

20

October 16, 1997

20

To: the Honorable, the City Councillors
Re: 784 Memorial Drive Real estate development of Polaroid &/or Spaulding & Slye (22 pages total)

From: Cambridgeport Neighborhood Initiative (CNI), Stash Horowitz, Co-chair SA

The CNI would request the City Council to request from Messrs. Ralph Norwood, Polaroid VP, and David Vickery, Spaulding & Slye VP, both in charge of this proposed 300,000 sqft, 600 car garage project, to either appear at the City Council meeting of October 27, or to provide written responses to the Council, on the following unanswered City Council orders from June 1997 and September 1997, and on these important issues and concerns to the neighborhood and abutters:

1. Council order of June 2 requesting a full traffic study. Developer hired a traffic consultant July 9; 3 1/2 months later there has been no study provided for the City's consultant & the neighborhood, so that the impacts of the 600-car garage may be known & discussed.
2. Council order of June 23 requesting Polaroid undertake further & comprehensive soil testing on the site where BB Chemical & Dover Stamping used chemicals in manufacturing. A DEP (Dept of Environmental Protection) letter to Polaroid on July 31 suggested that Polaroid and its chief engineer would respond, yet 2 1/2 months later there has been no response.
3. Depositions in Equity Co.'s lawsuit against Polaroid and Spaulding & Slye indicate that, for many months, Polaroid has planned to move most of its 1500 Technology Square employees to the suburbs, & occupy only 1/6 of this proposed project.
4. Polaroid & Spaulding & Slye have committed to neighborhood communication, yet there has been none for 3 months.
5. Permitting irregularities, possibly illegal, exist & must be dealt with.

CAMBRIDGE MA.
97 OCT 16 PM 12:39
RECEIVED BY
OFFICE OF CITY CLERK

20-1

OK'd @



City of Cambridge

22.

IN CITY COUNCIL
September 29, 1997

COUNCILLOR DAVIS

ORDERED: That the City Manager be and hereby is requested to report in writing on any information that City departments have on permitting requirements on the Polaroid project; and be it further

ORDERED: That the report include MEPA requirements, MWRA requirements, DEP requirements and issues related to asbestos and any other permitting requirements; and be it further

ORDERED: That the City Manager be and hereby is requested to report back to the entire City Council on this matter by October 6, 1997.



MASSACHUSETTS WATER RESOURCES AUTHORITY

Charlestown Navy Yard
100 First Avenue
Boston, Massachusetts 02129

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

August 19, 1997

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,

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

- cc: Richard Trubiano, Deputy Director
- Kevin O'Brien, Director, WWEC
- 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

20-3



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

CNI 4

WILLIAM F. WELD
Governor

ARGEO 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

20-4



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

Page 2

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



The Commonwealth of Massachusetts

Metropolitan District Commission

20 SOMERSET STREET
BOSTON, MA 02108

CNI #

WILLIAM F. WELD
GOVERNOR

ARGEO PAUL CELLUCCI
LT. GOVERNOR

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

DAVID B. BALFOUR, JR.
COMMISSIONER

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

Metropolitan Parks Centennial • 1893-1993

100% recycled

20-7

CNI 8

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:

20-8

CNI 9

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

20-9

CNI 10

143 Pleasant Street, 2A
Cambridge, MA 02139
September 25, 1997

PROGRESS REPORT ON PROPOSED POLAROID REAL ESTATE PROJECT,
784 Memorial Drive,

Prepared by Cambridgeport Neighborhood Initiative (CNI) Co-Chairs,
Gordie Fellman, Stash Horowitz, Anastasia Leotsakos, Elie Yarden.

To the Honorable, the City Councillors:

The Cambridgeport Neighborhood Initiative (CNI) updated the City Council and the City Manager at the Council meetings of August 4 and September 8 with several Progress Reports, on developments over the summer concerning the proposed Polaroid / Spaulding & Slye commercial real estate project at 784 Memorial Drive.

Back in May when this project was first announced, the proponent maintained that no State permits, and only one City permit (Cambridge Historical Commission) was required. *The CNI discovered this assertion to be inaccurate*, and thus far has uncovered requirements for at least four State permits (Cf. enclosures in September 8 CNI Progress Report to City Council, from MWRA, DEP, and MDC). The MDC letter also strongly recommends the filing of an Environmental Notification Form by the proponent.

