plan's objectives from promoting public development by NASA to promoting development by private developers.

Cambridge was unprepared for such a drastic change of the Plan. The CRA was forced to refocus its operations and to start from the beginning the difficult, complicated and time consuming process of meeting and coordinating the efforts of the various public and private groups interested in the future of the Kendall Square area in order to establish an entirely new plan and set of objectives.

The environment for carrying out a re-planning effort was particularly inopportune because the Boston Area real estate market was in the doldrums for a good part of the 1970's and new development was at virtual standstill. Turmoil created by the Vietnam War protests made for difficult conditions for rational land use planning because some protesters attended planning meetings for the main purpose of expressing their objections to the war. Locally, community groups proposed contradictory project objectives, including "quick-fix" land uses, such as a beer distribution warehouse, a soccer field, open space, even restoring the Broad Canal.

Cambridge City Council created a task force comprised of representatives from a cross-section of Cambridge organizations to work with the CRA in an effort to find common ground for a new plan. A number of different land use plans were proposed, but the Cambridge City Council could not arrive at a consensus.

Over time, a cloud descended over the project's development potential as the Kendall Square Project required much more time and effort than originally expected. Grumblings intensified about the length of time it was taking to start construction on the vacant land.

When NASA decided to withdraw from the Kendall Square Project, the feeling in Cambridge was that the project suffered a tremendous setback because it had lost its major developer. As it turned out, despite the prolonged delays caused by NASA's withdrawal, it was a blessing in disguise because an additional 10 acres of land could be developed for private uses. The 10 acres plus the 14 acres already designated for private development became a 24-acre site large enough to create a critical mass for high-tech development that ultimately attracted additional high-tech development in the rest of the Kendall Square area and the eastern sector of Cambridge.

In 1976, to help break the planning deadlock, the CRA retained the panel advisory services of the Urban Land Institute (ULI) to review the Kendall Square Project and suggest ways to move the project in the right direction. After comprehensive briefings by the CRA staff and

interviews with nearly 100 representatives from public and private organizations, ULI recommended a long-term, sophisticated, large scale, mixed-use optimal type of development that would take advantage of the Project's unique location and maximize its development potential.

The Cambridge City Council endorsed the ULI recommendations and approved a Kendall Square Urban Renewal Plan for a mixed-use development, with the general objectives of generating tax revenues for Cambridge and jobs.

From 1970 to 1979 when Cambridge City Council was struggling to settle on a Kendall Square Urban Renewal Plan, the CRA was completing land preparation activities to create vacant land suitable for commencing development once the planning deadlock was resolved. The CRA acquired 70 parcels of land, relocated about 100 businesses, demolished 50 buildings, constructed public improvements and created new traffic patterns.

The land preparation phase is the most difficult, nitty-gritty, heavy-lifting period of the redevelopment process because some of the activities, such as demolition of buildings, site preparations, discontinuances of existing streets, and construction of new streets and utilities, are messy, noisy, dirty, unsightly, and a nuisance.

Relocation operations require patience because they involve working directly with those disrupted by the project. Practically all of the relocation in the Project involved businesses. Some did not object to being acquired or relocated because they were already planning to leave the area. Others endured various degrees of hardship by being required to move. There were understandable feelings of shock, anger, bewilderment, and vows to resist moving. The CRA recruited staff for the relocation operation that had the sensitivity to patiently work with those that had to move. There were no legal evictions. The relocation operation required years to accomplish, as some businesses took that long to move.

Land preparation activities transform land containing outmoded, derelict buildings into vacant land ready for construction of new improvements. But if the real estate market is not receptive to the reuses designated by the urban renewal plan, the land will remain vacant until market conditions favorable to the urban renewal plan's reuses come into existence.

In 1977, Cambridge City Council sent a message to the real estate development community that it was ready to change the development climate in Cambridge by approving a mixed-use plan amendment and zoning for the Kendall Square Project as proposed by ULI. The CRA removed all legal and technical impediments to development; completed an Environmental Impact Statement; and completed land preparation activities. The CRA executed a \$7-million public improvements program, including construction of infrastructure to make vacant land available for immediate construction of improvements designated by the Kendall Square Urban Renewal Plan.

An invitation for proposals to develop Cambridge Center met with encouraging response from developers. After exhaustive interviews and analysis of four major developers, it was determined that Boston Properties had the ability, organization and long-term financial resources required to design and construct buildings for large and complex developments and to attract the type of occupants that would promote land uses compatible with the objectives of the Kendall Square Urban Renewal Plan.

Selecting Boston Properties as the developer of Cambridge Center was a difficult decision by the CRA because of pressure from supporters of the other finalists.

