

1.9 Neighborhood Uses and Open Space Advisory Committee Plan

The Project is seeking an Infrastructure PUD Special Permit and, therefore, per Section 20.1100.8.5.5.3(h) of the CZO, the Applicant must form an advisory committee consisting of neighborhood residents and stakeholders to provide input and guidance in the planned programming of the required public open space and neighborhood uses. Approximately six (6) months prior to the occupancy of the first constructed building within the Development Parcel, the Applicant will work with applicable City departments to organize and appoint a 6 to 8 member committee to advise on neighborhood uses and open space. The details of the advisory committee and how input will be solicited throughout the build-out of the Project will be determined as part of the Planning Board's approval of the Final Development Plan.

1.10 Housing Plan

Housing will be a key component of this Project and will include a mix of market rate and inclusionary units. At least 40% of the total non-exempt GFA contained in the Development Parcel will be dedicated to residential use, in accordance with Section 20.1100.5.1.3 of the CZO, totaling approximately 2,300 new housing units distributed across eight (8) residential

buildings. As illustrated in **Figure 1G.1**, these eight residential buildings will be strategically located within the Development Parcel. Three residential buildings will be situated along Concord Avenue, three near Fawcett Street close to the new Proposed Bridge, and the remaining two adjacent to the Rail Spur Park. Housing will be provided in accordance with the CZO requirements, with a diverse range of unit types designed to accommodate various family sizes and needs.

The Applicant will collaborate closely with the City's Housing Department to finalize the distribution of inclusionary housing units. Preliminary plans allocate units proportionally by square footage, with approximate number and mix of units listed in **Table 1-2**. However, this distribution may be refined as building concepts and designs evolve. During the Design Review process for each building, detailed information will be presented regarding unit types, sizes, distribution, floor plans, and building services. The precise identification of individual inclusionary units will occur following Final Development Plan approval and prior to Building Permit issuance.

The Applicant is committed to fostering a residential community reflective of the City's diverse population, inclusive of various ages, races, genders, and family structures. The Project will feature a variety of community recreation spaces and

active areas, including potential dog parks, playgrounds, exercise zones, outdoor dining, and farmers markets. Mooney Park will serve as an inclusive, welcoming space for all residents and employees of the Project and surrounding community. Designed to encourage interaction, play, exercise, learning, and gathering, it will foster spontaneous connections and collaboration across diverse community members. Importantly, all publicly beneficial open space amenities will be designed to accommodate children of all abilities, including those with limited mobility.

Beyond these public amenities, the Applicant plans to develop a comprehensive program of indoor building amenities and additional rooftop terrace open spaces designed for family friendly activities. These features will support the Applicant’s commitment to diversity, equity, and inclusion, and they will nurture a strong sense of community among residents. As building designs advance, the Applicant will continue to refine unit mix, sizes, target demographics, programming, and phasing across the eight residential buildings. Early strategies to meet DEI goals in housing have been shaped collaboratively with the community through workshops, including sessions focused specifically on housing equity.

Each of the eight residential buildings will possess a distinct design, character, material palette, and identity. Rather than a single project aesthetic, these buildings will form a cohesive neighborhood, with each structure designed by different architects working within established Design Guidelines to bring unique perspectives and approaches to the overall development.

Table 1-3 Housing Unit Mix by Building

BLDG #	# OF UNITS	UNIT MIX		
		STUDIO	1-BEDROOM	2-BEDROOM
R1	201	40	91	60 (2 bed) 10 (3 bed)
R2	446	89	201	134 (2 bed) 22(3 bed)
R3	399	80	180	120 (2 bed) 20 (3 bed)
R4	366	73	165	110 (2 bed) 18 (3 bed)
R5	248	50	112	74 (2 bed) 12 (3 bed)
R6	61	12	30	19 (2 bed) zero (3 bed)
R7	355	71	160	106 (2 bed) 18 (3 bed)
R8	220	44	99	66 (2 bed) 11 (3 bed)



Figure 1G.1: Site Development Plan - Residential

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1.11 Phasing Plan

The Applicant expects construction of the Project to span over 20 to 30 years, depending on many factors, including market conditions, zoning requirements, and the requirements of the overall development. The phasing is primarily driven by the commencement of the Proposed Bridge connecting the Triangle and the Quad. The Applicant may choose to pursue more than one building simultaneously or in sequential fashion. As currently contemplated and as shown in **Figures 1H.1a, 1H.1b, 1H.2a, and 1H.2b**, the Project will be divided into two (2) phases:

- **Phase 1:** Includes Buildings E2, C3, C4, C5, C6, R1, R2, R6, R7, P2, P4, and the intended conveyance of the DPW Parcel for the City's construction of the DPW Yard Project.
- **Phase 2:** Will begin with the construction of the Proposed Bridge and include Buildings C1, C2, C7, C8, R3, R4, R5, R8, P1, and P3.

