



# Forty-Third Annual Report of the Executive Director

Cambridge Redevelopment Authority  
Four Cambridge Center  
Cambridge, MA 02142

December 31, 1999

Submission Date: August 16, 2000

**Cambridge Redevelopment Authority**  
City of Cambridge  
1998-1999

**Cambridge City Council**

Anthony D. Galluccio, Mayor  
David P. Maher, Vice Mayor  
Kathleen A. Born  
Jim Braude  
Henrietta Davis  
Marjorie C. Decker  
Kenneth E. Reeves  
Michael A. Sullivan  
Timothy J. Toomey, Jr.  
Robert W. Healy, City Manager

**Cambridge Redevelopment Authority**

Jacqueline S. Sullivan, Chair  
Alan D. Bell, Vice Chair  
Karen Swaim Babin, Treasurer  
Manuel, Rogers, Jr., Member  
Joseph F. Tulimieri, Executive Director and Secretary

**BIAGEN<sup>®</sup>**

cordially invites you

to a

Groundbreaking Ceremony

for Biogen's new

Research and Development Building

at Cambridge Center

Monday morning, October 4, 1999

Continental Breakfast

8:15 a.m. - 9:15 a.m.

Groundbreaking Ceremony

to follow

Twelve Cambridge Center

Cambridge, Massachusetts

The major events of 1998-1999 in the Authority development process are outlined, as follows:

### **Broad Canal Urban Renewal Area**

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- At the time of the real estate closing of MIT's purchase of One Broadway (former Badger Building), the question of the recordation of the Certificate of Completion, previously approved and issued by the Authority, was identified as a problem. The Certificate apparently was never recorded. A search of Authority archives revealed a vote taken at its meeting of September 18, 1974 authorizing the execution of the Certificate. The property owners (Badger Company and Commonwealth Gas Company) were unable to locate the executed Certificate and requested the Authority to re-authorize and to execute a new Certificate. At its meeting held on March 17, 1999, the Authority approved the execution of a Certificate, it was signed by two (2) members and recorded with the Middlesex South District Registry of Deeds on March 25, 1999.



## Kendall Square Urban Renewal Area

- At years end, the Authority received a report on possible alternative routes and the MBTA's Major Investment Study (MIS) for the circumferential transit improvements in the "Urban Ring" corridor. The MBTA's goal is to reduce the so-called "test" alternatives into a smaller number of alternatives for final evaluation and to begin development of a preferred investment strategy. During the year, five (5) workshops were conducted which focused on baseline data, project goals and objectives; evaluation measures; preliminary alternatives and screening; defining the "test" alternatives' and preliminary evaluation results and geographic segments. The City of Cambridge has a representative for the workshops. In addition Authority staff and urban design consultant, Bluestone Planning Group have been monitoring the process since the Kendall Square Project may be impacted by one or more of the alternatives under consideration. In any event, the possibility of connecting the MBTA's Red and Green Lines within the context of the Urban Ring would be a valuable asset to development in Kendall Square.
- Towards the end of 1998, the City Council, by unanimous vote, adopted Ordinance #1211 known as Parking and Transportation Demand Management Planning (PTDM). The purpose of PTDM is to regulate and control air pollution from motor vehicles by formalizing parking and transportation demand management planning. A PTDM plan is now required for all commercial parking facilities. In addition to creating a positioning of PTDM officer to be designated by the City Manager, the Ordinance establishes a process whereby City officials can track the number, use and location of off-street parking spaces in the City. No special permit, parking permit, building permit, certificate of occupancy, operating license or variance shall be issued unless a PTDM plan receives approval from the PTDM officer or there is evidence that the project's parking spaces are registered with the Department of Traffic Parking and Transportation. In March, in response to a question of applicability of this Ordinance to the proposed development of Fifteen Cambridge Center, a memorandum was prepared by legal counsel to Biogen Inc., Mintz, Lever, Cohn, Ferris, Glousky and Popeo, which concluded that since Fifteen Cambridge Center is not a parking facility and will contain no new parking spaces the PTDM Ordinance does not apply. Even so, Biogen submitted its "plan" and reference was made to the efforts of the Authority, Boston Properties, Spaulding & Slye and the Volpe Transportation Systems Center in the implementation of trip reduction measures. The City Solicitor concurred in the Mintz Levin memorandum.