CNI sent a letter on August 15 to Inspectional Services Department Commissioner Robert Bersani, and to City Manager Robert Healy, outlining its concerns and its discoveries about State permits being required. Commissioner Bersani had not received the June 23 Council order requesting further soil testing for possible chemical contamination on the site, so we enclosed a copy with our letter.

Five days later, on August 20, a limited building permit for alteration/renovation and demolition work inside and outside Bldg #1 only (the historic front building) was issued, including plumbing, mechanical, electrical, and interior and exterior construction (Cf. attached).

This permit is incomplete and should not have been issued. The debris disposal part of the permit, required by City and State law (MGL c.111, S.150A) and by the Mass. State Building Code (Article 1, Section 114.1.3) has been left blank, nor has a large project affidavit been submitted.

No asbestos removal or demolition permits for Bldg #1 had been filed, as required by State law, with the DEP, according to the Division of Asbestos.

Since this proposal involves a project that has aroused significant community concerns on issues of traffic, neighborhood impacts including air pollution, and public health and safety, the CNI requests the City Council to pass an order requiring the City Manager to follow proper procedures and public policies in granting any approvals and permits for this project.

Submitted by hand by Elie Yarden, co-chair, CNI
enclosures: 7 pages total 9/25

20-10

CNI #1

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.

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CNI 12

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.)

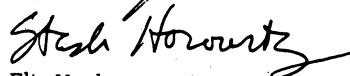
In addition, further discussions of CNI with other state agencies indicate that further permits will be necessary for this proposed project to go forward.

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:

20-12

CNI 13

PROGRESS REPORT ON PROPOSED POLAROID DEVELOPMENT,
784 Memorial Drive,

Prepared by CNI Co-Chairs,
Daphne Abeel, Gordie Fellman, Stash Horowitz, Anastasia Leotsakos, Elie Yarden.

September 4, 1997

To the Honorable, the City Councillors:

The Cambridgeport Neighborhood Initiative (CNI) wishes to update the City Council on issues and concerns regarding the proposed project at the Polaroid site, 784 Memorial Drive, since our August 4 Progress Report to the Council.

The issues and concerns addressed in this report are:

1. The small extent of Polaroid's occupancy of the project
2. The claim that no permits - State or City - were necessary was mistaken
3. No Polaroid response to Council Order #101 of June 23 on soil testing
4. Issuance of a City building permit
5. The absence of a Polaroid representative at CNI meetings
6. CNI's and the proponent's traffic studies

1. Polaroid's initial presentation of its proposal to CDD and CNI stated that Polaroid would occupy most of 285,000 sq. ft. office project as its "world headquarters." One month ago, a new sign was placed at 784 Memorial Drive offering 240,000 sq. ft. of office space for lease. This represents 84% percent of the proposed space. Polaroid would occupy one- sixth of this project. (A curb cut as shown on the sign would require City Council approval.)

Our July 24 letter to Ralph Norwood, VP & Treasurer, Polaroid's man in charge of this project, received an August 20 reply, in which Mr. Norwood states that this site will "... serve as a worldwide headquarters for our company for decades into the future." (Cf. Norwood letter to CNI of August 20)

The limited use that Polaroid plans for itself at this site makes it clear that the preservation of Polaroid jobs here is a false issue.

2. CNI has been meeting with various State agencies to verify the claim that no State permits, nor any Environmental Notification Form (ENF) would be needed for this project.

We have discovered the opposite to be true.

In addition to the Metropolitan District Commission (MDC) and the Massachusetts Department of Environmental Protection (DEP) Waste Site Management letters mentioned below, CNI has received copies of two additional letters from State agencies to Polaroid about required permits: one from the the Massachusetts Water Resources Authority (MWRA) dated August 19, another from the DEP Waterways Regulation Program dated August 29. (Cf. attached copies)

The MWRA letter, from Philip Coleman, acting permit director, definitely states that both an 8M construction permit, and a sewer connection permit due to change of usage, are required. It expresses "... concern that MWRA permit requirements may not be understood by your consultant" and attaches ten pages of permits forms and regulations.

20-13

The DEP Waterways letter of Thomas Maguire, Regional Planner, states that "Any future change in use or structural alteration, except those referenced in the 1994 Vertex Pharmaceutical Proposal (such as the demolition of Buildings 5 and 6), shall require the Department's review and subsequent determination as to whether a Chapter 91 license is required."