Each Phase shall consist of the buildings and those public realm improvements located on or immediately adjacent to, and serving the portion of the Development Parcel under construction within a Phase, such improvements including, without limitation, publicly beneficial open space, streets, utilities, and other physical improvements, as set forth in the Final Development Plan

(as the same may be amended from time to time or affected by Design Review approvals). Phase 1 is expected to be built over the next 10 to 15 years, with commercial and residential buildings moving on independent timelines given market dynamics and constraints. Phase 2 will begin subsequently after Phase 1, the timing for which will be dependent on market conditions. A majority of the Phase 2 development sites (Buildings R3, R4, C7, and C8) are currently encumbered by existing leases that prevent construction until 2040.

Figures 1H.1a, 1H.1b, 1H.2a, and 1H.2b indicate subphases within Phases 1 and 2, which subphases are provided for illustrative purposes. Phase 1A and Phase 1B represent tentative sequencing of development within Phase 1. Phase 2A and Phase 2B represent tentative sequencing of development within Phase 2. The delivery sequence of each subphase is subject to change owing to market conditions, zoning requirements, and the requirements of the overall development, and buildings and other improvements may be constructed at any time during their respective Phase.

Since the Applicant is pursuing an Infrastructure PUD, the phasing plan includes the timeline for completion of the infrastructure component, the Proposed Bridge. In accordance with Section 20.1100.7.3.2 of the CZO, construction of

the infrastructure will commence before the issuance of Certificate of Occupancy for over 50% of the non-residential GFA and will be substantially completed before the Certificate of Occupancy for over 75% of the non-residential GFA of an approved Final Development Plan. The required residential GFA may be provided on any portion of the Development Parcel and may be provided during both Phases. In accordance with Section 20.1100.5.1.3.1 of the CZO, construction of the required residential GFA will commence prior to or simultaneous with the issuance of final Certificate of Occupancy for more than sixty percent (60%) of non-residential GFA on the Development Parcel.

No building permits for commercial buildings in Phase 2 will be issued until the above residential requirement for Phase 1 is met.

Existing Parking

As shown in **Figures 1H.1a, 1H.1b, 1H.2a, and 1H.2b**, the proposed phasing for the Development Parcel dictates the removal and replacement of existing surface parking. Generally, surface lots will be demolished as new construction begins, with displaced spaces replaced within the new structures.

See the following illustrative phasing examples:

- Phase 1A (Building R2): Existing surface parking at this site will be demolished and replaced by new internal parking within Building R2 upon completion.
- Buildings P4, R6, and R7: Surface parking will be demolished in stages, starting with the Buildings P4 and R6 sites. Once the P4 parking structure is finished, it will serve as the replacement hub for the spaces lost at the P4, R6, and (eventually) R7 sites.
- Commercial GFA (Buildings C2 and C3): Upon reaching 500,000 SF of commercial GFA construction, the Applicant will demolish existing structures and surface lots at the C2 and C3 sites to create temporary surface parking for Buildings C4 and C6.

By the end of Phase 2, the Applicant intends to have removed and replaced all existing surface parking within new permanent structures, with the sole exception of Lot E2, which is intended to remain. Please note that these examples are for illustrative purposes only. The Applicant may utilize temporary surface lots at various locations within the Development Parcel, subject to City approval, based on the ultimate timing of the construction of specific improvements.