The final task for Phase 1, completed in 1979, was the selection of a developer for the Kendall Square Project.

Rowland was the CRA Executive Director during the entire Phase 1 period.

Tulimieri was hired by the CRA in 1968 to deal with community relations and family relocation matters, primarily in the CRA's Wellington Harrington Urban Renewal Project. His involvement in the Kendall Square Project during Phase 1 was limited mostly to family relocation operations.

### **Phase 2, 1979-2012**

#### **Disposition of vacant land for development of land uses compatible with the objectives of the Kendall Square Urban Renewal Plan**

Phase 2 began in 1979 when Boston Properties was selected as the developer for the Kendall Square Urban Renewal Project.

From 1979 to 1983, Rowland was the CRA Executive Director during Phase 2. The CRA and Boston Properties prepared a Master Plan Framework and Concept Design Plan and executed a Development Agreement that provided for: (1) land to be sold at prices based on reuse appraisals; (2) land to be sold to the developer in stages; (3) CRA approval of developer's plans for individual tracts; (4) a schedule for the start of building construction by the developer; (5) the developer to assume responsibilities for maintaining public improvements abutting the developer's property line; and (6) the CRA's performance obligations, such as construction of public improvements in support of the developer's efforts.

In 1980-1983, land disposition agreements were executed between the CRA and Boston Properties, resulting in the construction of three office buildings containing 500,000 square feet of mixed-use floor space, and a five story parking garage with an open space park on the roof.

Starting in 1979, while Rowland was still the CRA Executive Director, a 9-year public/private cooperative effort involving the CRA, MBTA and Boston Properties was undertaken to redevelop a 5-acre transit-oriented project. The three parties entered into a variety of formal and informal arrangements to cooperate in the planning and development around the to-be-upgraded Kendall Square rapid transit station. Their arrangements extended from land use planning and urban design standards to construction activities and maintenance of public and private improvements.

In 1981, MBTA: (1) obtained federal funds to upgrade transit-station improvements and agreed to match the CRA's design standards for the renewal area; (2) rescheduled the modernization of the transit-station to coincide with the CRA's development schedule; and (3) relocated the station's entrances to integrate the station into the improvements planned by the CRA and Boston Properties. Federal funds were also committed to fund the construction of a new power substation that could be integrated into the development planned around it. Because the three parties collaborated on the location and design of the new power substation, Boston Properties was able to construct a 12-story office building on air rights over it.

Difficulties arose between Rowland and the CRA Board about the pace of development and Rowland's managerial style. Rowland's health deteriorated and he submitted his resignation in 1983.

The CRA appointed Tulimieri Executive Director in 1983, and he remained in that position until 2012.

With Tulimieri as Executive Director, the CRA and Boston Properties were an effective public-private team in developing vacant land created during Phase 1. When the developer's plans required (1) changes in zoning, plan amendments, or traffic circulation patterns, or (2) scheduling of public improvements, the CRA and Boston Properties worked together to inform Kendall Square advisory groups of the changes; to meet with relevant city departments to decide on mutually acceptable courses of action; and to secure required Cambridge City Council approvals.

The combination of (1) the presence of MIT, a leader in high-tech research and innovation; (2) Polaroid's decision to locate in Technology Square, a development started in the 1960's by Cabot, Cabot and Forbes in partnership with MIT that also included Rogers Block, a CRA urban renewal project adjacent to the Kendall Square Project; and (3) decisions by the Whitehead Institute and Biogen in 1982 to locate in the Kendall Square Project area were key elements leading to the emergence of high-tech development in the Kendall Square area, providing the impetus for major technology and biotechnology development in the eastern sector of Cambridge.

In the 1980's high-tech development expanded dramatically in the Kendall Square Project: (1) 1984-1993, development accelerated in the Kendall Square Urban Renewal Area as seven buildings were constructed containing over 1 million square feet of mixed-use floor space, including office, research, and hotel uses, and a parking garage for 1,170 cars; and (2) 1993-2000, high-tech development surged as high-tech companies were attracted to the Kendall Square Project, occupying over 720,000 square feet of floor space, and a number of high-tech notables – such as Amgen, Genzyme, Millenium, Vertex - decided on locating in the East Cambridge area in the vicinity of the Kendall Square Project.

Currently, within a 1 mile radius of the Kendall Square Project, there are over 80 biotechnology firms. One observer noted "officials at the world's top research institutions (came to) view Kendall Square as a neighborhood with its own peculiar identity, a place where scientists can meet to discuss angiogenesis or algorithms over a beer or dine next to a Nobel laureate"( Woolhouse, "Making A High Tech Mecca", Boston Sunday Globe, June 26, 2011).