- In February, the City Council adopted Ordinance #1214 whereby the placement and maintenance of newsracks was standardized, to be effective on July 22, 1999. The Authority received a report in which staff reported on a letter, dated July 30, 1999, transmitted to the Commissioner of Public Works who was designated as being responsible for enforcing this Ordinance. Twelve (12) specific locations, containing sixty-nine (69) newsracks, were identified. None of the newsracks were properly secured either individually, or in corrals and/or secured to hitching posts as required by the ordinance.



- Several so-called “prevailing wage law” issues were handled during the year. The Authority was in receipt of communications from the Office of the Attorney General, Fair Labor and Business Practices Division respecting the applicability of the prevailing wage law to snow removal operators and to truckers. In these circumstances, it was determined that the Authority’s practices were in compliance. The Authority was in receipt of requests from Local 4 Operating Engineers and others for access to Authority records, specifically certified payroll records of the D’Alessandro Corporation in connection with work being performed in Site Preparation Contract No. 16 in the Kendall Square Urban Renewal Area. The Authority consistently released such records for examination. However, the names, addresses and Social Security numbers which the Authority considered to be personal identifiers, were redacted. Local 4 appealed this decision to the Secretary of the Commonwealth, Supervisor of Public Records. In March, the Authority requested further administrative review of the Supervisor of Public Records decision to order the release of unredacted records. That request was denied and the matter was referred to the Office of the Attorney General. In November in a letter to the Attorney General, the Authority presented further arguments in support of its position.



- In response to a request from the Beal Companies, the Authority as an abutting property owner, approved the execution of the Abutter's Form respecting access to and egress from a proposed office building and off-street parking facility located at 286 Third Street. The specific curbcats were to be from Linskey Way (former Munroe Street) and not from either Third Street or Binney Street.
- Fay, Spofford & Thorndike prepared the annual update to the Section 61 Finding which includes a summary of mitigation requirements and commitments that were made in the course of previous reviews, and the status of implementation thereof; a commitment to continued efforts to minimize and mitigate impacts, including measures to reduce single vehicle trip generation and to increase transit use, and to involve building tenants and developers in those efforts (incorporating the commitments as the Transportation Services Plan); a commitment to conduct traffic measurements for purposes of verifying the accuracy of current estimates and predictions and to inform the MEPA office of any significant additional parking facilities unless the need therefore has been established (incorporating the current policy) and to develop a strategy to minimize the need for additional spaces to serve the buildout or the Plan Area in general. The Authority received the report and placed the matter on file. Again this year, no submission to the Executive Office of Environmental Affairs (EOEA) was necessary.
- The Commissioner of Cambridge Inspectional Services was given a report on the amount of cumulative Gross Floor Area (GFA) which has been used in Cambridge Center. The report indicated that the MXD zoning district allows 2,773,000 square feet of GSA; that 2,487,445 square feet of GSA has been completed and 223,760 square feet is in construction; and the 425,831 square feet of potential additional GFA remains to be built in the Cambridge Center project. As provided for in the Cambridge Zoning Ordinance in 1999, the Authority certified that 223,760 square feet of office and biotechnology manufacturing use was allowed to be constructed.



## Kendall Square Urban Renewal Area / Parcel 1

- The 14.3 acre portion of the 42 acre Kendall Square Urban Renewal Area know as Parcel 1 is governed by the Office 3A zoning district regulations. In the Spring, it was proposed in an order adopted unanimously by the City Council to amend this district by reducing the FAR from 3.0 to 2.0; by increasing the required open space from 10% to 50%; by prohibiting below grade construction; and by expanding the existing Office 3A district. By letter, dated March 15, 1999, to the City Council Committee on Ordinances, the Authority transmitted its objection to the proposed amendment. In that letter, the Authority cited the fact that such restrictions would render commercial development economically infeasible and requested the Committee to recommend unfavorable action on the proposed amendments. After a hearing and deliberations by the Planning Board, a report was transmitted to the City Council. The Council did not adopt the proposed amendment(s).