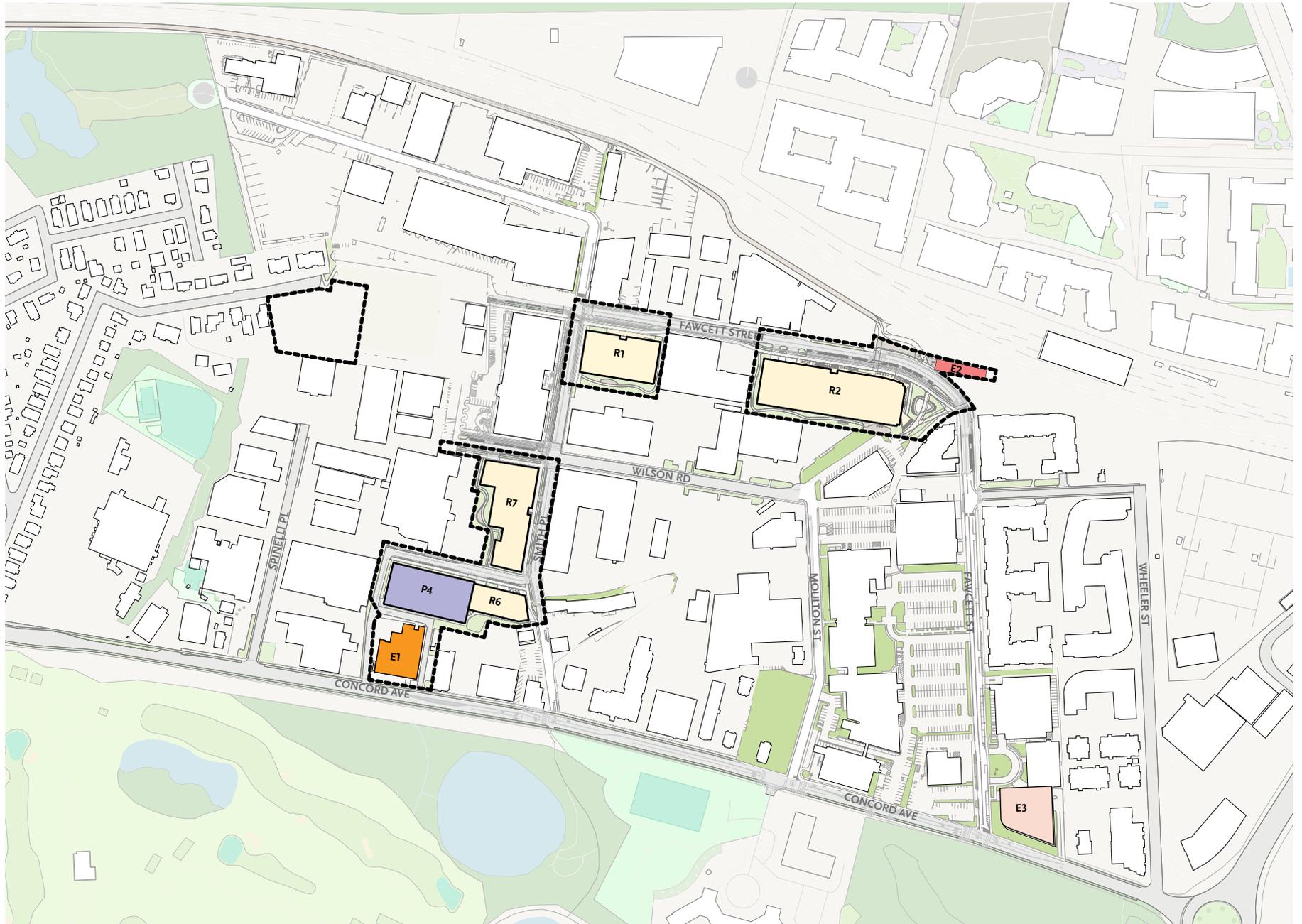


Figure 1H.1A: Preliminary Phasing Plan - Phase 1A

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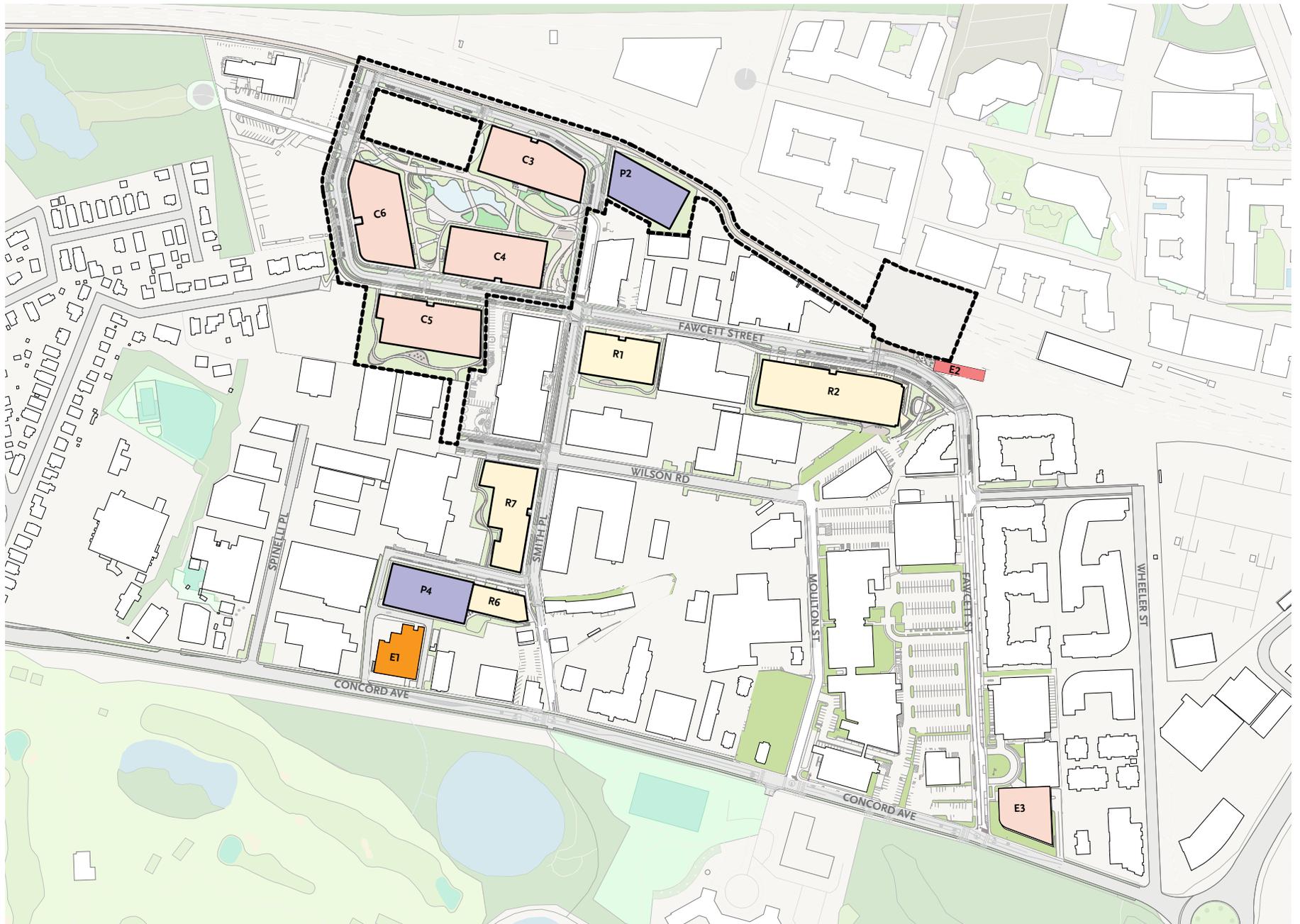


