



To: Planning Board

From: CDD Staff

Date: April 22, 2026

Re: Special Permit PB-410, 78R Cambridgepark Drive, 591, 617, 625, 641-643, 645, 689, 725 Concord Avenue, 77, 110, 125, 160, 180 Fawcett Street, 60 Loomis Street, 13, 45, 50, 52, 54, 61, 67 Mooney Street, 12, 24, 36, 60, 62, 68 Moulton Street, 11, 25, 26, 35, 49, 59, 61-67, 100, 127 Smith Place

Overview

Submission Type: PUD (Planned Unit Development) Special Permit Application

Applicant: Healthpeak OP LLC

Zoning District(s): Office-1 (O-1) / Industry B-2 (IB-2) / Business A (BA) / Alewife Overlay District - Quadrangle (AOD-Q) / Alewife Overlay District 5 (AOD-5)

Proposal Summary: Develop multiple parcels into a mixed-use development including residential, retail, office and laboratory buildings, as well as municipal service facility site, publicly beneficial open space, and a pedestrian and bicycle bridge over MBTA railroad.

Special Permits Requested: Project Review (19.20); Parking Principal Use (20.1100.4.3.1); Neighborhood Uses Location (20.1100.4.4); Build-to Zone Modifications (20.1100.5.2.4); Curb Cuts Modifications (20.1100.5.5.7); Side Yard Waiver (20.1100.5.5.9.1); Pooled or Principal Use Parking (20.1100.6.3); Off-Street Loading Waiver (20.1100.6.4); Planned Unit Development AOD-Q (20.1100.8); Reduction of Green Roofs requirement (22.35.3); Flood Resilience Standards Modifications (22.84.3)

Other City Permits Needed: Stormwater Control Permit, Parking and Transportation Demand Management (PTDM) Plan, Historical Commission approval (demolition)

Planning Board Action: Grant or deny requested PUD Special Permit & associated special permits.

Memo Contents: CDD Zoning Report & Urban Design Report, including summary of approval process; review of area planning and zoning, comments on proposal addressing planning, zoning, and urban design

Other Staff Reports: Department of Transportation Dept. (DOT), Department of Public Works (DPW), in separate documents.

PUD Review Process

This proposal is seeking a new Planned Unit Development (PUD) Special Permit subject to [AOD-Q District regulations \(Section 20.1100](#) of the Zoning Ordinance). The applicant has submitted a Development Proposal including the following required plan components:

- Site Development Plan
- Development Program
- Site Massing Plan
- Parking and Loading Plan
- Connectivity Plan
- Open Space Plan
- Ground Floor Tenanting and Activation Plan
- Neighborhood Uses and Open Space Advisory Committee Plan
- Housing Plan
- Phasing Plan
- Sustainability Plan
- Resilience Plan
- Transportation Plan
- Environmental Comfort Plan
- Architectural Character Plan

The Planning Board is guided by the AOD-Q Development Controls and Special Permit Criteria, summarized in the table below, as it evaluates each of these plans.

Current Action – Preliminary Determination

At this first public hearing, the Planning Board considers whether the Development Proposal generally conforms with the zoning and the City’s policies and plans for the area, then makes a Preliminary Determination:

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| <ul style="list-style-type: none">• A positive Preliminary Determination means that the Applicant may submit a Final Development Plan including any additional information, further refinements, or changes requested by the Planning Board.• A negative Preliminary Determination is a denial of the PUD special permit. |
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Future Action – Special Permit Decision

After holding another public hearing on the Final Development Plan, the Planning Board can make a final decision to grant or deny the PUD Special Permit and all other requested special permits. Like any special permit, the Planning Board may impose conditions to ensure criteria are met.

The current proposal is a Phased Development Plan, which includes multiple buildings, open spaces, streets, infrastructure, and other components built over time. The PUD Special Permit would include detailed conditions to govern how development proceeds over time, including design review and approval processes for buildings and other components of the plan, and procedures for modifying the approved plan in the future.

Criteria – PUD Preliminary Determination

The following table summarizes findings for a Preliminary Determination on a Development Proposal and the planning objectives for development in the AOD-Q district. For the purpose of the Preliminary Determination, the Planning Board should focus on:

- Does the proposal, at a concept level, generally meet these criteria?
- What revisions, modifications, or additional detail should be in the Final Development Plan to fully comply with the criteria below and all other criteria applicable to the special permits being sought?

Zoning Section	Required Planning Board Findings <i>(Summary - see appendix for zoning text excerpts)</i>
PUD Approval Criteria (Section 12.35.3)	Findings – The proposal: <ul style="list-style-type: none"> • Conforms generally with development controls and PUD district • Conforms with adopted plans and guidelines for the neighborhood • Provides benefits that outweigh negative impacts, considering <ul style="list-style-type: none"> ○ Site design and integration of land uses, building types, and density ○ Preservation of natural features ○ Compatibility with adjacent areas ○ Area and types of open space provided ○ Amenities for the broader community ○ Traffic flow and safety ○ Utilities and infrastructure ○ Impact on existing public facilities ○ Potential fiscal impact
AOD-Q Special Permit (Section 20.1100.8.4.3)	Findings – The proposal: <ul style="list-style-type: none"> • Supports the purpose of the AOD-Q District (see next page) • Is consistent with the vision and goals of the District Plan and principles of the Zoning Working Group • Conforms with the Alewife Design Guidelines and Citywide Urban Design Objectives (19.30)
AOD-Q Phasing Plan (Section 20.1100.8.5.5.5)	Determination <ul style="list-style-type: none"> • The Phasing Plan ensures the district purpose will be met, with development providing uses and public benefits in a balanced manner.

Zoning Section	Required Planning Board Findings <i>(Summary - see appendix for zoning text excerpts)</i>
<p>AOD-Q District Purpose (Section 20.1100.2.1)</p>	<p>It is the purpose of the AOD-Q District to promote a development pattern that implements the vision and goals of the Envision Alewife District Plan (2019) and the Principles of the Alewife Zoning Working Group (2023), referred to herein as the "AOD-Q Principles." In summary, this Section is intended to achieve the following objectives:</p> <ul style="list-style-type: none"> (a) Support the creation of a mixed-use environment with a balance of residential and non-residential uses. (b) Incorporate a variety of neighborhood-supporting uses that provide retail, services, recreation, culture, and employment opportunities to residents, employees, and visitors to the area, and help to activate the ground stories of buildings. (c) Promote the development of significant public infrastructure and open space in the District to improve physical access and connectivity, and to transform the area from an auto-oriented environment to one that prioritizes transit, biking and walking. (d) Address area-specific environmental concerns by promoting resilience to future flooding, reducing urban heat island effects, and managing stormwater with a focus on green infrastructure and mitigating impacts on public sewage and drainage systems. (e) Maintain and preserve a regulated transition between larger-scale development in the district and nearby smaller-scale residential neighborhoods and communities. (f) Review and permit redevelopment through a process that encourages comprehensive, long-range planning and urban design while providing sufficient flexibility to property owners to adapt to changing conditions over time.

Other Special Permit Criteria

In addition to the PUD Special Permit, the proposal seeks additional special permits. No special permits will be granted as part of the Preliminary Determination, so the necessary findings will only need to be made at the Final Development Plan stage.

Nearly all larger-scale development requires a Special Permit under [Zoning Ordinance Section 19.20 Project Review Special Permit](#). The Development Proposal includes the following additional materials required by Section 19.20:

- Traffic Study
- Tree Study
- Urban Design Objectives Narrative
- Sewer Service Infrastructure Narrative
- Water Service Infrastructure Narrative
- Noise Mitigation Narrative

In addition, the proposal seeks a modification to the Green Roofs Requirement (Section 22.35) and Flood Resilience Standards (Section 22.80).

The following additional criteria apply to these special permits. The Planning Board’s main consideration at this stage is whether additional information is needed in the Final Development Plan to make the necessary findings. Comments are provided in the Urban Design, DOT, and DPW reports.

Zoning Section	Required Planning Board Findings <i>(Summary - see appendix for zoning text excerpts)</i>
Project Review – Traffic Impact Findings (Section 19.25.1)	<ul style="list-style-type: none"> • The Proposal will have no substantial adverse impact on city traffic within the study area. • Where specific traffic guidelines are established, written agreements may address TDM strategies. • The Board will consider all relevant traffic impact indicators and proposed mitigation efforts.
Project Review – Urban Design Findings (Section 19.25.2)	<ul style="list-style-type: none"> • The project is consistent with urban design objectives as established in Section 19.30, as well as other relevant design guidelines or planning reports as established for the relevant area/neighborhood
Modification of Green Roofs Requirement (22.35.3)	<ul style="list-style-type: none"> • Each square foot of reduced Green Roof Area is compensated by a unit price contribution to the Cambridge Affordable Housing Trust.
Modification of Flood Resilience Standards (Section 22.84.3)	<ul style="list-style-type: none"> • Development is designed to meet the intent of the standards in a manner that is more suitable to the unique conditions of the development or the site. • Must be reviewed and approved in writing by the City Engineer.

Zoning Section	Required Planning Board Findings <i>(Summary - see appendix for zoning text excerpts)</i>
<p>General Special Permit Criteria (Section 10.43)</p>	<p>Special permits will be normally granted if the zoning requirements are met, unless it is found not to be in the public interest due to one of the criteria enumerated in Section 10.43:</p> <ul style="list-style-type: none"> (a) It appears that requirements of this Ordinance cannot or will not be met, or (b) traffic generated or patterns of access or egress would cause congestion, hazard, or substantial change in established neighborhood character, or (c) the continued operation of or the development of adjacent uses as permitted in the Zoning Ordinance would be adversely affected by the nature of the proposed use, or (d) nuisance or hazard would be created to the detriment of the health, safety and/or welfare of the occupant of the proposed use or the citizens of the City, or (e) for other reasons, the proposed use would impair the integrity of the district or adjoining district, or otherwise derogate from the intent and purpose of this Ordinance, and (f) the new use or building construction is inconsistent with the Urban Design Objectives set forth in Section 19.30.