3. The City Council order #101 of June 23, requesting Polaroid to undertake additional soil testing at those parts of the site with a lengthy history of industrial and chemical usage, has elicited *no response from Polaroid*. Our concerns have been given support in the DEP Waste Site Management Section Chief, Stephen Johnson's July 31 letter to Polaroid. (Cf. attached copy)

4. CNI has sent two letters on August 15 and on August 28 to Robert Bersani, City Building Commissioner, informing him of the letters that Polaroid and CNI received from State agencies, such as the MDC, the DEP, and the MWRA, regarding the need for additional permits and the advisability of further soil testing, *before* any uncapping of the asphalt surface, or any demolition, excavation, or construction be allowed. (Cf. attached letters)

5. CNI's next public meeting will be on Wednesday, September 17. We have invited Polaroid's designated representative, and Polaroid's architect to attend. CNI agrees with Mr. Norwood when he says of Polaroid, "We look forward to working cooperatively with the neighborhood and the city to create a site which will enhance the area . . ."

6. The City Council Order #98 of June 2 agreed with CNI that a traffic study is indeed necessary for the 500-600 car garage proposed. The MDC letter of June 23 strongly urged that a traffic study be done and an ENF filed due to the ". . . significant new traffic burden on a road of the Commonwealth and that a 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 backup traffic data and mitigation proposals." (Cf. attached MDC letter)

Polaroid hired a traffic consultant, Robert Vanasse Associates, of Andover, in July. Late July meetings with CDD, CNI, Vanasse, Barry Pell of Rizzo Associates (the City's traffic consultant), and Steve Kaiser, CNI's traffic engineer resulted in various scoping proposals for the traffic study. (Cf. Attached copies of Mr. Kaiser's August 15 Memorandum to CDD and CNI Scope of Work)

In its concern about the environmental pollution effects resulting from a 500-600 car garage, CNI wishes to ensure that the consequences of congestion and automobile queuing be thoroughly examined, as well as the effectiveness of any proposed mitigations. Vanasse's and Kaiser's respective traffic studies will be available in late September, will be analyzed by CNI and by Pell, and will be presented to the Council hopefully in October.

Mr. Kaiser will make a brief progress report to the Council at its September 8 meeting.

Enclosures:

Polaroid Corporation, Roger Norwood, letter to CNI, August 20
 MWRA letter to Polaroid, August 19
 DEP Waterways Regulation Program letter to Polaroid, August 29
 DEP Waste Site Management letter to Polaroid, July 31
 CNI letter to Robert Bersani, August 15
 CNI letter to Robert Bersani, August 28
 MDC letter to MEPA, June 23
 Steve Kaiser of CNI to CDD, August 15
 CNI Traffic Study Work Scope, August 15

(14 pages submitted by hand
 September 4, 1997)

*Eric Gardner
 Stash Horowitz*

20-14

**POLAROID CORPORATION**575 TECHNOLOGY SQUARE
CAMBRIDGE, MASSACHUSETTS 02139

August 20, 1997

RALPH M. NORWOOD
VICE PRESIDENT AND TREASURERMr. E. Yarden, Co-Chair, CNI
Mr. S. Horowitz, Co-Chair, CNI
Cambridge Neighborhood Initiative
143 Pleasant Street, 2A
Cambridge, MA 02139

Dear Mr. Yarden and Mr. Horowitz:

Thank you for your recent letter on the subject of 784 Memorial Drive.

As you imply in your letter, Polaroid has always endeavored to balance its needs to be a successful commercial enterprise with its commitment to be an exemplary corporate citizen. In the case of 784 Memorial Drive we believe that this can be accomplished by voluntarily meeting from time to time with the neighborhood and city, to keep them informed of our plans and to solicit feedback. In order to minimize confusion and focus communications, we have selected David Vickery to serve as our representative. You know David well, he is a long-time Cambridge resident, is a senior official with our partner, Spaulding & Slye, and is sensitive to neighborhood issues. Rest assured that David is in frequent contact with the leadership of Polaroid and has our support in performing this role.

It is our intent to initiate meetings with neighborhood groups and city officials from time to time with the next meeting likely to occur in the fall. 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.

Sincerely,

Ralph M. Norwood

RMN:ll

20-15

September 9, 1997

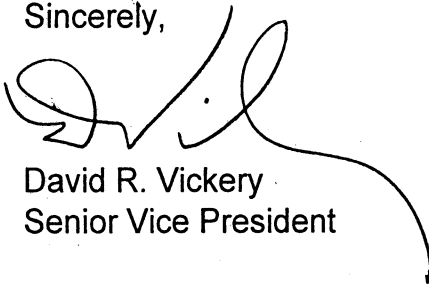
Mr. Elie Yarden
Cambridgeport Neighborhood Initiative
143 Pleasant Street, 2A
Cambridge, MA 02139

Dear Elie:

I appreciate your invitation to Cambridgeport Neighborhood Initiative's September 17 meeting. Although we are not able to accept your invitation, we do plan to schedule a meeting in October with the City and Neighborhood representatives. I will notify you when the date and place are confirmed.