Figure 1H.1B: Preliminary Phasing Plan - Phase 1B

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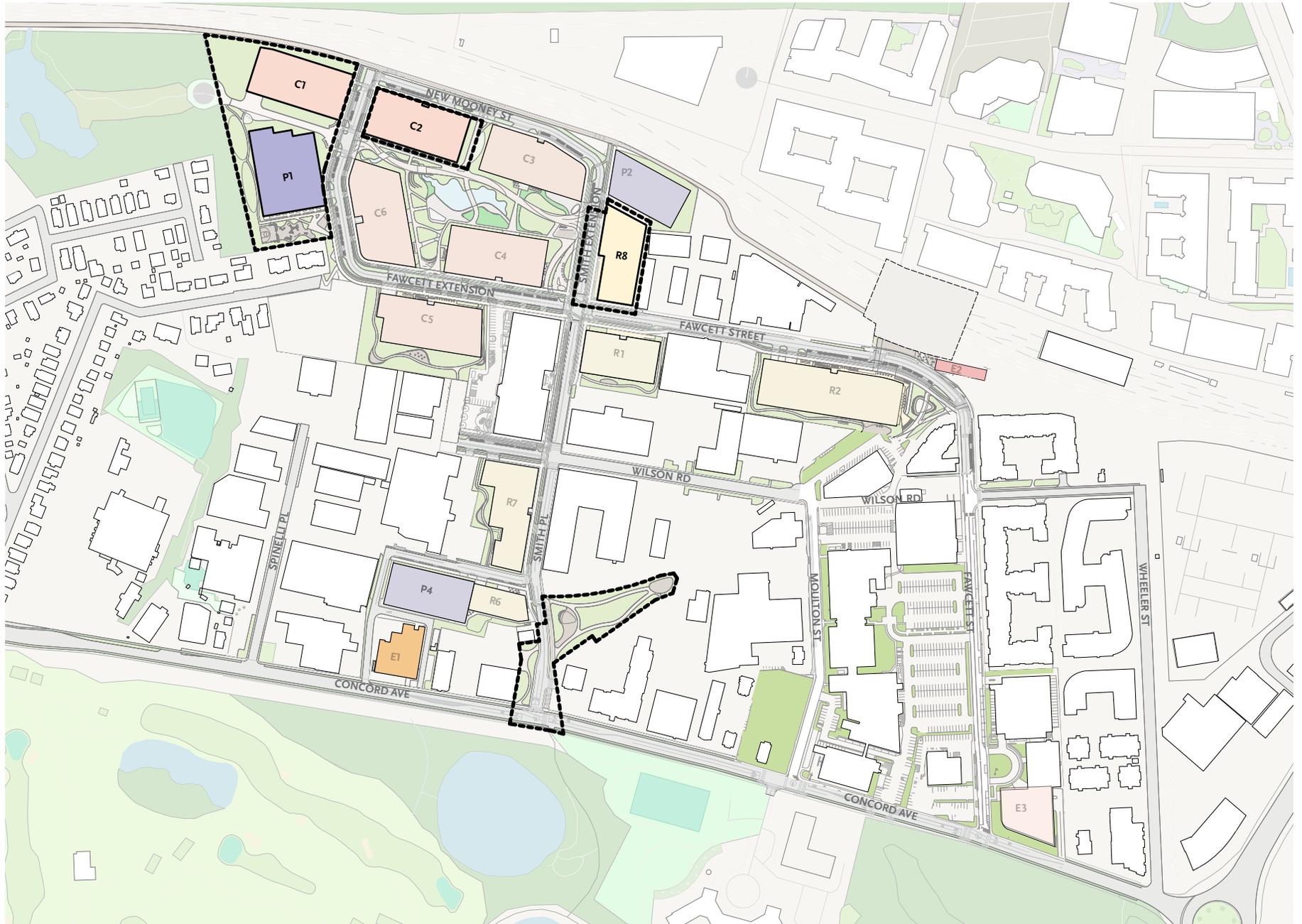


