

**MASSACHUSETTS WATER RESOURCES AUTHORITY**

Charlestown Navy Yard
100 First Avenue
Boston, Massachusetts 02129

August 19, 1997

Telephone: (617) 242-6000
Facsimile: (617) 241-6070

Mr. Ralph Norwood, Vice President/Treasurer
Polaroid Corporation
575 Technology Square
Cambridge, MA 02139

RE: 784 Memorial Drive Development Project

Dear Mr. Norwood:

On August 1, 1997, Messrs. Dan O'Neil, Richard Cane, and Philip Coleman, at the request of the Cambridgeport Neighborhood Initiative met with their Cochairs Messrs. Horowitz and Yarden. The purpose of the meeting was to give a general overview of MWRA Policies and Procedures concerning permits with regard to sewer connections and easement infringements.

During the course of this particular meeting, site specific questions were asked concerning the Polaroid Memorial Drive Project. Based on the information shown and relative to plans presented to us at this meeting, we have some concern that MWRA permit requirement may not be understood by your consultant. Specifically, based on information presented to us, it would appear that the Memorial Drive Project would need an 8M Permit which would allow construction vehicles and activities on our easement and an update to the existing direct connection permit since it would appear to modify or increase the flow into the existing connection.

Again, these permits would be required based on the information provided to us at this particular meeting. I have enclosed a copy of MWRA Policies concerning these permits and I am available to address any concerns and/or questions. Thank you!

Sincerely,

A handwritten signature in dark ink, appearing to read "Philip Coleman", is written over a horizontal line.

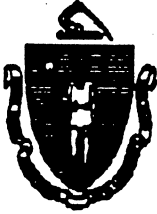
Philip Coleman
MWRA Project Manager/Permit Section
617/241-6488

cc: Richard Trubiano, Deputy Director
Kevin O'Brien, Director, WVEC
Richard Cane, Sr. Program Manager
Dan O'Neil, Community Relations
Mr. Horowitz, CoChariman, Cambridge Neighborhood Initiative
Mr. Yarden, CoChariman, Cambridge Neighborhood Initiative

File

Attachments: 8M Regulations
Direct Connection Regulations





CNI 7

COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
DEPARTMENT OF ENVIRONMENTAL PROTECTION
METROPOLITAN BOSTON - NORTHEAST REGIONAL OFFICE

WILLIAM F. WELD
Governor

ANGELO PAUL CELLUCCI
Lt. Governor

TRUDY COXE
Secretary

DAVID B. STRUHS
Commissioner

July 31, 1997

Polaroid Corporation
750 Main Street
Cambridge, MA 02139-3583

Attn: James Harrison

RE: CAMBRIDGE - Polaroid Corp.
Memorial Drive

Dear Mr. Harrison,

The Department of Environmental Protection's Bureau of Waste Site Cleanup has recently been informed that the Polaroid Corp. site on Memorial Drive in Cambridge is earmarked for future re-development. We have been further informed that the proposed re-development includes extensive excavation of subsurface soil.

This site is the location of two separate "releases" of oil or hazardous material, which have been addressed under the Massachusetts Contingency Plan. Moreover, the site has a lengthy history of industrial and commercial use.

At such locations with an industrial history and proposed subsurface excavations, DEP encourages developers to ensure that adequate soil testing has been performed to provide assurance that the excavation, handling, and disposition of the soil is performed in a manner that protects public health and the environment. Failure to conduct this testing prior to excavating may result in considerable delay of the project. If adequate testing of the site has not yet been conducted, DEP recommends that it be done well in advance of the start of construction.

Based on our telephone conversation earlier this week, I understand that you intend to recommend that an environmental consultant be hired to evaluate the need for additional soil testing for this project. DEP requests that the results of any additional soil testing be forwarded to this office so that we can assure the public that future soil excavation will be done safely. If you have any questions about this letter, please feel free to contact me at (617) 932-7600.

Sincerely,

Stephen M. Johnson
Chief, Site Management Section



The Commonwealth of Massachusetts
Metropolitan District Commission

20 SOMERSET STREET
BOSTON, MA 02108

CNI 11

WILLIAM F. WELD
GOVERNOR

ARGEO PAUL CELLUCCI
LT. GOVERNOR

DAVID B. BALFOUR, JR.
COMMISSIONER

TELEPHONE: (617) 727-5114
FACSIMILE: (617) 727-0891

R. Jeffrey Lyman, Director
MEPA Unit
Executive Office of Environmental Affairs
100 Cambridge Street
Boston, MA 02202

June 23, 1997

Dear Mr. Lyman:

It has come to the attention of the Metropolitan District Commission that the Polaroid Company and Spaulding and Slye are proposing a new development at 784 Memorial Drive in Cambridge.