## Kendall Square Urban Renewal Area / Parcel 2

- Biogen was honored to receive the prestigious National Medal of Technology from President Clinton at a White House ceremony. The medal is the highest distinction bestowed on America's leading technology innovators by the United States government. Biogen is one of only ten (10) companies ever to receive this award since its inception in 1985. At the request of Biogen a meeting with Mayor Francis H. Duehay, City Manager Robert W. Healy, Authority Executive Director Joseph F. Tulumieri, Boston Properties Senior Vice President Michael A. Cantalupa, and Biogen General Council and Secretary Michael J. Astrue, at which time a \$100,000 initiative to provide community agencies and program grant funding was announced. That commitment to the Cambridge Community was later doubled. Recipients included the East Cambridge Scholarship Fund, Cambridge Family and Children's Services, the Cambridge Foundation and the Kennedy Elementary School.





- The Authority began the year with a review with Biogen and representatives of its selected master planning firm and building design firm of a proposed building. A preliminary design phase submission was presented to the Design Advisory Group (DAG) in January and approved, as amended, by the Authority in March. The building, as presented, consists of 211,406 square feet and was subject to the Interim Planning Overlay Petition (IPOP) review by the Planning Board and its special permit provisions. An application was jointly submitted by the Authority and Biogen Realty Limited Partnership on March 15<sup>th</sup>. Later, Biogen determined that the building operations dictated a full basement level and it was necessary to go back through the IPOP process in order to amend the Special Permit by adding about 12,000 square feet to the permitted gross floor area. At its meeting of August 19<sup>th</sup>, the Authority voted to dispose of 74,784 square feet of land on Parcel 2 to Biogen Realty Trust for \$1,646,873.60. The Authority made a determination that disposal by negotiation was appropriate and that the development entity possessed the qualifications and financial resources necessary to acquire and develop the land.



- The Authority executed a series of three (3) temporary license agreements in order to begin construction on Fifteen Cambridge Center. Biogen was given the right to commence environmental remediation holding the Authority harmless from any liability in connection with the present or future condition of the land. An early construction start on Tract VII of Parcel 2 was granted to Biogen to begin the construction of Fifteen Cambridge Center. Also, the Authority allowed Biogen to use Tract VIII for staging, storage and similar purposes related to the construction of the building.



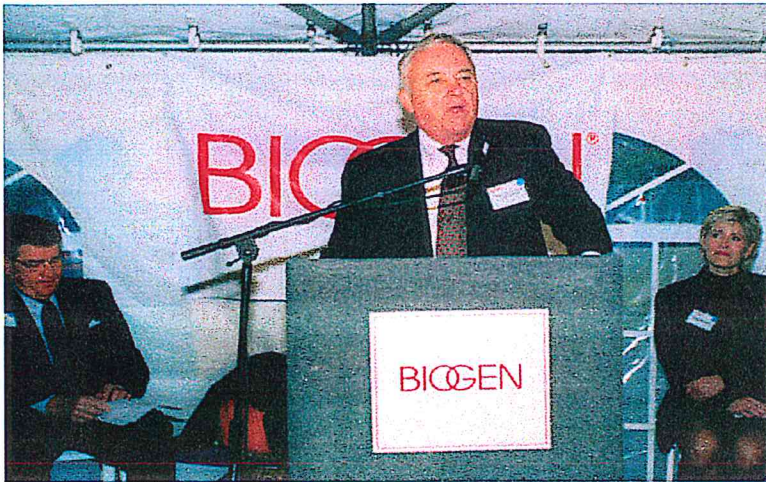
“We have vigorously urged the passage of federal research and development tax credits and proposals to include drug coverage in Medicare.”

Edward M. Kennedy  
U.S. Senator

“Biogen is to be congratulated for generating 1,000 jobs in Cambridge, for its commitment to the community and for the expansion of its R & D capacity which we enthusiastically welcome.”