Figure 1H.2A: Preliminary Phasing Plan - Phase 2A

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Figure 1H.2B: Preliminary Phasing Plan - Phase 2B

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1.12 Sustainability Plan

The Project sets a new standard in sustainable urban development through a holistic approach that integrates zero-fossil-fuel development, energy and water efficiency, community planning, the greening of the public realm, and connective multi-modal transportation. This initiative will showcase the Applicant's commitment to sustainability by pursuing efficient and strategic solutions that address environmental challenges on both local and regional levels.

This Section summarizes the Applicant's engagement and commitment to sustainability through the planning, design, construction, and operational phases of the Project. This Section includes the following:

- Summary of key highlights of the certified Green Building Report (**Appendix B**); and
- Article 22.20 of the CZO compliance.

An expanded summary of additional sustainability performance analysis and strategies studied during the planning phase has been included in **Appendix B**.

1.12.1 Summary of Key Highlights of the Green Building Report

Zero Fossil Fuel Development

The Project is designed for high energy efficiency and long-term operational decarbonization. All residential and commercial buildings will be fully electric, with no on-site fossil fuel use except for emergency generators. This all-electric approach aligns with the City's Building Energy Use Disclosure Ordinance ("BEUDO") and supports the regional shift toward a low-carbon grid. As Massachusetts continues to bring renewable generation online, the Project's building systems will be positioned to leverage this grid decarbonization. The proposed energy strategy reflects this commitment to net zero operational carbon over time. Additionally, the Project will incorporate low embodied carbon design strategies and the Project targets a ten (10) percent reduction in commercial buildings' embodied carbon. The Project will study material quantity and selections optimization to reduce embodied carbon.

Regenerative Community Planning

The Project is built around regenerative design principles, with the goal of fostering a healthy, inclusive, and resilient community. Public amenities, open spaces, and active ground floor uses are integrated to encourage social interaction and support

local businesses. Streetscapes and plazas are designed for thermal comfort, walkability, and accessibility, promoting physical activity and community wellness. Material selections prioritize occupant health and transparency. These strategies work together to support a vibrant, people-centered district that enhances ecological and social value.

Greening the Public Realm

Nature is central to the proposed public realm design. The Project includes over 800,000 SF of green space and the planting of 1,000 new trees. These spaces are designed for both ecological function and public enjoyment—providing habitat, shade, and thermal relief, while enhancing the pedestrian experience. Native and climate-adapted plantings, tree canopy coverage, and integrated green infrastructure help reduce the urban heat island effect and create inviting, livable outdoor spaces for all.