I thank you for your continued interest in this project.

Sincerely,



David R. Vickery
Senior Vice President

DRV/mhc

2016



Comprehensive Real Estate Services

Colliers International

CNI 17
125 High Street
Boston, MA 02110-2701
Tel: (617) 523-8000
Fax: (617) 523-8001

July 10, 1997

Susan Schlesinger
Assistant City Manager for
Community Development
57 Inman Street
Cambridge, MA

Dear Susan:

Spaulding and Slye and Polaroid Corporation joint venture development partners for 784 Memorial Drive have hired Robert Vanesse Association as traffic consultants. As we proceed with our study we will share information with the neighborhood and city's traffic consultant.

In addition, we will continue to focus on design, housing and construction mitigation issues. As we proceed in each of these areas we will likewise share that information with the neighborhood and city.

Sincerely

David Vickery
Senior Vice President
Spaulding and Slye

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August 15, 1997

CNI 18

Stephen H. Kaiser
191 Hamilton Street
Cambridge, Mass. 02139

To : Catherine Woodbury, CDD

From : Stephen Kaiser, Traffic engineer, CNI

**SUBJECT: CDD Memorandum (August 6) and Aug. 13 RDV Scope :
Polaroid Site on Memorial Drive**

My recollection of the July 21 meeting was that the target for submission of the traffic studies was mid-September, as noted in the RDV Scope. The extra time will allow measurement of more representative peak hour flows and queues, in contrast to mid-August when traffic is less. Note that the University Park seasonal adjustments July-October averaged 10% (DEIR Appendix D, page 4).

1. I have just reviewed the August 13 scope of Vanasse & Associates. Peak hour analysis will be done for seven locations. The last one appears a misprint and should be Pleasant and Florence. I have strongly and consistently urged that the intersection of Soldiers Field Road and the Turnpike should be included, especially since its signal timing is so closely connected with River Street + Memorial Drive. The capacity analysis includes V/C ratios, which is excellent. From this outline, I do not see the word "queue" mentioned. Queues was mentioned once in the CDD scope of May 30. Will queues be measured and will estimates of future queues be made? Also missing is a parking analysis, as described in the CDD scope. The RDV scope discusses mitigation only very briefly, once on page 1 and once relative to the year 2002 Build condition analysis. The CDD scope called for specific TDM planning and assessment. Mitigation appears to be de-emphasized.
2. We generally agreed on a 5-year projection or year 2002. I note that the Kennedy report assumed a 1% background growth plus University Park. In the 1987 EIR, 10% of University Park ended up on Memorial Drive at River street and 25% on Western Avenue. These numbers suggest about 500 additional cars in the peak hour at the Memorial and Western intersection as a result of full University Park build-out.
3. I have yet to make any headway on getting MDC/State Police accident data on Memorial Drive for recent years, and it may be that I cannot come up with accident data and analysis by type for three recent years. The Stop & Shop EIR included data from 1988 to 1991. I did find one admirably thorough reference from 1972 which gave a one-year summary of accidents by location and accident type, as prepared and summarized by Sergeant Myer Goldberg and Officer James Shea of the MDC Police, traffic analysis unit. This information is attached. What safety analysis will be done other than collecting the accident data?
4. The Cambridge traffic counts appear incomplete and not very useful. The best way to obtain useful information would be to seek one location where traffic counts have been made over a lengthy period of 5 to 10 years. Such data might help us to assess traffic growth rates.