Jacqueline S. Sullivan  
Chair, Cambridge  
Redevelopment  
Authority



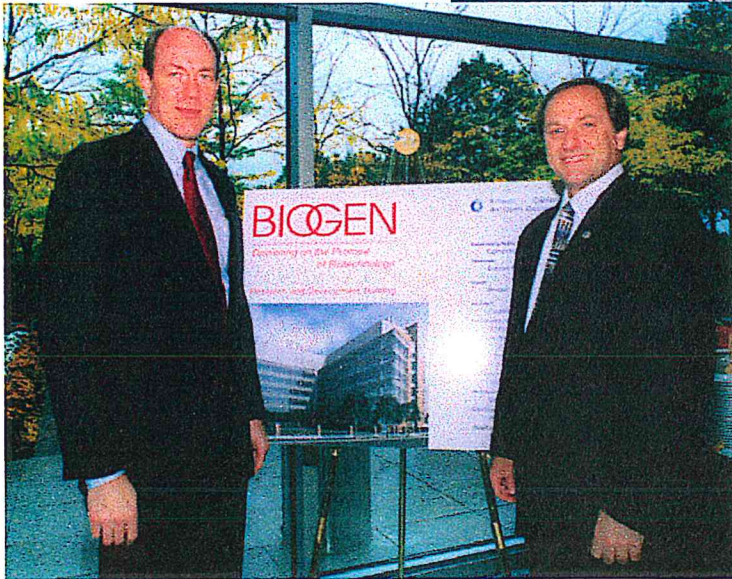
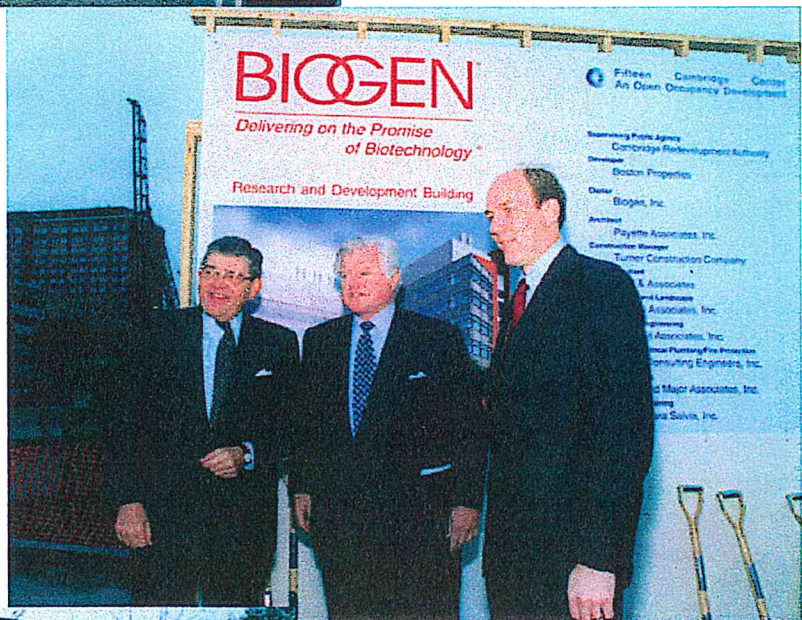


“It is my pleasure to recognize Biogen as a model corporate citizen as represented by its generous contributions to organizations serving the needs of Cambridge within the context of its corporate mission.”

Francis H. Duehay  
Mayor

“This building will accommodate 400 new employees and in 2000 we anticipate our research and development expenditures will total approximately \$300-million.”

James C. Vincent  
Biogen Chairman and CEO



“As we stated to Jim Vincent and to Jim Mullen, we want to recognize Biogen’s commitment to really delivering on the promise of biotechnology in Cambridge.”

Michael E. Capuano  
U.S. House of Representatives

- At years end, Boston Properties and Biogen were negotiating a long-term lease for occupancy of Ten Cambridge Center by Biogen. The building was being vacated by Camp, Dresser & McKee which moved down Hampshire Street into newly constructed larger space.



## Kendall Square Urban Renewal Area / Parcel 3

- Six Cambridge Center, the second building to be constructed on Parcel 3, is a 221-room, 15-story, 185,356 square foot extended stay hotel, built by Boston Properties, designed by Brunner/Cott & Associates and operated by Marriott as a Residence Inn. Construction commenced in November 1997 and initial occupancy occurred on February 1, 1999 upon the issuance of an Occupancy Permit by the City of Cambridge and a Certificate of Completion by the Authority. Working closely with the Cambridge Office of Workforce and Development and Authority staff, a two-day Job Fair targeting Cambridge residents was conducted by Marriott. At the request of the Authority, Boston Properties submitted a banners program for the north elevation of the building façade. It was approved with the recommendation that a system of banners and awnings be designed and installed along the east elevation. Boston Properties also requested to redesign the opaque glass windows at the ground level.