Innovative Connective Transit

The proposed transportation strategy promotes low-carbon, multimodal mobility aligned with the City's goals. Key components include robust TDM programs and the Proposed Bridge, a new pedestrian and bicycle bridge linking the site to the Alewife MBTA train station. The Development Parcel layout breaks down superblocks to improve connectivity, permeability, and walkability. Future-proofing strategies will allow the Development

Parcel to evolve with emerging transportation technologies while maintaining strong connections to the surrounding neighborhood.

Water Efficiency & Stormwater Management

Reducing potable water use and managing stormwater on-site are key priorities of the Project. Buildings will feature high efficiency fixtures, lab-specific low flow systems, and optimized cooling towers to minimize indoor water demand. Outdoor irrigation will be minimized or eliminated through smart controls, non-potable water sources like rainwater harvesting, and low-water landscaping. Indigenous and drought-tolerant vegetation further reduces demand. Water submetering across systems will enable performance tracking and optimization.

Climate Resilient Design

The Project incorporates flood resilience and climate-adaptive design from the outset. Portions of buildings containing occupiable space (as defined in the State Building Code) will be elevated above the projected 100-year flood level, except as permitted under the State Building Code and except as provided in **Volume I, Section 3.8**. Each Phase will include site-level stormwater mitigation, and backup power systems will be in place for critical functions. Stormwater strategies will meet local DPW standards by reducing post-construction runoff from the 2070 25-year storm to the pre-construction 2-year level

and cutting phosphorus loads by at least 65%, per DEP/US Environmental Protection Agency (“EPA”) guidelines.

Urban Heat Island

To address rising urban temperatures, the Project incorporates high-reflectance roofs and paving, as well as well-insulated, shaded building facades. The existing site, a former industrial zone dominated by impervious surfaces, will be transformed through extensive landscaping and shading. These interventions are projected to reduce local ambient temperatures by approximately 3 to 5 degrees Fahrenheit, creating a more comfortable and resilient environment.

Benchmarking to Measure Performance

Each building in the proposed development will be designed to meet at least LEED Gold certification under LEED v5 (where applicable), making the Project one of the largest LEED-certified initiatives in the region. Certification will be pursued on a parcel-by-parcel basis, using the most current LEED version at the time of submission. Residential buildings may alternatively meet Article 22 requirements through Phius certification. The Applicant also tracks operational sustainability through GRESB, its portfolio-wide benchmarking platform, reinforcing its long-term commitment to transparency and performance.

1.12.2 Summary of Article 22 Requirements

The proposed Project will meet the Article 22 Green Building requirements, and each individual development within the Project will submit for additional review at the Design Review stage, Building Permit stage, and Certificate of Occupancy stage.

Green Building Rating Programs

The Project is designed to achieve LEED Gold certification for all commercial and lab buildings under LEED v5, aligning with the sustainability requirements outlined in Article 22 of the CZO. Residential buildings may pursue LEED for New Construction, LEED for Multifamily Midrise (currently only LEED v4 available), or alternatively comply through the Phius certification pathway to support high-performance, energy-efficient housing. Each Parcel will submit individually for certification based on the applicable program version at the time of design, ensuring third-party-verified green building performance.

Green Commissioning

The Applicant will engage a qualified Green Commissioning Authority to oversee and verify the performance of mechanical, electrical, plumbing, and renewable energy systems in accordance with Section 22.25 of the CZO. The Commissioning Authority will complete all

required tasks, including submittal reviews, operator training verification, seasonal testing, and post-occupancy performance evaluation, while providing direct reports to the Applicant. Where applicable, the Project will comply with enhanced commissioning standards as defined by LEED or Phius to ensure long-term operational efficiency and occupant comfort.

Verification

The Applicant will designate a qualified Green Building Professional, credentialed in the applicable rating system (such as LEED AP or Certified Passive House Consultant), to guide and verify sustainability compliance throughout design and development. This professional will utilize an approved Energy Simulation Tool to demonstrate performance aligned with the selected Green Building Rating Program and submit credentials and modeling tools to CDD during the administrative review process. For new developments pursuing Passive House certification, a certified Passive House rater/verifier will conduct required on-site quality assurance testing to ensure compliance with program standards.

Net Zero Narrative

The Net Zero narrative is included within the certified Green Building Report (**Appendix B**) and demonstrates that the Project is designed to align with the City's Net Zero Action Plan

through an all-electric building strategy that eliminates on-site fossil fuel use (except for emergency generators) and supports long-term operational decarbonization. Energy use intensity will be minimized through high-performance building envelopes, efficient systems such as exhaust-source heat pumps, and advanced thermal energy network strategies. Renewable energy will be integrated where feasible, including rooftop and canopy solar photovoltaics ("PV"), while future-ready infrastructure ensures that the Project can adapt as the regional power grid decarbonizes.