Zoning & Development Staff Report

Area Planning and Zoning

For decades, Alewife has been one of the areas in Cambridge with the most redevelopment potential. It was mostly undeveloped marshland until the 20th century, when various development patterns emerged: Industrial uses along the Fitchburg rail line, suburban retail/office on the regional roadways encircling the area, and the Cambridge Highlands neighborhood of mostly single-family and two-family homes bordering Belmont. The Alewife Reservation and Fresh Pond Reservation, once unprotected, became important natural resources defining the area.

The City has done many iterations of planning in Alewife. Some highlights include:

- [Alewife Revitalization](#): A series of studies and rezoning efforts in the 1970s that envisioned a transformation to a “high quality office and industrial park,” anticipating the MBTA Red Line Extension and regional roadway improvements. These studies sought to improve the City’s employment and tax base (by prioritizing high-tech office and lab over residential and industrial uses), open space and greenery, urban design, and local roadways and infrastructure. This phase of planning led to several new office developments along Cambridgepark Drive and some residential along Concord Avenue. Most development remained auto-oriented with large amounts of surface parking and some limited green space.
- [Concord-Alewife Study](#): A 2005-6 study and rezoning that followed from the Citywide Rezoning and Eastern Cambridge Rezoning processes in 2001. These planning efforts sought to promote mixed-use development by incentivizing housing in evolving commercial areas. The Concord-Alewife planning carried forward many of the goals of prior Alewife planning, including more green and permeable area and improved infrastructure and urban design. There was more prioritization of pedestrian and bicycle infrastructure, most notably a desired crossing of the Fitchburg Rail connecting the Triangle and Quadrangle. This planning phase led to substantial development of both residential and commercial uses, with most of Cambridgepark Drive becoming more fully developed along with several large sites in the Quadrangle and along Route 2 (under separate zoning). Much of the surface parking has been replaced with buildings and structured garages, though the area retains much more parking than most other parts of Cambridge. The development of many sites also coincided with Cambridge’s development of flood resilience standards, which created some tension with the urban design goals of promoting active ground floors.
- [Alewife District Plan](#): Part of the “Envision Cambridge” comprehensive planning process (completed in 2019) that was partly in response to community and Council reaction to the development occurring in Alewife. Many goals were carried forward from prior Alewife planning, including promoting a balanced mix of residential and commercial development and infrastructure improvements to encourage pedestrian, bicycle, and transit use. An emphasis was placed on connections within the area and to other parts of Cambridge. Updated urban design recommendations sought to

balance urbanistic goals with adapting to increased temperatures and flooding due to climate change. Recommended zoning changes included adjustments to height limits to accommodate newer building typologies, allowing retail uses more broadly, and setting limits on parking. Much of the study focused on the Quadrangle area, where it set a specific goal of retaining the area’s light manufacturing and similar activities that are not found in most of Cambridge.

The Alewife District Plan did not immediately lead to new zoning. In 2022, as Healthpeak began to publicly discuss potential redevelopment over its land holdings in the Quadrangle, the City Council enacted a moratorium on most commercial development and the City appointed a working group of stakeholders, including residents and Healthpeak representatives, to develop zoning recommendations.

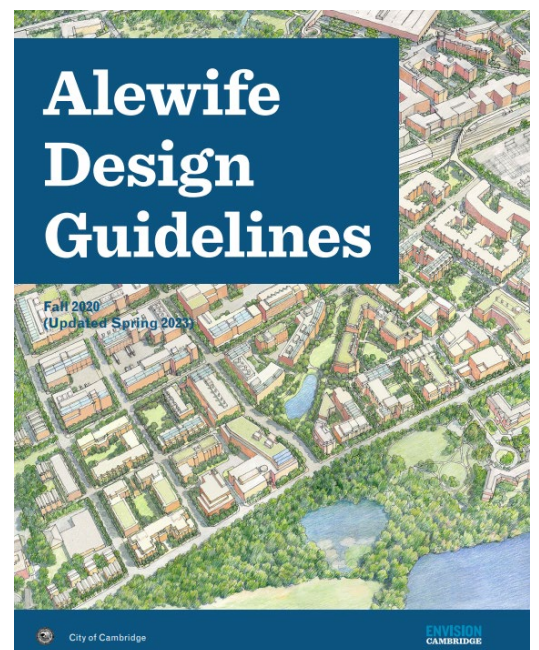
The [Alewife Zoning Working Group](#) carried forward most zoning recommendations of the Alewife District Plan. A notable change included recommending a PUD permitting process with stronger incentives for mixed-use development with public infrastructure, including a railroad crossing and potentially a future commuter rail station. The group also more strongly emphasized what it called “neighborhood uses,” inclusive of retail, services to meet resident and employee needs, and other gathering places that promote self-sufficiency and a sense of local community.

The final AOD-Q zoning was adopted in 2023 based on this group’s recommendations. So far, no rezoning has been advanced for other Alewife districts such as the Triangle and Alewife Brook Parkway. Working group members felt that rezoning would be more meaningful if property owners in those areas were more actively engaged.

Relevant Studies

The following studies are referenced in the zoning or otherwise relevant to the stated objectives:

- [Envision Alewife District Plan \(2019\)](#)
- [Principles of the Alewife Zoning Working Group \(2023\)](#)
- [Alewife Design Guidelines \(2023\)](#)
- [Citywide Urban Design Guidelines](#)
- [Resilient Cambridge Plan \(ongoing\)](#)

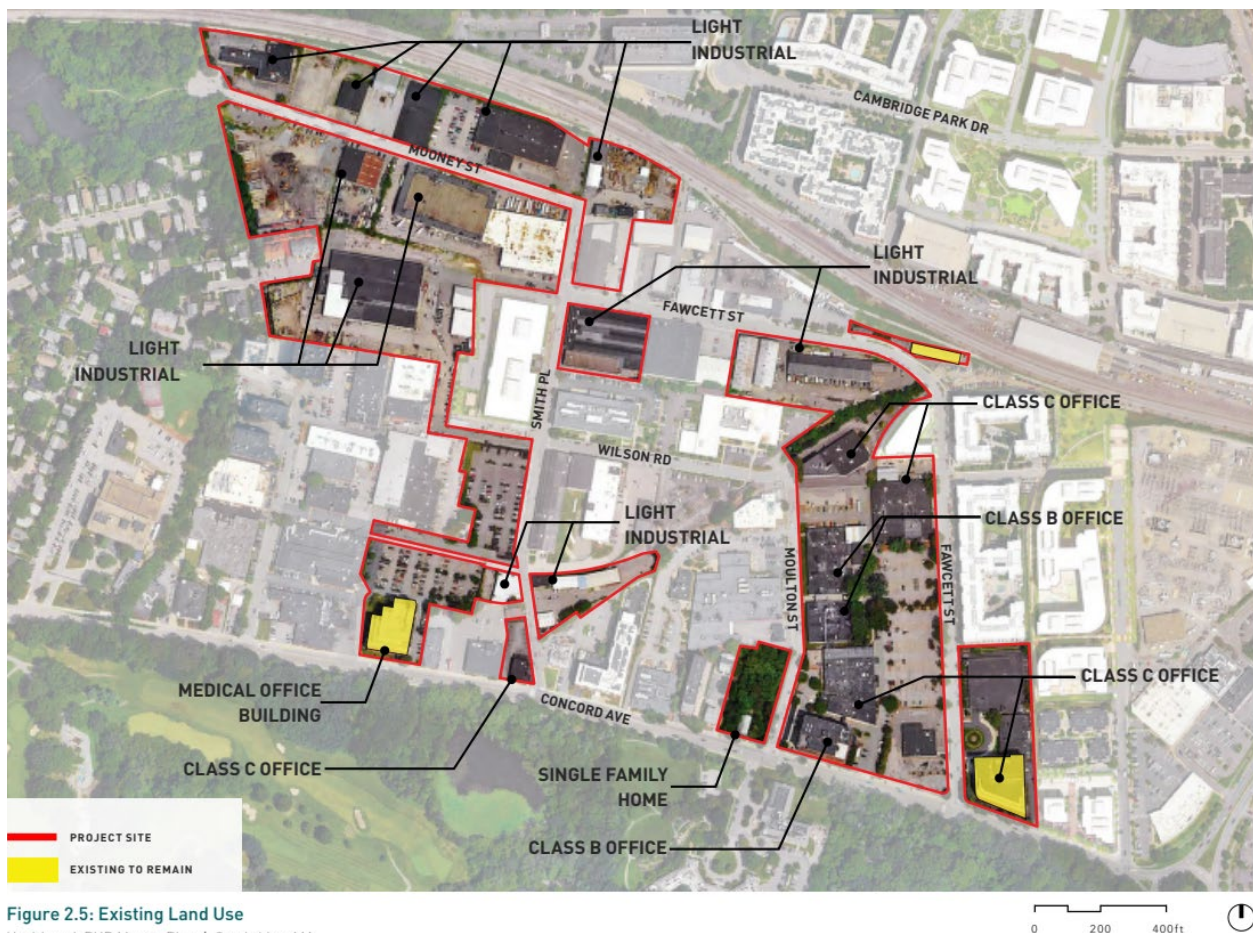


Current Proposal

Overview

The proposed development parcel contains approximately 42 acres (1,796,403 SF) of land area across many continuous and non-contiguous lots, including approximately 1.22 acres of land to be deeded to the City for the site of a new DPW facility and yard.