..... Polaroid Traffic Study : Comments

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5. I understand that a final report on the Cambridgeport Roadways project has not been completed, but the traffic projections show about 170 cars in the afternoon being shifted from Pearl Street to the new connector. Does this include full development of University Park? How many of the vehicles on the new connector would end up on Memorial Drive westbound?
6. The traffic study for the Kennedy site shows the consequences of not including the Soldiers Field Road intersection at the Turnpike exit. This congested location to a large degree controls the signal timing at River and Memorial Drive: the needs for signal clearance results in the inefficient use of the three lanes on the bridge, but usually limits the queue backup into the Soldiers Field road intersection.
7. The Kennedy site study uses a computer model to optimize traffic signal timing, so that the intersection for "existing conditions" is shown to be Level-of-Service C -- almost LOS B -- with an average delay of only 16.5 seconds on outbound Memorial Drive. The calculations showed traffic delays on Saturday midday being worse than a weekday afternoon. How can this be?
For years the afternoon traffic has backed up along Memorial Drive almost to Magazine Street and delays of 5 minutes being common. Did CDD review this traffic report and determine the credibility of its traffic results? The Polaroid site developer and the City do not wish to consider the Soldiers Field Road signal. Therefore, they should not change the signal timing on the Cambridge side as part of any computer analysis without full consideration of the implications on the Boston side. Any timing changes would require the approval of the MDC.
8. I will be looking at both intersections to determine what improvements might be possible for signal timing efficiency. At Western and Memorial, the AM peak timing is unduly short for Western Avenue, resulting in regular queues back to Putnam Avenue. However, for both the AM and PM peak there needs to be a pedestrian phase added at this location, so any improvements in signal efficiency may need to go into the WALK (and bike/in-line skater /etc.) phase.
9. I plan to use the April 1988 version of CINCH for the CNI analysis, with calibrated measurements of saturated lane flow. The recent versions of the HCS model have shown very erratic results. CNI plans to have a traffic video available for reference and documentation of queues. Photographic evidence will be used in the report.
10. For possible street direction changes, the possibilities I can see for discussion are :
- °° Make Pleasant Street a dead-end at Florence Street, so that all Polaroid office traffic would come and go via Memorial Drive.
 - °° Make Florence Street one-way westbound from the Trader Joe's connector to Pleasant Street.
 - °° Make Pleasant Street one way southbound from Putnam Avenue to the Howard Johnson's Hotel. (probably in combination with Florence Street one-way above).
- (In all cases, the new Putnam Avenue driveway is limited to residential traffic only)
- These changes would affect neighborhood access and circulation, hotel access and might add to traffic on Magazine Street. The responsibility for proposing any such changes should be with the developer, as part of his mitigation package.
11. I have appended the CNI traffic scope.

S. Kaiser Aug. 15, 1997

CNI SCOPE OF WORK : Proposed Polaroid Project, 784 Memorial Drive

- 1.0 **STUDY AREA** : Western Avenue to the West, Pleasant street to the North, Magazine street to the East, Memorial Drive to the South, but including the intersection of Soldiers Field Road and the Tumpike Exit.
- 2.0 **TRAFFIC COUNTS** : Measure the Lane Flows on Memorial Drive at River St and at Western Avenue; also for Putnam Avenue at River St. Calibrate the saturated lane flow rates (Memorial; Putnam:PM Peak only) Measure the existing traffic signal timing at 5 signal locations (AM & PM)
- 3.0 **EXISTING QUEUES AND CONFLICTS** : Photographs of PM peak conditions on Putnam Avenue and Memorial Drive. Brief video on same sites.
- 4.0 **ACCIDENT DATA** : Seek historical data on accidents on Memorial Drive If time permits, seek recent data on Memorial Drive accidents
- 5.0 **TRIP GENERATION** : Review RDV calculations for accuracy including provisions for University Park in year 2002.
- 6.0 **FUTURE NO BUILD AND BUILD TRAFFIC NETWORKS** – Review RDV estimates for accuracy
- 7.0 **CALCULATE SIGNALIZED INTERSECTION CAPACITY** :
V/C ratios, delay, LOS using CINCH model with calibrated lane flows
Queue length at beginning of Green phase.
- 8.0 **MITIGATION POTENTIAL OF SIGNAL TIMING/PHASING** :
 - * River Street Corridor
 - * Addition of Pedestrian Phase at Western Avenue bikepath crossing
- 9.0 **MITIGATION POTENTIAL WITH DEMAND MANAGEMENT** :
Rideshare, bus shuttles, transit passes, pedestrian, bicycles, scheduling to spread peaks. Reference to Charles River Transportation Management Organization and University Park experience.
- 10.0 **STREET PATTERNS TO REDUCE TRAFFIC IMPACT** :
Listing of street directional alternatives
Assessment of pros and cons of each option
- 11.0 **SAFETY ANALYSIS OF DRIVEWAY ACCESS and STREET CIRCULATION** :
Revised plans for improved driveways
Calculate Accident/Safety rate for all intersections with accident data and traffic counts.
Identification of School Crossing areas and possible conflicts
Proposals for Safety Improvements

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Harvard Crimson

CNI 21

WEDNESDAY, OCTOBER 1, 1997

Neighbors Combat Proposed Office Park

By **MOLLY HENNESSY-FISKE**
CRIMSON STAFF WRITER

Neighbors of a giant proposed Polaroid development on Memorial Drive are riled by the potential environmental impact of a new office building and parking garage.