Green Roofs

The Project will meet the requirements of Article 22 of the CZO by incorporating Functional Green Roofs (as defined in the CZO) where feasible. Where rooftop mechanical equipment limits green roof installation, especially on lab buildings, high-albedo white roofs and solar-ready infrastructure will be used to comply with Cool Roof requirements. In cases where full green roof coverage is not achievable, the Applicant requests issuance of a Special Permit to permit such green roof area reduction, in accordance with the provisions of Section 22.35.3 of the CZO. In connection therewith, the Applicant will make a contribution to the Cambridge Affordable Housing Trust.

Flood Resilience Requirements

The Project will embrace climate resilient strategies including elevating critical equipment and residential units above flood elevation, incorporating stormwater mitigation strategies, and providing standby power for critical equipment. The Applicant will continue to evaluate feasibility of strategies for enhanced resilience.

The Development Parcel is vulnerable to increasing flood elevations, increasing heat for the overall site and buildings, and potential for grid disruptions. To evaluate the potential for future flood risk, the team studied the projected extent of future flooding in the region utilizing the Cambridge Flood Viewer Tool (2022, Figure 21). The tool assesses 10% and 1% Probability LTFE (10%-LTFE and 1%-LTFE) based on 2070 projections of annual flood risk. The analysis shows that 10%-LTFE does not reach the Development Parcel, which makes the Project naturally meet the minimum City requirement.

As depicted in **Figures 1L.1-7**, certain areas of buildings that are not designed or intended for extended use by people are situated below the 10%-LTFE, and the Applicant has requested a Special Permit pursuant to Section 22.84.3, to allow for modification from the requirements of Section 22.84.1, to allow for such areas to be located below

the 10%-LTFE. All of the proposed buildings comply with the requirements of Section 22.84.1, as it relates to all habitable spaces and critical equipment being located above the 1%-LTFE. Refer to **Volume I, Section 3.8** and **Section 1.13** below for additional information regarding flood resiliency.

Green Factor Requirements

The Project will meet the Green Factor requirements and has demonstrated Cool Score performance exceeding the minimum threshold through several key strategies. These include the use of high solar reflectance index ("SRI") roofing materials, the planting of approximately 1,000 new trees representing a 400% increase in tree cover and the creation of roughly 800,000 SF of new community green space, which reflects a fourteenfold increase over existing conditions.

At the Infrastructure PUD Special Permit stage, the Project has measured the Development Parcel as a whole, and in future phases the Cool Score will be recalculated during review of each Parcel project.

1.12.3 Section 20.1100 Requirements

In compliance with Article 20.1100.8.5.5.3(k) and Section 22.20 of the CZO, the Applicant has prepared this Sustainability Plan to describe how the Project will meet applicable sustainability requirements, minimize greenhouse gas ("GHG") emissions, and

align with the goals of the City's Net Zero Action Plan. The Project is fully committed to a comprehensive all-electric development strategy across both laboratory and residential buildings to eliminate on-site fossil fuel use, with the exception of emergency generators. In alignment with Section 22.20 of the CZO, all new buildings will target at least LEED Gold certification or Phius+ for residential parcels. The Project will fully comply with the BEUDO and Fossil Fuel-Free (FFF) requirements, supporting the City's transition toward carbon neutrality.

To achieve high energy performance, the Project's design incorporates multiple energy efficiency improvement measures, including enhanced building envelope performance, efficient HVAC systems, exhaust-source heat pumps, and on-site renewable energy generation potential through solar PVs. A feasibility assessment for PV installations has been completed, confirming that rooftop PV will be implemented where structurally and spatially viable, supplemented by solar canopies over parking areas. Although building-integrated photovoltaics ("BIPV") were found not feasible at this time due to cost and efficiency constraints, the Applicant will periodically re-evaluate such technologies as market conditions and performance improve.

In addition, the Project has evaluated opportunities for geothermal and thermal

energy networks to further improve energy efficiency and reduce emissions. The Development Parcel is not near any existing district steam networks; however, on-site heating plants can be designed more efficiently than new district steam networks for the Project. Instead, the team continues to collaborate with the City on understanding the feasibility of connecting to an ambient loop or geothermal-based thermal energy network, with further engagement and exploration needed by Eversource. The Applicant is open to collaborating with the City and Eversource on potential district-scale or shared geothermal energy solutions and is supportive of zoning relief that would enable such shared systems and advance long-term emissions reductions.