Existing conditions are primarily auto-oriented commercial/office and industrial uses, with impervious surface and parking area covering a significant amount of the space. Three existing buildings are proposed to remain, including the Mount Auburn Healthcare building at 725 Concord Ave, the office building at 10 Fawcett St, and the small retail building at 110 Fawcett St.



The proposed redevelopment includes:

- Eight new commercial buildings and eight new residential buildings, several with neighborhood-serving uses on the ground floors
- Four standalone shared parking structures
- A DPW municipal building and site
- Multiple open spaces
- A new pedestrian/bicycle bridge over the MBTA tracks at the northeast corner of the site



Figure 2.7: Conceptual Site Development Plan
Healthpeak PUD Master Plan | Cambridge, MA



Use Regulations

Principal Uses	Requirement	Proposal	Planning Board Action
Office and Technical Office for R&D	Allowed by base zoning Over 250,000 SF of non-residential GFA requires PUD process	2,630,000 SF (including 109,000 SF existing) 8 new, 3 existing buildings	General PUD / AOD-Q findings
Residential	Allowed by PUD zoning Minimum 40% of total GFA required	1,985,000 SF 8 new buildings 43% of total GFA	General PUD / AOD-Q findings
Neighborhood Uses	Defined in PUD zoning Minimum 3% of total non-residential GFA required	160,140 SF total 75,640 SF in new buildings 84,500 SF in existing buildings	See next page
Parking as a Principal Use	Allowed by special permit in PUD zoning	4 new structured parking decks (GFA exempt)	Special permit – see pp. 17-18
Public Facilities	Allowed by PUD zoning	1.22-acre DPW site (GFA exempt)	See next page

1. **Neighborhood uses** are intended “to promote and incentivize the inclusion of a diversity of uses in the AOD-Q District that help to reinforce the district as a self-sufficient neighborhood and complement the workspaces and living spaces that are expected to be the predominant uses” and “encouraged on the Ground Stories of buildings and in locations that are planned to support and encourage an active public realm.”

The AOD-Q zoning lists the following “neighborhood uses.” More information about the range of potential uses and how the neighborhood use space will be programmed may be helpful in the Final Development Plan and is discussed further below.

- Educational Uses
- Community Center
- Healthcare facilities
- Professional office uses
- Private library, museum or noncommercial gallery
- Local Government uses
- Retail or Consumer Service Establishments
- Open-Lot Retail Sales Establishment
- Outdoor Entertainment and Recreation Facility
- Temporary Outdoor or Consumer Service Use
- Food Commissary

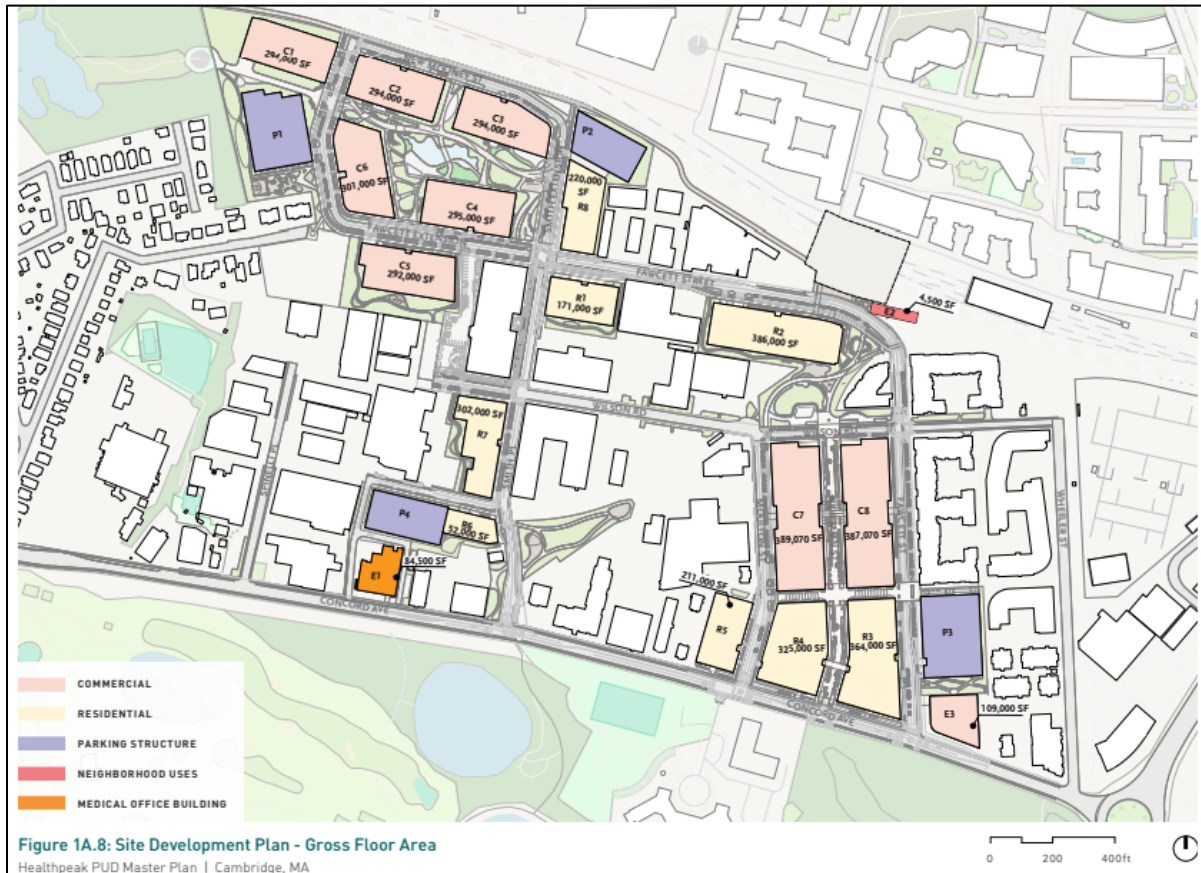
2. **GFA exemptions** for neighborhood uses, structured parking, and public facilities require a finding from the Planning Board that they are located and designed in a way to ensure long-term adherence to the purpose of the district.