As we understand it, the development proposes the reuse of the original, historically significant, Polaroid building and the development of two new office buildings and a parking garage with more than 500 spaces. While the two existing curb cuts onto Memorial Drive are apparently unchanged, the development at this site can be expected to have a significant impact on Memorial Drive and the adjacent River Street and Western Avenue intersections. Each of these areas is a marginal traffic facility at this time due to peak hour volumes and resulting lengthy queues.

Given the volume of peak hour traffic proposed and the close proximity (200+ feet) of the Pleasant Street curb cut to Memorial Drive, it would appear that there is a significant new traffic burden on a road of the Commonwealth and that an evaluation of this burden and a program for traffic mitigation would be appropriate. Such an evaluation could best be accomplished through the filing of an Environmental Notification Form with back up traffic data and mitigation proposals.

The MDC would like to work closely with both the developer and the City of Cambridge and its neighborhoods to minimize the traffic impacts that will result from this project,

Sincerely,

Julia B. O'Brien, Director
MDC Planning Office

cc. D. Vickery, Spaulding and Slye



COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
DEPARTMENT OF ENVIRONMENTAL PROTECTION
ONE WINTER STREET, BOSTON MA 02108 (617)292-5500

ARGEO PAUL CELLUCCI
Governor

TRUDY COXE
Secretary

DAVID B. STRUHS
Commissioner

August 29, 1997

Stash Horowitz and Elie Yarden, Co-Chairmen
Cambridgeport Neighborhood Initiative
c/o 12 Florence Street
Cambridge, MA 02139-4635

RE: Polaroid site, 784 Memorial Drive, filled tidelands of the
Charles River, Cambridge

Dear Messrs Horowitz and Yarden:

You met with me on August 19, 1997 to inquire about the waterways licensing status of the referenced site and requested a letter to document our discussion.

The referenced site is partially located on filled tidelands according to information on file with the Department. Any activity within that portion of the site on filled tidelands and within 250 feet of the present mean high water shoreline of the Charles River is subject to review and authorization pursuant to M.G.L. Chapter 91, the Public Waterfront Act, and its regulations, 310 CMR 9.00. No new waterways licensing is required to maintain the existing structures, fill, and the pre-1984 use. Any future change in use or structural alteration, except those referenced in the 1994 Vortex Pharmaceutical proposal (such as the demolition of Building Numbers 5 and 6), "shall require the Department's review and subsequent determination as to whether a Chapter 91 license is required" as was stated in the Department's December 27, 1994 Waterways jurisdictional determination (JD94-0102) covering the site (made in connection with the Vortex Pharmaceutical proposal).

You expressed that you believe there are more filled tidelands on the site within 250 feet of the present mean high water shoreline than the Department's December 27, 1994 decision indicated. In order for the Department to verify this, you will need to submit any such information you have to the Department.

In regards to the concerns you expressed at the meeting regarding whether future projects on the site will be constructed in accordance with the Waterways regulations, we will contact the owner of the site to familiarize them with the Chapter 91 licensing procedures and regulations, should they wish to pursue

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any structural alterations or change in use in that portion of the site subject to waterways jurisdiction.

If you have any questions, please contact me at (617) 292-5602.

Sincerely,

Thomas Maguire

Thomas Maguire
Regional Planner
Waterways Regulation Program

/tmm

cc: DEP NERO
Mayor Russell, City of Cambridge
Ralph Norwood, Polaroid Corporation
David Vickery, Spaulding and Slye

Cambridgeport Neighborhood Initiative
c/o Elie Yarden
143 Pleasant Street, 2A
Cambridge, MA 02139

August 15, 1997

Robert Bersani, Commissioner
Inspectional Services Department
831 Massachusetts Avenue
Cambridge, MA 02139

Dear Commissioner Bersani,

The Cambridgeport Neighborhood Initiative (CNI) is a group of 75 abutters and near neighbors to the six-acre Polaroid site at 784-794 Memorial Drive, for which a 300,000 sq. ft. office development and a 500-600+ space parking garage was proposed in May, 1997.

Since then, our neighborhood group has had five public meetings, including several with a representative of the owner's putative future partner. At that time, they maintained that no permit other than a Cambridge Historical Commission permit was necessary. Nor did they, at that time, plan to do a traffic study.

On June 2, the Cambridge City Council unanimously ordered a traffic study done (Cf. copy of Council Order #98 of June 2).