All new buildings will comply with BEUDO monitoring and reporting requirements. Advanced sub-metering will be installed for mechanical systems, laboratories, and residential units to track and manage energy and water consumption in real time. Data will support continuous optimization of building operations and ongoing compliance with the City's Net Zero Action Plan performance objectives.

The Applicant has evaluated both building-scale and district-scale energy and water infrastructure solutions and recognizes that district-scale systems can deliver higher overall performance and carbon

reductions when program diversity is leveraged. The Applicant remains committed to collaborating with the City, Eversource, and other local property owners to explore participation in shared thermal networks or ambient loop systems serving the broader Alewife District. This cooperative approach aligns with the Net Zero Action Plan's district energy recommendations and demonstrates the Applicant's commitment to supporting long-term, district-wide emissions reductions and sustainable energy resiliency.

In accordance with Section 22.35 (Cool Roof Requirements) of the CZO, all new buildings will incorporate high SRI materials, Functional Green Roofs where feasible, and solar-ready roofs to facilitate renewable energy installation. Where mechanical systems limit green roof installation, such as in laboratory buildings, the Applicant requests issuance of a Special Permit to permit such green roof area reduction, in accordance with the provisions of Section 22.35.3 of the CZO; in connection therewith, the Applicant will make a contribution to the Cambridge Affordable Housing Trust. Additionally, tree planting and porous paving across the Development Parcel will mitigate the urban heat island effect and enhance pedestrian comfort and environmental performance.

1.12.4 Efficiency, Electrification and Path to Net Zero Carbon

1.12.4.1 GHG Emissions Summary and Energy Strategy Overview

All new buildings will be designed as all-electric to align with the City's net-zero carbon goals under BEUDO. The Project includes approximately 2.63 million SF of lab/office space and 1.98 million SF of residential, with an anticipated total energy consumption of approximately 109,350 MWh/year and estimated annual GHG emissions of 26,600 metric tons CO₂e at full build-out. This equates to approximately 6.2 kg CO₂e/sf/year across the development.

1.12.4.2 Energy Efficiency Strategies

Energy efficiency is addressed through a comprehensive approach at both the building and district levels.

Commercial buildings in the Project will be designed to achieve high energy performance through a combination of passive and active strategies. Targeted envelope improvements include R-20 rated walls and low U-value glazing to minimize heat transfer and improve insulation. HVAC systems will incorporate advanced technologies such as air-source and exhaust-source heat pumps, dedicated outdoor air systems (DOAS), and energy recovery systems to maximize

efficiency. Additional features include demand-controlled ventilation and smart lab exhaust controls to optimize air exchange based on occupancy and need, while passive design strategies will further reduce heating and cooling loads, contributing to overall energy savings and operational efficiency.

Residential buildings will be designed to meet Passive House standards, prioritizing energy efficiency, occupant comfort, and thermal resilience. They will feature R-40 wall assemblies and ultra-low air infiltration to significantly reduce heating and cooling needs. Mechanical systems will include high-efficiency heat pumps, energy recovery ventilators (ERVs), and heat pump water heaters, all working together to minimize energy consumption. The optimized building envelope is specifically designed to lower peak energy demand and enhance resilience to extreme temperature fluctuations.

1.12.4.3 GHG Emissions Reductions

The Project's "Stretch Goal" energy strategy potentially reduces operational carbon by 13% on Day 1, equating to approximately 3,532 metric tons CO₂e/year in avoided emissions comparable to removing 824 internal combustion vehicles from the road annually. Additional emissions savings are expected over time as ISO-NE grid emissions factors improve, further lowering site-based emissions without physical system changes.

1.12.4.4 District Systems

The Applicant is actively coordinating with Eversource and the City to explore utility-scale district thermal solutions that could support not just the Development Parcel, but also the broader Alewife District.

1.12.4.5 Renewable Energy Integration

Renewable energy integration is a key component of the Project, with on-site rooftop PV systems planned where feasible. Additional renewable generation can be achieved through parking canopy PV installations, which also contribute to reducing urban heat island effects. While BIPVs were studied, they were deemed currently unviable due to low efficiency and high costs, though they may be reconsidered as technology advances.

The Applicant will pursue off-site renewable energy procurement, at minimum included MA Class 1 Renewable Energy Certificates (RECs), and potentially including Power Purchase Agreements (PPAs) or Virtual PPAs, to support the remainder of its carbon neutrality goal and comply with BEUDO requirements.

For more information, refer to the certified Green Building Report and the Net Zero Narrative included in **Appendix B**.