PUD Aggregate Development Standards

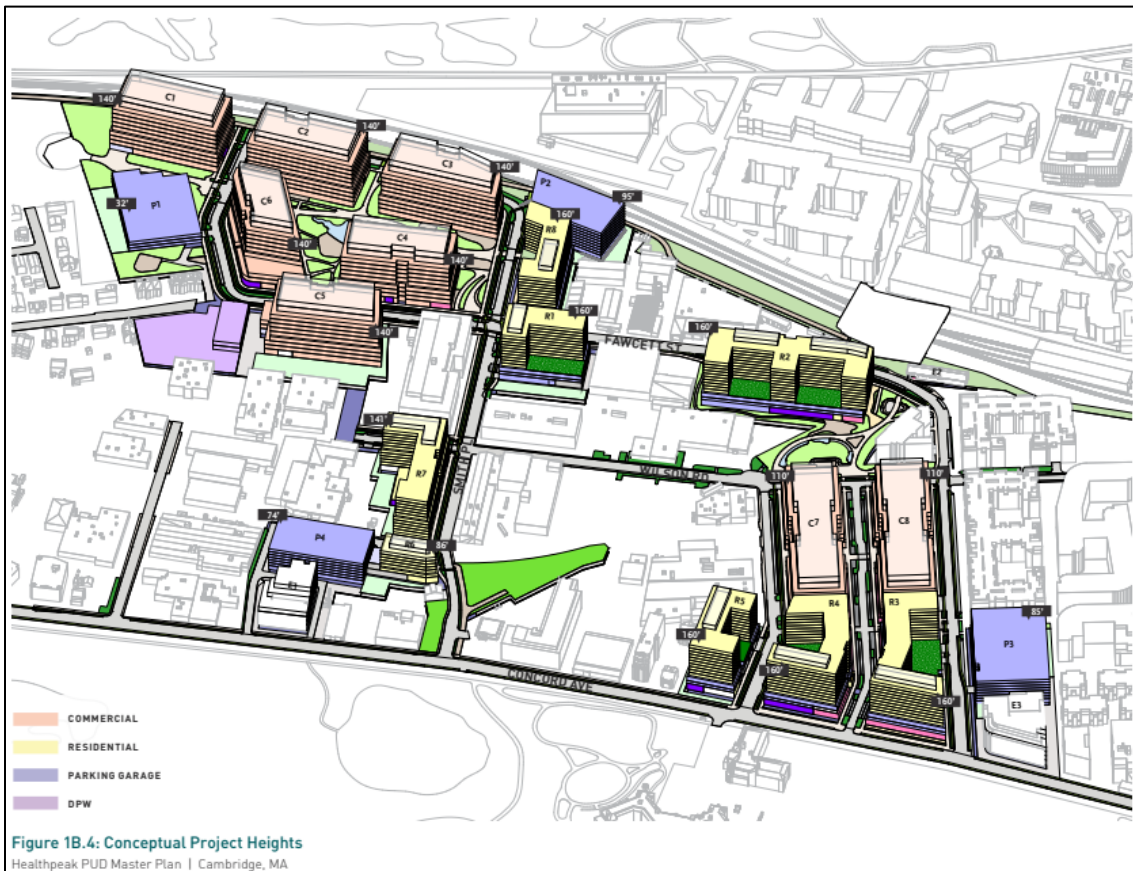
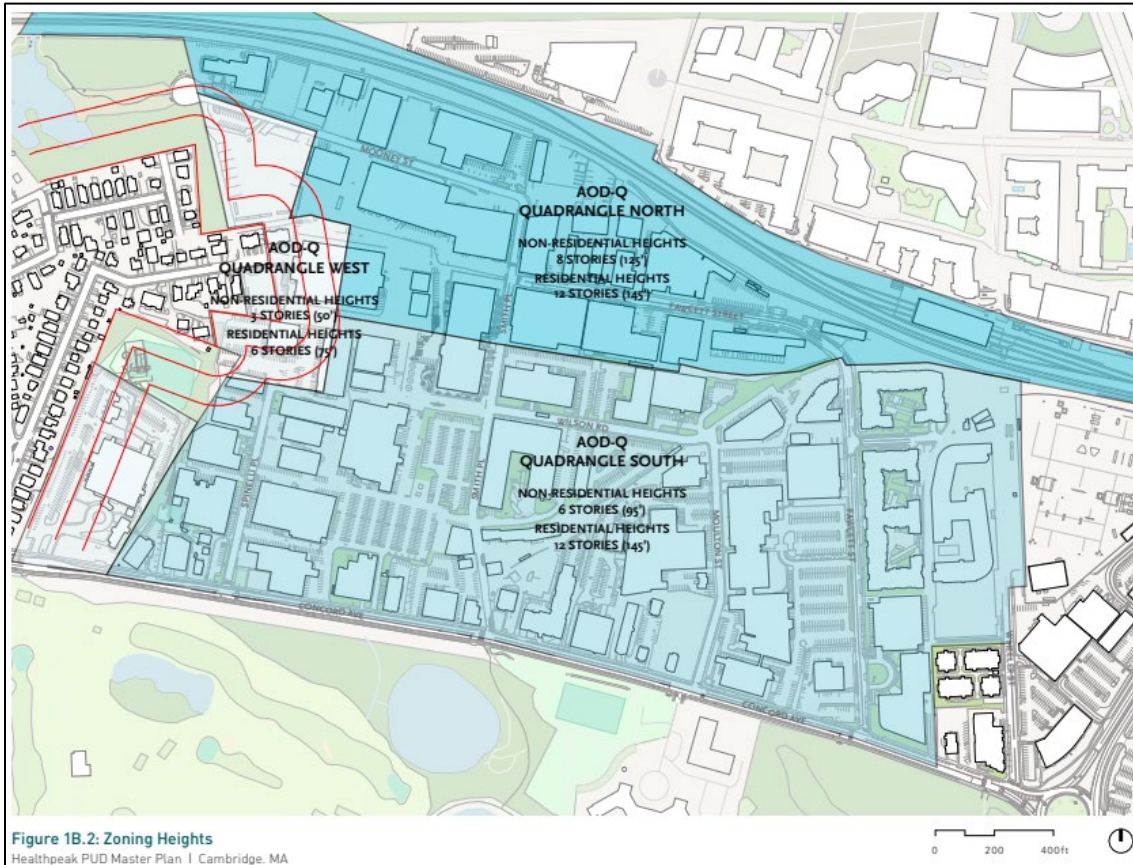
Standard	Requirement	Proposal	Planning Board Action
Floor Area Ratio (FAR)	Non-residential: 1.50 max Infrastructure PUD 1.25 max other PUD 1.00 max non-PUD Total (Res+non): 4.0 max + bonus for conveyed land (can be for any use)	Non-residential: 1.65 (infrastructure PUD proposed w/bonus for conveyed land) Residential: 1.06 Total: 2.46	General PUD / AOD-Q findings
Gross Floor Area (GFA)	PUD-SP for over 250,000 SF in non-residential GFA Min. 40% total GFA must be residential Min. 3% non-residential GFA must be neighborhood use	4,775,140 SF total GFA 1,985,000 SF residential (43% of total GFA) 160,140 SF neighborhood uses (75,630 SF new GFA, 3%)	General PUD / AOD-Q findings

Standard	Requirement	Proposal	Planning Board Action
Height – Non-Residential	AOD-Q North: 8 stories above grade and 125 ft AOD-Q South: 6 stories above grade and 95 ft AOD-Q West: 3 stories above grade and 50 ft Additional story/15 ft with land conveyance	AOD-Q North: 9 stories/140 ft AOD-Q South: 7 stories/110 ft AOD-Q West: 3 stories/50 ft (partial buildings only)	General PUD / AOD-Q findings
Height – Residential	AOD-Q North/South: 12 stories above grade & 145 ft AOD-Q West: 6 stories above grade and 75 ft Additional story/15 ft with land conveyance	AOD-Q North: 13 stories/160 ft AOD-Q South: 13 stories/160 ft AOD-Q West: N/A	General PUD / AOD-Q findings
Height – N’hood Transition Area	3 stories/35 feet within 100 feet of residential zones 4 stories/45 feet within 200 feet of residential zones	3 stories/35 ft (commercial) 2 stories/35 ft (DPW site)	General PUD / AOD-Q findings
Open Space	Minimum 20% public and publicly beneficial, at grade (no min. public open space) Minimum 25% permeable (including paved area)	Total publicly beneficial open space: 13.78 acres (~38% of total area) Permeable area: 11.29 acres (~31% of total area) “Park” area: 4.32 acres (~12% of total area)	General PUD / AOD-Q findings

1. **Floor Area Ratio (FAR) and Gross Floor Area (GFA)** requirements in the AOD-Q zoning are designed to incentivize infrastructure and neighborhood uses. Conveyed land for infrastructure and open space, including the DPW site, may be counted as lot area when calculating FAR. Neighborhood uses, structured parking, and public facilities are not included in total GFA when determining compliance. Similarly, the Planning Board may approve additional GFA for conveyed land, light industrial, and neighborhood use area. The proposal seeks additional GFA related to the proposed land conveyance and proposed new neighborhood uses, but not for the existing medical office building that is proposed to remain.



2. **Building Height** is dependent on the zoning subdistrict, with more height for non-residential buildings permitted in the northern portion of the district, closer to the rail tracks. The proposal utilizes the additional story plus 15 feet of permitted height on each new building proposed, therefore the proposed heights depend on the conveyance of land at least one acre in size to the City of Cambridge.

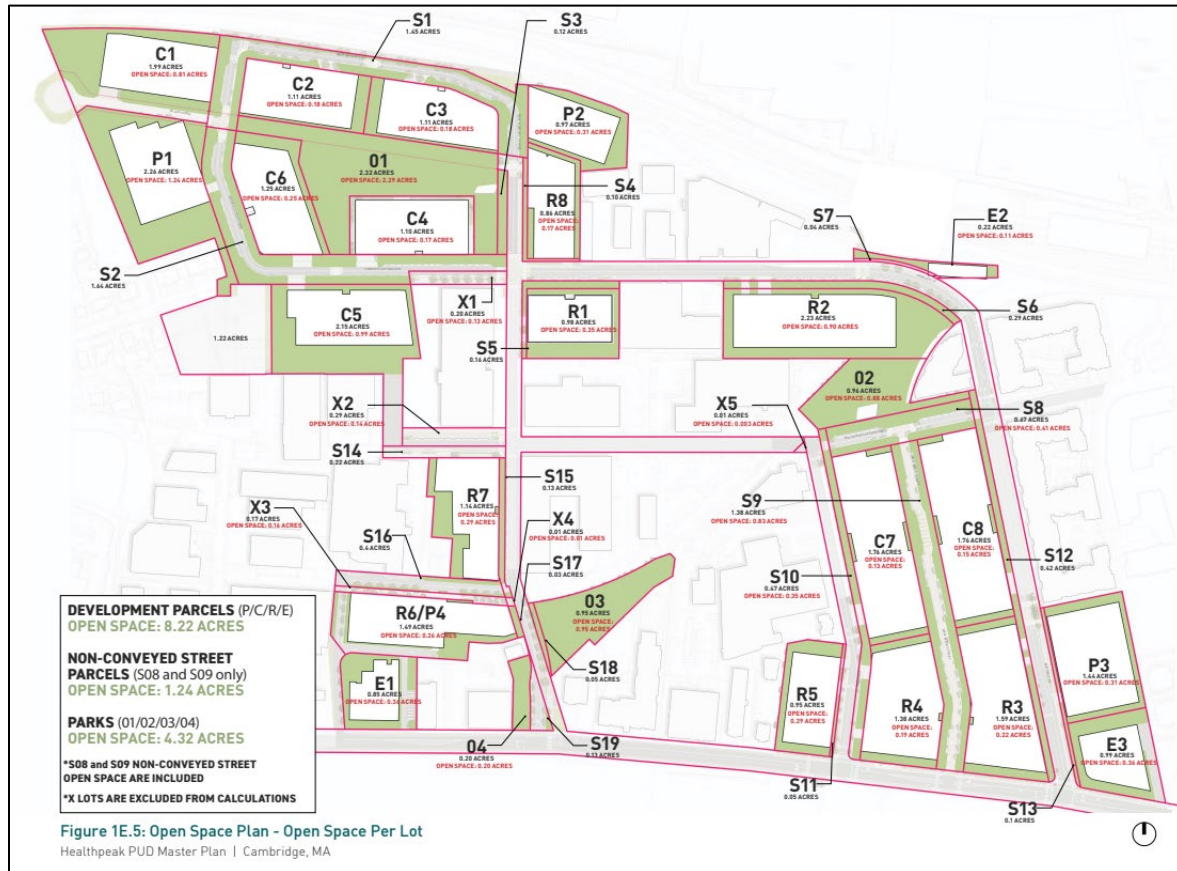


- Open Space** in a PUD is intended to serve district-wide open space needs identified in the Alewife District Plan, such as pedestrian/bicycle open space connections, community parks, and green infrastructure. Publicly beneficial open space must be generally accessible to the public for the purposes for which the space is designed and approved by the Planning Board.