On June 23, Julia O'Brien, Director of Planning for the Metropolitan District Commission (MDC), citing "... a significant new traffic burden on a road of the Commonwealth," namely Memorial Drive, due to the number of cars exiting and entering the proposed garage, strongly advised Polaroid to undertake a traffic study, and to file an Environmental Notification Form (ENF) with the Massachusetts Environmental Protection Act unit (MEPA). (Cf. copy of MDC letter of June 23.)

On July 9, Polaroid/ Spaulding & Slye hired Robert Vanasse Associates to conduct a traffic study. Meetings were held at Community Development Department (CDD) on July 21 and July 28, with CNI present, to discuss scoping of the traffic study. This study will be presented to CDD in mid-September for review by Rizzo Associates, the City's traffic consultant, and CNI's review. Presentation to the City Council should occur at one of the October meetings.

On June 23, the City Council, citing the previous lengthy history of industrial and chemical use on the site, and recent discovery of six buried underground tanks containing chemicals, unanimously passed an order requesting Polaroid to do additional soil testing at parts of the site where there were prior industrial uses, *before any demolition or excavation occurs on the site.* (Cf. copy of Council Order #101 of June 23.)

Thus far, there has been no official response from Polaroid.

CNI-1

On July 31, Steven Johnson, chief of the Waste Site Management Section of the Massachusetts Department of Environmental Protection (DEP), wrote a letter to Polaroid strongly urging additional soil testing. (Cf. copy of DEP letter of July 31.)

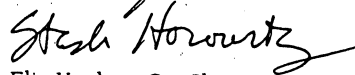
In addition, further discussions of CNI with other state agencies indicate that further permits will be necessary for this proposed project to go forward.

We are writing to you and to the City Manager to inform you that, despite Polaroid's assertion that no additional city or state permits are needed, we have discovered otherwise.

The CNI does not want a situation to arise, where the City allows demolition, uncapping the asphalt surface, and soil excavation to begin, and then be brought to a halt - an awkward, and possibly harmful situation to public health and safety, and costly and time-consuming to the developer as the DEP notes in its letter.

We will keep you informed of any future developments in this matter. Thank you for your kind attention.

Very truly yours,



Elie Yarden, Co-Chair

Stash Horowitz, Co-Chair

Cambridgeport Neighborhood Initiative

Copies: Cambridge City Council, for meeting of September 8
Robert Healy, City Manager

Enclosures:

CNI 10

Cambridgeport Neighborhood Initiative
c/o Elie Yarden
143 Pleasant Street, 2A
Cambridge, MA 02139

August 28, 1997

Robert Bersani, Commissioner
Inspectional Services Department
831 Massachusetts Avenue
Cambridge, MA 02139

Dear Commissioner Bersani,

The Cambridgeport Neighborhood Initiative (CNI), abutters and near neighbors to the proposed Polaroid project at 784 Memorial Drive, sent you a letter August 15 detailing our concerns about permits needed for this proposal.

We also sent copies of letters from the MDC and the DEP, detailing *their* concerns, in the face of the developer's statement that no permit, other than one from the Cambridge Historical Commission, was needed -- a position with which we strongly disagree.

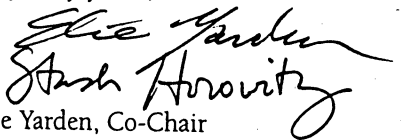
In that letter, we mentioned additional state agencies we were meeting with.

Since then, we have received a copy of a letter the Massachusetts Water Resources Authority (MWRA) sent to Polaroid Corporation's Vice President and Treasurer Ralph Norwood, dated August 19. In it, Philip Coleman, the MWRA's acting permit director, cites two permits that will be required: an 8M Permit and a direct connection permit, and attaches the relevant regulations.

We are sending a copy of this letter and its attachments to you and to the City Manager, once again expressing our concerns that all state permits be acquired and an Environmental Notification Form (ENF) be filed with the state. It is our belief that an Environmental Impact Report (EIR) is the best assurance for the public health and safety.

Additionally we await Polaroid's response to the Cambridge City Council's order #101 of June 23, 1997 regarding soil-testing, *before any demolition or construction permits are issued*, lest an awkward situation arise.

Very truly yours,


Elie Yarden, Co-Chair
Stash Horowitz, Co-Chair
Cambridgeport Neighborhood Initiative

Copies: Cambridge City Council, for meeting of September 8
Robert Healy, City Manager

Enclosures:

26

26

12 Florence Street
Cambridge, MA 02139-4635
September 18, 1997

To the Honorable, the City Councillors
From Cambridgeport Neighborhood Initiative (CNI) Co-chairs
Gordie Fellman, Stash Horowitz, Anastasia Leotsakos, Elie Yarden
Re Proposed Polaroid commercial real estate venture at 784 Memorial Drive

In an article in today's Cambridge Chronicle (cf. attached), a Spaulding & Slye VP, representing Polaroid Corporation, is quoted, "Polaroid is still not sure how much Polaroid will use of the two new office buildings [proposed], which each will be 120,000 square feet."