At the Cambridge City Council meeting Monday night, residents expressed misgivings concerning the 300,000-square-foot new office development and a 500- to 600-space parking garage set for construction at 784-794 Memorial Drive.

The site formerly was occupied by BB Chemical, an adhesive manufacturer, and Dover Stamping and Manufacturing Co., a sheet-metal firm.

But critics contend the location is environmentally unsound.

Polaroid already had begun testing the site's foundation when the council voted in June to require the company to perform surface-soil testing as well.

Polaroid also was asked to obtain a Cambridge Historical Commission permit for development at the site. In addition, the site will be subject to state Department of Environmental Protection (DEP) review because the property abuts the Charles River.

And the city's review of Polaroid's construction plans doesn't stop there.

The City Council unanimously voted on June 2 to force the company to conduct a traffic-impact study for the proposed parking garage.

And the following month, Polaroid contracted with an independent environmental assessment firm to conduct the traffic study. The council will review that study later this month.

Some residents, though, think the regulation is too stringent, and complain that Cambridge stifles economic growth.

"They pay high taxes and have been here 100 years," said longtime Cambridge resident Bill Jones at the council meeting. "The people love them here."

Others, however, insist that the potential environmental dangers mandate caution.

Stash Horowitz, co-chair of the Cambridge Neighborhood Initiative—a group of residents who abut the site—told the council on Monday that Polaroid should investigate the site fully before construction.

He urged the council to require the company to have the soil tested

by the state before construction can begin.

"We've been accused of being paranoid about pollution [at the site]," said Horowitz. "But I don't understand why Polaroid should be unresponsive to testing the site before building there."

Horowitz and his co-chair, Elie Yarden, said they had been impressed that the corporation initially consulted them, thinking the action foretold good relations to come.

But "the problem was the more questions we asked, the less forthcoming they were," said Yarden.

Polaroid's Cambridge office at Technology Square referred all calls to David Vickery, a consultant for the company. Vickery did not return repeated requests for comment.

In a recent community newsletter, City Councillor Henrietta E. Davis voiced support for the proposed project. At the council meeting she argued that the council has already taken appropriate precautions to make sure the site is safe.

Residents at the meeting expressed varying views on the site and its safety, and the project may promise further clashes of opinion.

"I don't understand why Polaroid should be unresponsive to testing the site before building there."

— Stash Horowitz

THE HARVARD CRIMSON

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CITY WEEKLY CAMBRIDGE NOTES

Polaroid move hits state snag

Polaroid's proposed move from Technology Square back to the corporation's now-vacant Memorial Drive headquarters is facing new obstacles from state environmental agencies.

In an Aug. 19 letter to Polaroid vice president Ralph Norwood, Philip Coleman, project manager for the Massachusetts Water Resources Authority, said Polaroid will likely require state sewage permits for the site, contradicting Polaroid's earlier assertions that the company would require only historical commission permits to develop the site with partner Spaulding and Slye.

"We have some concern that MWRA permit requirements may not be understood by your consultant," Coleman wrote. "Permits would be required based on the information provided to us."

Two officers of the state Department of Environmental Protection have also written Polaroid, stating the need for other permits and testing on the site. Thomas McGuire of the DEP's Waterways Regulation Program wrote to Cambridgeport residents on Aug. 31 saying the site's proximity to the Charles River could trigger review under the state Public Waterfront Act.

In addition, Stephen Johnson, chief of the DEP's site management section, encouraged Polaroid to test for contamination at the site, which neighborhood residents fear may contain toxins from previous tenants, landfill, or from Polaroid itself.

"Failure to conduct this testing prior to excavating may result in considerable delay of the project," Johnson warned Polaroid in a July 31 letter. "DEP recommends that it [testing] be done well in advance of the start of construction."

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Consent Communication #20

S-658

Communication was received from Stash Horowitz, Co-Chair, Cambridge Neighborhood Initiative, requesting information from Polaroid and Spaulding & Slye on the proposed project at 784 Memorial Drive.

In City Council October 20, 1997

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