The Open Space Plan shows the total open space (publicly beneficial open space) and details the locations of permeable open space and open space designed for public access (parks). Proposed open spaces include four new parks, open spaces accessible off streets and from private lots, and New Main Street, described in the Development Proposal as a shared street that prioritizes non-vehicular modes of travel. Additional details may be considered to ensure the classification of New Main Street as an open space, rather than a street, is consistent with zoning requirements.

The Urban Design Report provides additional discussion on open space considerations the Planning Board may address.



Building and Site Design Standards

Standard	Requirement	Proposal	Planning Board Action
Front Yards – General	Front yard setbacks of base zoning permitted (0-10 ft)	Only applicable to buildings fronting New Mooney St (C2 & C3)	General PUD / AOD-Q findings
Front Yards – Concord Ave	Min. front setback of 25 feet from the street line	3 residential buildings front Concord Ave (R3, R4, R5), all proposed in compliance	General PUD / AOD-Q findings
Front Yard “Build-To Zone”	Street(s)/ Min./Max Front Setback from Centerline A-Primary/38.5’/43.5’ B-Secondary/35.5’/40.5’ C-Tertiary/28.5’/33.5’	Buildings proposed to comply except parking structure P4. Nearly all streets are proposed to be Primary.	General PUD / AOD-Q findings Special permit waiver for P4
Build-To Zone Façade Min.	Min. 70% of principal front façade must be in the Build-To Zone	All buildings proposed 70-90% within Build-To Zones except parking structure P4.	General PUD / AOD-Q findings Special permit waiver for P4

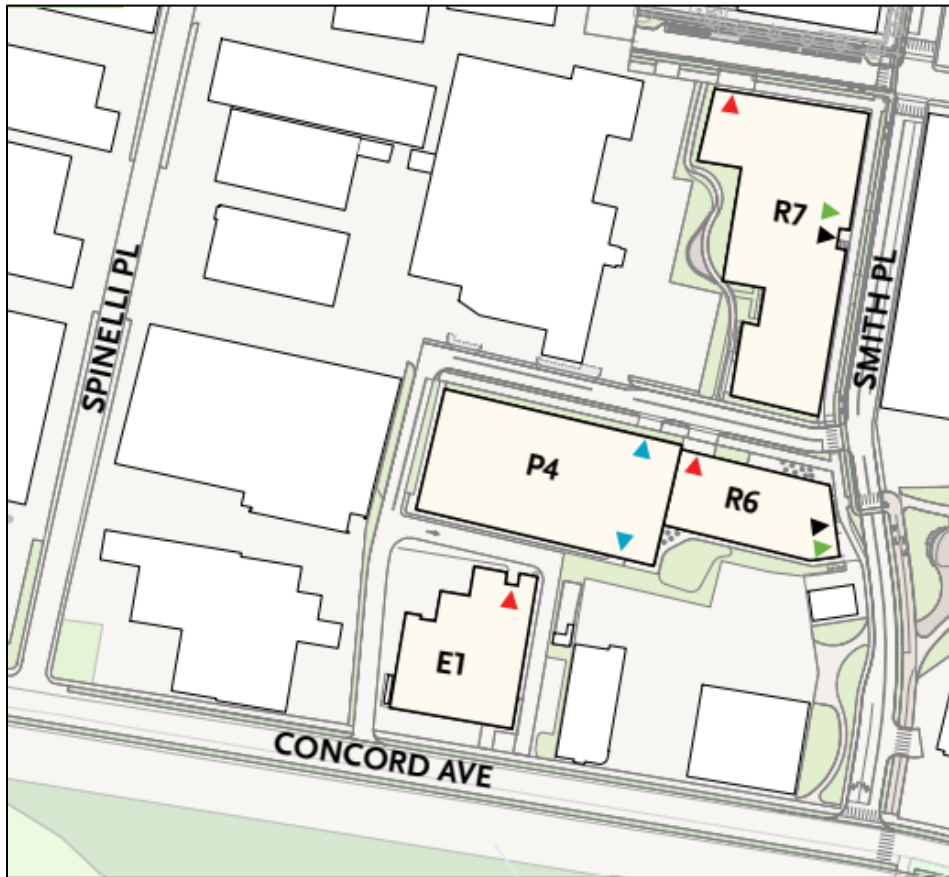
Standard	Requirement	Proposal	Planning Board Action
Façade Length	Front Façade: Max. 200 ft in length Longer buildings with massing recesses of 10 ft d. & 20 ft w.	Buildings will be less than 200 ft in length except Buildings R1, R2, and C5, which will have compliant recesses	General PUD / AOD-Q findings
Front Yard Design	Landscaping and paved areas for ped/bike use only No auto use except roadways, on-street parking, access/egress	Front yards proposed to be compliant in all respects	General PUD / AOD-Q findings
Elevated Front Projections	Elevated porches, walkways, etc. permitted for transition need for flood resilience	Buildings R1, R2, and C5 are proposed to have elevated front projections	General PUD / AOD-Q findings
Ground Story Height	Minimum 18 feet	All buildings proposed to be compliant	General PUD / AOD-Q findings
Structured Parking Design	Screening requirements, with waivers permitted for pooled or principal use parking	P1, P2, P3, and P4 are above-ground parking structures. Buildings R1, R2, R3, R4, R5, & R8 all propose above-ground parking in buildings	General PUD / AOD-Q findings Design review for screening
Entrances	Each principal use must have at least one pedestrian access point at the ground floor to sidewalk/open space	Plans show each proposed (new) use having a pedestrian access point at the ground floor.	General PUD / AOD-Q findings
Fences	Max. 4 ft tall within 25 ft of front Must be <30% opaque No chain-link or wire	Proposing compliance for each building	General PUD / AOD-Q findings Continuing review item
Street Trees	Required for new buildings at intervals of 30 ft or less	Tree planting proposed consistent with zoning, adjusting for infrastructure and access requirements	General PUD / AOD-Q findings DPW review required
Rear Yards	No rear yard setback requirements	N/A	N/A

Standard	Requirement	Proposal	Planning Board Action
Side Yards	No min. side yard setbacks within first 65 ft of lot. After, 15-ft side setback.	Waivers requested for Buildings R6/P4 and Buildings R7 and R8. All other buildings will comply.	Special permit waivers required for R6, R7, R8, and P4

1. **Continuing Design Review.** As is typical for a phased PUD, the special permit conditions will require that each building and individual site design is reviewed and approved by the Planning Board before the issuance of any building permit. The requirements here are addressed more broadly at the PUD plan level, but will be reviewed in more detail in future building and site design. The Urban Design Report provides additional discussion on the requirements and considerations the Planning Board may address.

If waivers to any design requirements are approved by special permit at the PUD approval stage, they could be conditioned on further review and approval at the design review stage. The conditions can also lay out specific materials to be reviewed or criteria to be met with regard to the waivers that are granted.

2. **Municipal Facility Site.** Because the design of the future DPW site are still being studied by City staff, it is not shown in the Development Proposal. More detail may be provided at the Final Development Plan stage after consultation with DPW. That site might also require modifications to the Building and Site Design Standards and the standard design review process given its unique function and separate ownership.
3. **Side Yard Setbacks.** The Development Proposal requests waivers from side yard setback requirements for Residential Building and Parking Structure R6/P4, Residential Building R7, and Residential Building R8. R6/P4 are described as being placed on a single lot off Smith Place, with access to P4 provided through a private easement. The proposal notes that the applicant does not own this private way, although it is identified as a “future street” per the plan referenced in Section 20.1100.5.5.2.3. The requested waivers for R6, P4, and R7 all relate to this private way. This is a matter that can be discussed further in the Final Development Plan.



Parking, Bicycle Parking, and Loading

The AOD-Q District establishes specific requirements for vehicular parking with the goals of reducing vehicular use and auto-reliance while supporting other modes of transportation. There are no minimum parking requirements and there are maximum parking limits based on use.

Parking. A summary of off-street parking regulations is as follows. The Development Proposal does not include on-street parking (128 proposed spaces) in its calculations related to maximum zoning requirements.

Principal Use	Parking Max. Rate	Proposed Size/Quantity	Maximum Parking based on rate	Parking Proposed	Planning Board Action
Technical Office/Lab	0.8 spaces per 1,000 SF of GFA	±1,260,500 SF	±1,008 spaces	Principal Use only (see below)	None
General Office	1.1 spaces per 1,000 SF of GFA	±1,310,500 SF new ±109,000 SF existing to remain	±1,561 spaces	Principal Use only (see below)	None

Principal Use	Parking Max. Rate	Proposed Size/Quantity	Maximum Parking based on rate	Parking Proposed	Planning Board Action
Residential	0.75 spaces per Dwelling Unit	±1,985,000 SF / ±2,300 units	±1,725 spaces	1,445 spaces for R1, R2, R3, R4, R5, R8 (1,880 units) Principal Use only for R6, R7 (see below)	General PUD / AOD-Q findings
Retail and Consumer Service / Neighborhood Use	1.5 spaces per 1,000 SF of GFA	±75,640 SF new ±84,500 SF existing to remain	±240 spaces	Building E2: 8 spaces (existing surface) All others: Principal Use Parking	General PUD / AOD-Q findings
Principal Use Parking	N/A	N/A (seeking exemption)	Maximum permitted for all other principal uses	3,105 spaces	Special permit – see next page
DPW Municipal Facility	No maximum	TBD	No maximum	TBD	General PUD / AOD-Q findings
Total (net new) Total (includes existing to remain)	N/A	±4,825,140 SF total ±4,631,640 SF new	±4,534 spaces based on sum total, 4,897 spaces per application	4,578 total spaces 3,927 net new spaces + 651 existing spaces	See below

- 1. Total Parking.** Some details on the parking calculations could use clarification. According to the zoning, “The maximum accessory off-street parking allowed for permitted principal uses shall be determined by applying the rates set forth below to each use on a lot or Development Parcel and taking the summation of the result for all uses. ... Exceeding the maximum allowed parking shall require a waiver of maximum parking under the general provisions of Article 6.000.” There are no separate provisions for existing parking.