- Authority staff and the building owner presented testimony to the Board of Zoning Appeals (BZA) requesting the issuance of a special permit to allow Seattle's Best Coffee to operate a fast order food establishment at Six Cambridge Center. No testimony was presented in opposition and the BZA unanimously voted to issue the special permit.
- The Cambridge License Commission had conditioned the Innholder-All Alcoholic Beverage license at Six Cambridge Center upon the completion of a taxi queuing lane containing capacity for three (3) taxis. The Authority requested that this condition be removed in the event that winter conditions prevented the completion of the work. The Commission acted to remove the condition and the taxi queuing lane was operational prior to the hotel opening.
- During the construction of the seating wall along Ames Street at Six Cambridge Center, a field change required the placement of the wall a distance of two feet back from the property line. In view of the fact that the modification did not dramatically impact the outdoor seating area or the landscaping treatment, the modification was approved.





- During its review of the schematic design of Eight Cambridge Center, designed by Tsoi/Kobus & Associates, the Authority concluded that the “gateway” corner of the building at Broadway and the Western Connector required additional study. It was suggested to the developer that a more prominent and dramatic “curved” element be introduced and that the proportion of materials (bricks and glass/metal panels) be changed. Boston Properties and its architect, agreed to modify the building design to reflect Authority comments, which resulted in an outstanding building.



- On June 1, Cambridge Technology Partners (CTP), began initial occupancy of Eight Cambridge Center after the issuance of a Certificate of Occupancy by Inspectional Services and a Certificate of Completion by the Authority. This is the third building to be constructed on Parcel 3 and it contains 176,868 square feet of gross floor area, is nine stories high and serves as the international headquarters of CTP. The Authority had recommended a significant modification to the northwest corner of the building and had modified the building signage.
- Pressley Associates of Cambridge designed a 12,000 square foot park which was constructed by Boston Properties after Authority review and approval. Also, the Authority negotiated a public access easement which ensures perpetual use by the general public. The park will be owned and maintained by Boston Properties. After occupancy of Eight Cambridge Center, on behalf of CTP, Boston Properties requested Authority approval for modifications to the park design by revising the decorative iron fence and brick piers and by adding a sculpture entitled, "The Boy and His Dog." The change to the fence was necessitated by field conditions. The sculpture, which is presented to CTP by its parent company, Safeguard Scientifics, is a version of the statue presented to each of its business units. The Authority executed a letter agreement providing for the placement of the statue on May 26<sup>th</sup>.



- The Authority executed an Escrow Agreement upon issuance of a Certificate of Completion for Eight Cambridge Center which provided for the Authority receipt of an irrevocable letter of credit in the amount of \$295,887 as provided for in the Supplemental Land Disposition Contract for incomplete construction items. The value of the work is estimated by the general contractor after on-site inspection by Authority staff, design and landscape architecture consultants.
- Boston Properties requested three (3) surface easements. Two (2) are in connection with the functioning of the loading docks at Six and Eight Cambridge Center and the third is required as a result of the proposed realignment of the flagpoles and “tombstone” signage on Broadway in front of the Residence Inn. The easements were all approved in principal and engineered plans on an easement instrument were being prepared at years end.
- The Authority completed all of the surface improvements along the Western Connector, Broadway and Ames Street. Most of the work was funded by an \$890,000 Community Development Action Grant provided by the Commonwealth with Boston Properties agreeing to reimburse the Authority for the tree planting and Marriott contributing to the cost of the traffic island at the porte cochere.



- A contract has been awarded to D'Allesandro Corporation by the Authority in the amount of \$714,746.21 in October, 1998. A Notice to Proceed was transmitted on November 2<sup>nd</sup> and construction commenced. New streets, sidewalks, pedestrian lighting, street lighting and two (2) taxi queuing lanes were constructed in support of the private development of Six (Marriott) and Eight (Cambridge Technology Partners) Cambridge Center and a privately-financed, publicly-accessible open space park. A unique feature of the tree planting program is the design and construction of "treeways," illustrated on the next page, which provide the street trees with a 4'x20' uninterrupted tree pit which should allow the trees to flourish.