However, the first sentence of this article states "Polaroid Co. is looking to lease about 240,000 square feet of space at its future headquarters according to a sign outside the Memorial Drive site."

Since leasing 240,000 sq. ft. of a project totaling 285,000 sq. ft. represents 84% of the space, Polaroid intends either to occupy only one-sixth of the total (45,000 sq. ft.) for a small number of the employees currently working in Cambridge, or they are seriously misrepresenting their intentions in their advertising on the sign. Another Spaulding & Slye VP, at a July 21 meeting at CDD with CNI, made clear that the commitment of Polaroid to occupy only the front historic building (45,000 sq. ft.) has been in place for some time.

Further, before construction of the proposed new office towers can begin, a building permit for them must be issued by the City. This would first require a demolition permit and an asbestos removal permit from the Massachusetts Dept. of Environmental Protection (DEP) for Bldgs. #s 2, 3 and 8, which are currently where the towers would be constructed.

As of September 18, the DEP Division of Asbestos has received no notification from any asbestos removal or demolition companies as to when, where, and what work would be done, as required by state law.

On August 20, despite a prior letter from CNI to Inspectional Services Department Commissioner Robert Bersani, and to City Manger Robert Healy (cf. CNI August 15 letter), a building permit for alteration and renovation to Bldg. #1 only (the 45,000 sq. ft. historic front building) was issued.

Polaroid Corporation's intentions about going into the business of commercial real estate is of less concern to us than their desire to deceive the citizens of Cambridge, the City administration and you. CNI co-chairs will address you at the September 22 Council Meeting on these issues and concerns.

Submitted by hand on September 18,
by Elie Yarden, Co-chair, CNI



Enclosures: Cambridge Chronicle Sept. 18 article
CNI Aug. 15 letter to Robert Bersani

RECEIVED BY
OFFICE OF CITY CLERK

97 SEP 18 PM 1:43

CAMBRIDGE MA.

CITY SIDE

CAMBRIDGE CHRONICLE

THURSDAY, SEPTEMBER 18, 1997

Polaroid puts leasing in focus

Polaroid Co. is looking to lease about 240,000 square feet of space at its future headquarters, according to a sign outside the Memorial Drive site. The company has said it will use at least the 45,000 square feet in an existing building, but has not said how much it would occupy of the two proposed office buildings in back.

David Vickery, vice president of Spaulding and Slye, which is developing the property with Polaroid, said developers are looking at attracting perhaps other corporate tenants to the site.

"Polaroid will be occupying the front building [and] some additional space in the next building but at this point in time they haven't finalized that," said Vickery. "That's what we always thought would be the logic of [this project], to end up with two or three corporate users."

Polaroid announced earlier this year that it will develop its vacant property on Memorial Drive and move its headquarters there from Technology Square.

Neighborhood opponents of the project contend Polaroid is only moving a small, perhaps token, number of employees to the site and then trying to develop the rest of it. Polaroid officials have said many of the 1,500 employees in Cambridge will be moved to offices in Norwood or Waltham.

Vickery said Polaroid is still not sure how much Polaroid will use of the two new office buildings, which each will be 120,000 square feet.

Construction has already begun to restore the historic building on Memorial Drive.

"We look forward to working cooperatively with the neighborhood and the city to create a site which will enhance the area and serve as a worldwide headquarters for our company for decades into the future," said Ralph M. Norwood, vice president and treasurer of Polaroid.

Polaroid hopes to move its headquarters by the summer 1998 when its lease runs out in Tech Square.

— Amy Miller

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Cambridgeport Neighborhood Initiative
c/o Elie Yarden
143 Pleasant Street, 2A
Cambridge, MA 02139

August 15, 1997

Robert Bersani, Commissioner
Inspectional Services Department
831 Massachusetts Avenue
Cambridge, MA 02139

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26-3

76

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Very truly yours,

Elie Yarden
Stash Horowitz

Elie Yarden, Co-Chair
Stash Horowitz, Co-Chair
Cambridgeport Neighborhood Initiative

Copies: Cambridge City Council, for meeting of September 8
Robert Healy, City Manager

Enclosures:

76-4

Consent Communication #26

Cal 2
5-610

Communication was received from Elie Yarden,
regarding proposed Polaroid commercial real
estate at 784 Memorial Drive.

September 29, 1997

PLACED ON FILE

In City Council September 22, 1997

Charter Right
was expressed by
Councillor Triantafyllou