A table provided in the supplemental Transportation Impact Study calculates a maximum of 4,246 allowed parking spaces only based on new development, “with an additional 651 existing spaces to be maintained” for a total maximum of 4,897 spaces. The Development Proposal explains that the existing parking spaces are located on the sites of existing uses to remain (10 Fawcett St, 725 Concord Ave, 110 Fawcett St) and the land to be conveyed to DPW. It appears that some or most of the existing spaces would be reconstructed in new garages.

The proposed parking is close to the maximum allowed in any case, and the Planning Board has discretion to approve waivers if needed. More explanation on the expected use of existing parking spaces would be helpful. There may be practical reasons to retain parking for existing uses. If the retained parking is limited to existing uses, the overall parking ratio for those uses would be above 3 spaces per 1,000 square feet. If any excess parking is used to serve new development or as principal use parking, it could result in an exceedance of the maximum parking limitations.

2. **Structured, above-grade, principal use parking facilities** are subject to Planning Board approval based on the following criteria in Sections 20.1100.5.5.4 and 20.1100.6.3, with relevant parts summarized below. Additional comment is in the Urban Design and DOT reports.

- Above-grade parking must be screened from view from adjacent public streets, but only for two front facades on buildings that front more than two streets. The Planning Board may grant a waiver in the case of a pooled or principal use parking facility serving the district as a whole.
- Pooled or principal use parking must not exceed the maximum parking requirements for all other principal uses on the lots or Development Parcels, and the Planning Board must find that the pooled facility:
 - (1) Helps to advance the objective of the Alewife District Plan;
 - (2) Aids in implementation of effective Transportation Demand Management measures to reduce dependence on the single occupancy automobile;
 - (3) The facility is appropriately located to serve the development it serves;
 - (4) The facility is well designed, does not diminish the pedestrian-friendly quality of the area around it, and is otherwise consistent with the Alewife Design Guidelines.

Bicycle Parking. Below is a summary of bicycle parking regulations, which follow the citywide standards in Section 6.100. The Planning Board may approve modifications to the bicycle parking requirements, but none are proposed. The proposed approach is to meet the applicable requirements for each building, which will be reviewed and certified as part of the continuing design review process.

Standard	Requirement	Proposal	Planning Board Action
Bicycle Parking – Long-term Residential	1.0 space per unit for the first 20 units in a building; 1.05 spaces per unit for all units over 20 in a building	2,411 spaces for ~2,300 units in 8 buildings	General PUD / AOD-Q findings
Bicycle Parking – Short-term Residential	0.10 space per unit on a lot	270 spaces for ~2,300 units in 8 buildings	General PUD / AOD-Q findings
Bicycle Parking – Long-term Commercial	General office: 0.30 spaces per 1,000 SF Tech. office: 0.22 spaces per 1,000 SF Retail/service: 0.1 spaces per 1,000 SF	658 spaces	General PUD / AOD-Q findings
Bicycle Parking – Short-term Commercial	Food/rec: 1 space per 1,000 SF Retail/service: 0.6 spaces per 1,000 SF Office/R&D: 0.06 spaces per 1,000 SF	173 spaces	General PUD / AOD-Q findings
Total Bicycle Parking	±3,076 long-term ±442 short-term	±3,076 long-term ±442 short-term	General PUD / AOD-Q findings

Loading Bays and Curb Cuts. Below is a summary of loading and curb cut regulations, which generally follow the citywide standards in Article 6.000 except that the Planning Board may approve modifications.

Standard	Requirement	Proposal	Planning Board Action
Number of bays	Min. 16-17 based on commercial use (not req. for residential)	49 (including 1 existing)	General PUD / AOD-Q findings
Curb cut width	Max. of 30 feet	Loading curb cuts for all buildings except R8 to exceed 30 feet. Commercial building curb cuts approx. 50-55 feet in width; Residential building curb cuts approx. 32-35 feet.	Special Permit to waive design requirements related to curb cut sizes
Curb cut location	At least 100 feet from any intersection	Building R1: curb cut 92 feet of an intersection Building R4: curb cut 69 feet of an intersection.	Special Permit to waive design requirements

		Other buildings compliant.	related to curb cut location
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3. **Curb Cuts.** The Planning Board may grant a special permit to waive loading requirements if they find such a waiver would reduce the negative impact of loading activities.

The DOT memo comments on the required Transportation Impact Study (TIS) and the proposed transportation program for the site, identifies concerns and potential impacts, and provides recommendations for additional information and mitigation that should be included in the Final Development Plan.

Other Zoning Requirements

In addition to the AOD-Q zoning, the Development Proposal must comply with other relevant zoning standards as summarized below:

Section/ Subsection	Requirement	Proposal	Planning Board Action
11.202 Incentive Zoning	Contribution to Affordable Housing Trust per square foot of qualifying non-residential use	Provide Housing Contribution payment in accordance with zoning	Recommended conditions to certify ongoing compliance will be in final plan
11.203 Inclusionary Housing	20% of total dwelling unit net floor area to be for affordable dwelling units	Meet the requirement in effect at the time that the Applicant or a residential developer applies for a building permit for each building	Recommended conditions to certify ongoing compliance will be in final plan
22.20 Green Building	Development must meet applicable LEED, Passive House, or Enterprise Green Communities standards	New buildings will be compliant, with non-residential buildings meeting LEED requirements and residential buildings meeting Passive House requirements	Recommended conditions to certify ongoing compliance will be in final plan
22.30 Green Roofs	At least 80% of available roof area (exempting usable decks and necessary building mechanicals) must be green area or biosolar – residential buildings can provide only solar energy	Requesting preemptive waiver noting potential constraints, particularly for commercial buildings. Proposing compliance when viable, and providing required contribution to Housing Trust when unable to meet requirements.	Special permit required – would be subject to calculation of payment for each building

Section/ Subsection	Requirement	Proposal	Planning Board Action
22.80 Flood Resilience Standards	Building areas must be protected from 10% or 1% (depending on function) annual probability long term flood elevations (LTFEs)	Requesting waiver to permit certain building elements such as bicycle storage rooms or dog washrooms to be located below the 10% LTFEs.	Special permit required – would be subject to review of each building
22.90 Green Factor Standard	Must achieve a target “Cool Score” across the development parcel; all roofs must be high-SRI or green	Addressed at the site-wide level, the proposal will be fully compliant, both at the completion of Phase I and total project completion.	Recommended conditions to certify ongoing compliance will be in final plan

Phasing

The AOD-Q zoning sets specific milestones for the delivery of required housing and infrastructure as part of a PUD. Apart from these milestones, approval of project phasing is subject to Planning Board review and approval.

Standard	Requirement	Proposal	Planning Board Action
Housing	Construction of all required residential GFA must commence prior to certificates of occupancy (C/O) for 60% of total non-residential GFA.	Phases 1 and 2 each include the construction of four residential buildings and four commercial buildings each. A compliant construction timeline is proposed.	General PUD / AOD-Q findings
Infrastructure	Phasing Plan must include timeline for completion of infrastructure component. Construction of infrastructure component must start before C/O for 50% of non-residential GFA, and must be completed before C/O for 75% of non-residential GFA.	Construction of bicycle/pedestrian bridge is proposed to start at the beginning of Phase 2A, following Phase 1 construction of about 1,175,000 SF of non-residential GFA, about half of total (with existing)	General PUD / AOD-Q findings

The Development Proposal anticipates a development time span of 20 to 30 years, depending on a range of factors. Development is proposed in two phases, each of which is

split into two additional phases (Phases 1A, 1B, 2A, and 2B, respectively). A summary of the phasing is provided below:

Phase	Buildings / Details	Public Parks / Open Space	Infrastructure and other public benefits
1A	Existing buildings: 198,000 SF Residential: R1, R2, R6, R7 (1,063 units) Off-street parking: P4 & residential buildings (1,120 spaces) New neighborhood use area: 7,000 SF (R2 only)	Bend Park (partial, including plaza only)	Conveyance of DPW parcel
1B	Commercial: C3, C4, C5, C6 (1,175,000 SF) Off-street parking: P2 (859 spaces) New neighborhood use area: 7,000 SF (C4 only)	Mooney Quad	N/A
2A	Residential: R8 (220 units) Commercial: C1, C2 (588,000 SF) Off-street parking: P1 & R8 (785 spaces)	South Smith Park Neighborhood park abutting P1	Bicycle/ Pedestrian Bridge
2B	Residential: R3, R4, R5 (1,013 units) Commercial: C7, C8 Off-street parking: P3 & residential buildings (1,786 spaces)	Bend Park (full)	N/A

The conveyance of the 1.22-acre site for the Municipal Services Facility is an early-stage item because it enables one story of additional height for the buildings in Phase 1.

There are no precise requirements in the AOD-Q zoning for the phasing of required open space and neighborhood uses. Open space is provided in each phase, though the amount in Phase 1A is relatively small and most of the open space in Phase 1 is internal to the commercial parcel in the northwest. Neighborhood uses in Phase 1 are limited to two locations, while Phase 2 contains a larger cluster of neighborhood use spaces on the mixed-use southeast parcel.