In 2000, Cambridge City Council declared a building moratorium. After the moratorium additional development consumed virtually all of the land designated for development within the original boundaries of the Kendall Square Project.

The cost of the initial Phase 2 operations was covered by the federal government. The CRA eventually generated enough proceeds from the disposition of land to Boston Properties to cover its expenses without federal aid. It has been reported that the CRA generated \$7 million in land disposition proceeds and has \$11 million in its coffers.

In 2001, local public policy directed the CRA to focus on developing housing and community amenities land uses on Parcel 1 of the Kendall Square Project.

By 2012, the Kendall Square Urban Renewal Project produced an estimated 3 million square feet of gross floor area, \$800 million in real estate valuation, over \$15 million in annual property taxes and user fees, and approximately 7,500 jobs, achieving its original major objectives: to generate property tax revenues and jobs.

In 2014, the Cambridge Chronicle reported that on September 17, 2012, the CRA Board asked Tulimieri to resign because he had taken actions that required Board authorization during

a time when the CRA Board was operating without a quorum and when there were not even Board meetings. The matter is under investigation.

**POSTSCRIPT**

Rowland's contributions to the success of the Kendall Square Urban Renewal Project and Cambridge Center were substantial, but scarcely recognized. For example, in the Nowiszewski Plaza located next to the Marriott Hotel, there is a plaque entitled "**In Recognition of the Efforts of the Cambridge Redevelopment Authority in the Development of Cambridge Center**". The plaque contains the names of all those who served as members of the CRA Board, starting with Paul R. Corcoran, Chairman, 1957-1960, 1967-1970, and going through to Charles C. Nowiszewski, 1976-1985. The only name on the plaque associated with the CRA outside of the CRA Board members is that of Tulimieri. Rowland preceded Tulimieri as CRA Executive Director in the development of the Cambridge Center Project. Excluding Rowland's name is an omission that deserves to be corrected. The plaque should read:

**Robert F. Rowland**

**Executive Director and Secretary 1965-1983**

**Joseph F. Tulimieri**

**Executive Director and Secretary 1983-2012**

**END**

**Thaddeus Tercyak**

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Phone (813) 633-5746 E-Mail: [tedtercyak@cs.com](mailto:tedtercyak@cs.com)

**Professional Resume**

**Professional Employment**

Cambridge Redevelopment Authority: Associate Director, 1968-1990  
Boston Redevelopment Authority: Project Director, Washington Park and South End urban renewal projects; 1961-1968  
Cuyahoga County Planning Authority (Cleveland, Ohio): Economist, 1957-1960  
Connecticut Development Commission (Adams, Howard & Greeley, City Planning Consultants): Economist, 1955-1957.

**Academic**

University of Connecticut: Master's Degree, Economics, 1955  
University of Pittsburgh: Master's Degree, Public Administration, 1961  
Boston University Metropolitan College: Part-time Instructor, 1965-6

**Publications**

Cambridge Civic Journal:

"Kendall Square Urban Renewal Project, Initial Years, 1963 to 1982"; July 12, 2012

Urban Land Institute Magazine:

"Joint Development at Kendall Square"; April, 1991

"Marketing Public Land"; February, 1986

"Cambridge Center Project Design"; April, 1985

"Panel Revisits: Cambridge Center: Downtown Redevelopment"; February, 1985

Journal of Housing:

"Project Design: A Cooperative Effort"; September/October, 1984

"Kendall Square: An Urban Renewal Success"; September/October, 1982

**Urban Land Institute (ULI)**

Advisory Services Panelist:

"Kennedy International and LaGuardia Airports Access". Evaluated potential redevelopment projects for the Port Authority of New York and New Jersey.

"Downtown Silver Spring, Maryland". Evaluated redevelopment potential for downtown Silver Spring, Maryland.

**Thaddeus Tercyak**

**Professional Resume, general**

Thaddeus Tercyak's professional background includes Master's degrees in Economics and Public Administration; 5 years as an economist with city and county planning agencies; 7 years as project director of the Boston Redevelopment Authority's Washington Park and South End urban renewal projects; and 22 years as Associate Director of the Cambridge Redevelopment Authority. Served as Urban Land Institute advisory services panelist evaluating potential redevelopment projects for the Port Authority of New York and New Jersey; and redevelopment potential for downtown Silver Spring, Maryland. Several articles published in the Urban Land Institute Magazine and Journal of Housing. Part-time instructor, Boston University Metropolitan College.