## Kendall Square Urban Renewal Area / Parcel 4

- Spaulding & Slye, acting on behalf of the owner of Four and Five Cambridge Center and the Garage had submitted landscaping improvements for Authority approval. The design introduced additional trees, flowers and shrubs in an interesting serpentine configuration. Those improvements, as reviewed by the Authority, its staff and landscape architect consultant, John Tingley, were completed in the Spring.
- Lobby improvements to Five Cambridge Center were also submitted by Spaulding & Slye for Authority review and approval. Although the pedestrian traffic flow remains substantially the same, the “seating area” was substantially enlarged, wall sconces introduced, the ceiling was dramatically altered, and the area near the ATM machine opened up and improved with an ornate glass wall and larger planter. After review with the Authority’s urban design consultant, the improvements were approved.
- Boston Properties and the Marriott submitted a banner program for the north elevation of Two Cambridge Center consisting of a large Marriott logo mounted on the façade to the right of the entrance, banners mounted on each pier at the entrance and a series of banners within the glass canopy. The introduction of these banners was in response to earlier Authority requests to enliven the north building elevation and to highlight the entrance.



- After Authority review, Boston Properties commenced construction on the total demolition and reconstruction of the Plaza. The waterproofing over the loading dock had failed and the north and east edges where the glazing meets the pavers were leaking. The solution was to construct an 8" reveal wall along the perimeter, install a new waterproofing system and installing the surface pavers in a "dry" reinforced concrete mix. The Karl Schlamminger "Persian carpet" pattern of the paver design will be retained.



## Kendall Square Urban Renewal Area / Parcel 7

- On February 24<sup>th</sup>, Biogen expressed interest in the acquisition of a 50,000 tract of Authority-owned land to be developed as open space. In order to proceed with the disposition process, the Authority authorized a disposition appraisal. Staff was directed to instruct the appraiser to establish a value as open space to explore a possible long term lease and to arrange for all required public review and requisite public notice of the Authority's intent.





## Operations and Administrative Actions

- Contract extensions and in maximum compensation for professional services contracts with Foley, Hoag & Eliot (General Legal Services), Bluestone Planning Group (Urban Design), John Tingley Architect (Landscape Architect), Fay, Spofford & Thorndike (General Engineering and Traffic, Daniel Dennis Company (Audit Services), and Haley & Aldrich (Environmental Engineering) were executed.
- In mid-year, the Authority approved an extension of the term of the Agreement for off-street parking with the Massachusetts Institute of Technology to May 31, 2000. In the aggregate, the Authority earned a total of \$177,200 for the temporary use of Authority-owned property.
- Amendment No. 20 to the Contract for Closeout Services by and between the City of Cambridge and the Authority extending the termination date for an additional one (1) year was executed.
- The annual Development Deposit from Boston Properties in the amount of \$250,000 was received.
- A final report was transmitted to the Department of Housing and Community Development together with all requisite back-up documentation. This project is subject to post audit reviews and a complete file is maintained.
- Authority Legal Counsel and staff continued settlement negotiations with Lumbermen's Mutual Casualty Company and Royal Insurance Company on our claim for reimbursement of environmental clean-up costs at 100 Broadway (former Texaco service station site). Approximately \$115,000 of extra consultant services costs were incurred in order to remediate the "sudden release" of petroleum product constitute our claim. The Company forwarded a final settlement offer in the amount of \$50,000 which the Authority accepted.
- The Authority approved three-year employment contracts with the Executive Director and Executive Assistant.

## Authority Organization

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- At its Annual Meeting held on November 16th, Mr. Bell presented the report of the Nominating Committee. The following slate of officers to serve until the next Annual Meeting and/or the election and qualification of a successor: Jacqueline S. Sullivan - Chair; Alan D. Bell - Vice Chair; and Karen Swaim Babin - Treasurer. The slate was elected as presented. Manuel Rogers, Jr. continues to serve as an Authority member.