Other State and Local (Non-Zoning) Requirements

In addition to zoning requirements and Special Permits, the Development Proposal is subject to multiple non-zoning requirements and processes. The following state and local reviews are required:

Review	State/ Local	Application Requirement	Timeline
MEPA (Massachusetts Environmental Policy Act)	State	Environmental Impact Report (EIR) is required due to scale of development Environmental Notification Form (ENF) is required due to scale of development and location in Environmental Justice area	Application filed summer 2025
MBTA	State	Approval is required because some improvements are proposed on/over MBTA-owned land	Ongoing
Parking and Transportation Demand Management (PTDM)	Local	Due to the proposed increase in non-residential parking, the Project must have an approved Parking and Transportation Demand Management Plan before a Special Permit can be issued.	TIS submitted and certified Jan. 2026. Draft PTDM Plan submitted in December 2025. Meetings and review ongoing.
Tree Protection Ordinance (DPW)	Local	A Tree Study is required, and all significant trees proposed for removal require approval from DPW, as well as mitigation from the Applicant.	Tree Study submitted in October 2025. DPW memo details feedback and additional information requested.
Stormwater Control Permit (DPW)	Local	Stormwater Management Plan is required to address stormwater runoff and land disturbance mitigation.	Not yet filed. Communication with DPW begun. DPW memo details feedback and additional information requested.
Demolition Delay Ordinance (Historical Commission)	Local	Any buildings over 50 years old to be demolished require review and approval by the Cambridge Historical Commission.	Applications not yet filed; buildings not likely deemed significant

Community Engagement

The Applicant has undertaken a robust community engagement process, including multiple events between 2022 and 2025 and a public [website](#) with information about the project.

An in-person meeting held on November 12, 2025, complied with the Planning Board’s minimum requirements for a Special Permit Pre-Application Community Meeting.

The community engagement related to this proposal is documented in detail in the special permit application. The development team has continued to engage in outreach with the surrounding community.

Relation to Area Planning Objectives

To help the Planning Board in considering its findings, this section reviews the main planning objectives established for the AOD-Q district (stated in the purpose) and provides information about how the Development Proposal addresses each. The focus is on land use and zoning, while additional comments are provided on urban design, transportation, and public infrastructure in other staff reports.

Objective (a): Support the creation of a mixed-use environment with a balance of residential and non-residential uses.

The proposal includes eight new residential buildings (several with ground-level commercial uses) and eight new commercial buildings, as well as multiple open spaces. Proposed development sites are dispersed through the Quadrangle, with two larger contiguous areas at the northwest and southeast and several other scattered individual sites. The northwest portion has all commercial buildings, the southeast portion has a mix of residential and commercial, and scattered sites are mostly residential. The proposed phasing will ensure a mix of residential and commercial as the development progresses over time. Additional information about connectivity and residential access to open spaces in the northwest portion of the site may be necessary to ensure the full development site supports the balance of residential and non-residential uses.

Objective (b): Incorporate a variety of neighborhood-supporting uses that provide retail, services, recreation, culture, and employment opportunities to residents, employees, and visitors to the area, and help to activate the ground stories of buildings.

The proposal includes 75,640 SF of new neighborhood uses, in addition to existing office buildings that are proposed to be maintained with uses that qualify in the neighborhood use category. The proposed extent of neighborhood use meets the minimum PUD requirements in the AOD-Q zoning. More discussion of how the space is allocated and programmed may be necessary to better understand how the proposal connects to the planning objectives.

Phase 1 includes 14,000 SF of neighborhood use space proposed in two buildings (R2 and C4, each with 7,000 SF). Commercial development is more concentrated in Phase 1 while residential development is more dispersed. Programming will be important to determine how the limited neighborhood space will best serve both resident and employee needs within the growing neighborhood.

Phase 2 development includes 61,640 SF of neighborhood use space in four buildings (R3, R4, C7, and C8), nearly all on “New Main Street.” The focus seems to be creating a new retail corridor with restaurant, retail, and service uses. Many spaces are designated for food and beverage businesses, which will require a larger customer catchment area,

potentially generating more vehicular traffic from both in-person customer visits and deliveries.

The proposal exceeds the minimum requirements for open space, providing both larger contiguous areas of open space and smaller spaces that are encouraged by the zoning and planning objectives for the area. As with neighborhood uses, more discussion may be needed around intended use and programming to understand how open space will provide recreational and cultural opportunities to present and future occupants of this evolving neighborhood.

The Applicant will begin working with applicable City departments to organize a Neighborhood Uses and Open Space Advisory Committee approximately six months prior to the occupancy of the first constructed building, with details to be determined as part of the Planning Board's approval of the Final Development Plan.

Objective (c): Promote the development of significant public infrastructure and open space in the District to improve physical access and connectivity, and to transform the area from an auto-oriented environment to one that prioritizes transit, biking and walking.

The proposal to deliver a pedestrian/bicycle crossing of the Fitchburg Rail line will fulfill a critical community need and is strongly encouraged by the AOD-Q zoning. Proposed improvements to public streets and creation of open space amenities will further promote a transition from an auto-dominated district to one that supports walkability and other modes of transportation. More detailed comments on transportation and infrastructure are in the DOT and DPW reports.

The amount of new parking proposed, while roughly within the limitations of zoning, remains relatively high in relation to the goal of promoting a less auto-dependent future for the area. This has been a typical challenge when reviewing development in Alewife, where practical concerns such as commercial marketability and current expectations for parking availability make it difficult to implement long-term change. The more flexible parking requirements in zoning are intended to allow for creative solutions that can reduce auto reliance over time while balancing practical needs and recognizing that the transition will not be immediate.

Objective (d): Address area-specific environmental concerns by promoting resilience to future flooding, reducing urban heat island effects, and managing stormwater with a focus on green infrastructure and mitigating impacts on public sewage and drainage systems.

The Development Proposal highlights compliance with Green Factor requirements to address urban heat island effects, and with Flood Resilience Standards (generally) to ensure that future buildings are protected from anticipated flooding. Stormwater mitigation will also be addressed in detail during stormwater control permitting with DPW. Most of the focus of the proposal is on compliance with applicable standards at a site-by-site level, with less discussion of opportunities for heat mitigation and stormwater management through district-wide or area-wide solutions.

Open space is intended to provide climate resilience benefits through contribution to Green Factor, and in some cases is shown to have water elements. Many larger and more public-focused open spaces are proposed during later phases of development, or as part of the predominantly commercial parcel in the northwest. Temporary solutions, particularly related to heat resilience, may be important when considering some of the early-phase residential buildings to ensure that the neighborhood is walkable and livable as the larger district is under redevelopment.

The DPW memo provides additional feedback on proposed stormwater management systems and requested special permits, and notes where more detailed information is requested as part of the Final Development Plan.

Another aspect of resilience is energy sustainability and reliability. Though not required by zoning, the developer has engaged with the Cambridge Office of Sustainability and with Eversource to pursue future possibilities for district energy infrastructure, which can provide more efficient and resilient energy to local users. The Development Proposal confirms the developer will continue discussions with the City and Eversource regarding district-wide energy solutions, including thermal energy networks. Additional details on area-wide energy opportunities and analysis of how such solutions will be prioritized in a manner that supports the neighborhood may be requested in the Final Development Plan.

Objective (e): Maintain and preserve a regulated transition between larger-scale development in the district and nearby smaller-scale residential neighborhoods and communities.

The proposal complies with zoning, which requires height-focused transition zones between the smaller-scale residential neighborhood to the west of the site. Taller buildings are proposed in the northern and eastern areas of the site, close to the rail tracks and abutting areas that are more urban in scale and design.

The Urban Design Report provides details on neighborhood scale and design as it relates to transition and neighborhood cohesiveness.

Objective (f): Review and permit redevelopment through a process that encourages comprehensive, long-range planning and urban design while providing sufficient flexibility to property owners to adapt to changing conditions over time.

The phased PUD approach is strongly aligned with the goal of promoting long-range planning for the area. A PUD special permit that sets predictability for future growth, while allowing for flexibility through continuing review, will provide a mechanism to ensure that planning and design objectives can be met over time. This process can also help to support future development in the district that might be proposed and can be aligned with the current development plan to serve shared goals and objectives. The Urban Design Report and other staff reports provide additional feedback on how planning and design objectives can be supported as development progresses.

The proposal to dedicate a 1+ acre parcel for a municipal service use is also an important public benefit that supports the long-range planning of the area and the larger city. Though

not required, this conveyance is strongly incentivized by the AOD-Q zoning, which allows a building height bonus that is being utilized in the Development Proposal.

Recommendations for Additional Information

The following is a summary of additional information that staff recommend requesting if the Planning Board issues a positive Preliminary Determination:

- **Neighborhood Uses:** Information about the range of potential uses and how the neighborhood use space will be programmed to support a self-sufficient neighborhood and complement the workspaces and living spaces. Details may be requested on timing of neighborhood use development and how development will be supported throughout project construction (both Phase 1 and Phase 2).
- **Open Space:** Additional explanation on the treatment of New Main Street as an open space, rather than a street. Details may include activation information and how non-vehicular modes of transportation will be supported.
- **Energy Infrastructure:** Additional details on area-wide energy opportunities, including district energy, and analysis of how such solutions will be prioritized, including information on potential sub-districts and key coordination needs.
- **Connectivity and Access:** Further details related to connectivity and residential access to open spaces in the northwest portion of the site, particularly to designated public spaces and how access and engagement beyond commercial tenant use will be encouraged.
- **Parking:** Greater clarity on the parking program is needed to understand compliance with PUD zoning requirements. In particular, clarification is needed on how existing uses and parking are proposed to be treated for zoning purposes. Additional information about the intended use of pooled / principal use parking would help support the necessary Planning Board findings to approve that use.

The Urban Design, DOT, and DPW memos provide summaries of additional information that could be requested by the Planning Board if a positive Preliminary Determination is issued.

Appendix – Zoning Text Excerpts

Special Permit for a PUD – Review of a Development Proposal

12.35.3 Approval of the Development Proposal shall be granted only upon determination by the Planning Board that the Development Proposal:

- (1) Conforms with the General Development Controls set forth in Section 12.50, and the development controls set forth for the specific PUD district in which the project is located;
- (2) Conforms with adopted policy plans or development guidelines for the portion of the city in which the PUD district is located;
- (3) Provides benefits to the city which outweigh its adverse effects; in making this determination the Planning Board shall consider the following:
 - (a) Quality of site design, including integration of a variety of land uses, building types, and densities; preservation of natural features; compatibility with adjacent land uses; provision and type of open space; provision of other amenities designed to benefit the general public;
 - (b) Traffic flow and safety;
 - (c) Adequacy of utilities and other public works;
 - (d) Impact on existing public facilities within the city; and
 - (e) Potential fiscal impact.

AOD-Q Preliminary Approval of a Development Proposal – Phased Development Plan Determination

20.1100.8.5.5.5

For a Phased Development Plan, the Planning Board shall also determine whether the proposed Phasing Plan will ensure that the purpose of this Section 20.1100 will be met over the duration of the development period, and that the mix of permitted uses and public benefits will be provided in a balanced and complementary way over time. The Planning Board may request changes to the Phasing Plan as part of a Final Development Plan submission.

Project Review Special Permit – Review Criteria

19.25 *Review Criteria.* In granting a special permit under this Section [19.20](#) the Planning Board shall make the following findings.

19.25.1 Traffic Impact Findings. Where a Traffic Study is required as set forth in Section 19.24 (3) above the Planning Board shall grant the special permit only if it finds that the project will have no substantial adverse impact on city traffic within the

study area as analyzed in the Traffic Study. Substantial adverse impact on city traffic shall be measured by reference to the traffic impact indicators set forth in Section 19.25.11 below.

In areas where the Planning Board determines that area-specific traffic guidelines have been established in the Ordinance, the Board recognizes written agreements between project proponents and the City dealing with transportation mitigation strategies.

- 19.25.11 Traffic Impact Indicators. In determining whether a proposal has substantial adverse impacts on city traffic the Planning Board shall apply the following indicators. When one or more of the indicators is exceeded, it will be indicative of potentially substantial adverse impact on city traffic. In making its findings, however, the Planning Board shall consider the mitigation efforts proposed, their anticipated effectiveness, and other supplemental information that identifies circumstances or actions that will result in a reduction in adverse traffic impacts. Such efforts and actions may include, but are not limited to, transportation demand management plans; roadway, bicycle and pedestrian facilities improvements; measures to reduce traffic on residential streets; and measures undertaken to improve safety for pedestrians and vehicles, particularly at intersections identified in the Traffic Study as having a history of high crash rates.

The indicators are: (1) Project vehicle trip generation weekdays and weekends for a twenty-four hour period and A. M. and P.M. peak vehicle trips generated; (2) Change in level of service at identified signalized intersections; (3) Increased volume of trips on residential streets; (4) Increase of length of vehicle queues at identified signalized intersections; and (5) Lack of sufficient pedestrian and bicycle facilities. The precise numerical values that will be deemed to indicate potentially substantial adverse impact for each of these indicators shall be adopted from time to time by the Planning Board in consultation with the TPTD, published and made available to all applicants.

- 19.25.2 Urban Design Findings. The Planning Board shall grant the special permit only if it finds that the project is consistent with the urban design objectives of the city as set forth in Section [19.30](#). In making that determination the Board may be guided by or make reference to urban design guidelines or planning reports that may have been developed for specific areas of the city and shall apply the standards herein contained in a reasonable manner to nonprofit religious and educational organizations in light of the special circumstances applicable to nonprofit religious and educational activities.

19.30 Citywide Urban Design Objectives [SUMMARIZED]

Objective	Indicators
New projects should be responsive to the existing or anticipated pattern of development.	<ul style="list-style-type: none"> • Transition to lower-scale neighborhoods • Consistency with established streetscape • Compatibility with adjacent uses • Consideration of nearby historic buildings
Development should be pedestrian and bicycle-friendly, with a positive relationship to its surroundings.	<ul style="list-style-type: none"> • Inhabited ground floor spaces • Discouraged ground-floor parking • Windows on ground floor • Orienting entries to pedestrian pathways • Safe and convenient bicycle and pedestrian access
The building and site design should mitigate adverse environmental impacts of a development upon its neighbors.	<ul style="list-style-type: none"> • Location/impact of mechanical equipment • Location/impact of loading and trash handling • Stormwater management • Shadow impacts • Retaining walls, if provided • Building scale and wall treatment • Outdoor lighting • Tree protection (requires plan approved by City Arborist)
Projects should not overburden the City infrastructure services, including neighborhood roads, city water supply system, and sewer system.	<ul style="list-style-type: none"> • Water-conserving plumbing, stormwater management • Capacity/condition of water and wastewater service • Efficient design (LEED standards)
New construction should reinforce and enhance the complex urban aspects of Cambridge as it has developed historically.	<ul style="list-style-type: none"> • Institutional use focused on existing campuses • Mixed-use development (including retail) encouraged where allowed • Preservation of historic structures and environment • Provision of space for start-up companies, manufacturing activities
Expansion of the inventory of housing in the city is encouraged.	<ul style="list-style-type: none"> • Housing as a component of large, multi-building development • Affordable units exceeding zoning requirements, targeting units for middle-income families
Enhancement and expansion of open space amenities in the city should be incorporated into new development in the city.	<ul style="list-style-type: none"> • Publicly beneficial open space provided in large-parcel commercial development • Enhance/expand existing open space, complement existing pedestrian/bicycle networks • Provide wider range of activities

Urban Design Staff Report

Overview

The Alewife Quadrangle—Cambridge’s last major under-developed district—represents an extraordinary opportunity for the city. Its overall area is almost as large as Boston’s Back Bay from the Public Garden to Massachusetts Avenue. Originally a marshland, it was landfilled in the early 20th century, creating a low-lying landscape that is now increasingly vulnerable to flooding. Its irregular, discontinuous street network, shaped by decades of piecemeal development, lacks strong connections to the rest of Cambridge, and prioritizes vehicles over pedestrians and bicyclists. Extensive surface parking lots and limited tree cover make it one of the city’s worst urban heat islands. Today, the Quadrangle contains a mix of uses, ranging from old low-rise light-industrial buildings to new residential, lab, and office buildings.

Healthpeak’s Planned Unit Development (PUD) proposal would add more than 4.6 million gross square feet of new construction across about one-third of the Quadrangle (not counting parking structures) over the next 20 to 30 years. The project will reduce the Quadrangle’s urban heat island effect; be resilient to flooding; improve existing streets; introduce new street and path connections within the Quadrangle and to surrounding areas, including a bicycle/pedestrian bridge across the Fitchburg Railroad line (potentially anticipating a future commuter rail station); and create new parks and open spaces. It will create a pattern for the transformation of the entire district, establishing precedents and parameters to transform it into an active, walkable, pedestrian-oriented mixed-use area—a new urban center in Cambridge to complement areas such as Central, Kendall, and Harvard Squares, North Point, and the East Cambridge Riverfront.

In terms of urban design, the Development Proposal submission for the project’s first public hearing focuses on the organization and character of proposed open spaces, building heights and massing, the distribution of programmatic uses, goals for the character of architectural and landscape design, circulation, parking, sustainability and resilience, traffic impacts, and phasing.

The PUD’s Response to Cambridge Zoning Article 19.30

The Citywide Urban Design Objectives provided in Article 19.30 of Cambridge’s zoning address the fundamental urban characteristics of large-scaled urban interventions. In numerous important respects, the PUD will achieve them:

- It will be mixed-use, combining residential, retail and other active uses, and office/laboratory uses. Civic uses can also be accommodated pending further study.
- It will provide approximately 2,300 urgently needed residential units.
- Neighborhood-serving active uses will be provided in the ground floors of the project's buildings.
- Building heights will transition down to Cambridge Highlands—the low-scaled residential area to the west of the Quadrangle.
- The project will provide approximately 13 acres of publicly beneficial open space.
- It will reduce the Quadrangle's extreme urban heat island effect with extensive green open spaces, new trees along its streets, and will preserve existing trees where possible.
- The pedestrian/bicycle bridge will create a crucial connection between the Quadrangle and the Alewife MBTA Station and to amenities along Cambridgepark Drive.
- The bicycle lanes and pedestrian paths and sidewalks of the project's new and improved streets and open spaces will reduce the district's dependency on automobile traffic and create a more beautiful and enjoyable environment.
- It incorporates up-to-date projections of climate change impacts. It will meet or exceed Cambridge's applicable Flood Resilience and Green Factor Standards.
- It will be resilient to the effects of climate change and will be designed to minimize the burden on the city's stormwater infrastructure. It will reduce the area of impervious surfaces within the Quadrangle. Its improvements to stormwater and sanitary sewers will be coordinated with the DPW.

Additional study of certain aspects of the PUD, however, could bring it into better accord with Article 19.30:

- A wider range of types of open spaces—parks, recreational areas, play areas, dog parks, and public squares—should be provided.
- The form of the project's open spaces should be adjusted to more emphatically improve connectivity within the Quadrangle and to its surroundings.
- Building setbacks and massing should be more consistently designed in accord with the scale and configuration of the Quadrangle's intended streetscape.
- Additional efforts should be made to provide neighborhood-serving uses on first floor spaces in buildings that line the district's streets and parks.
- Structured parking should be avoided on the sides of buildings that face the public realm.
- Loading docks should be designed and sited to minimize impacts on neighbors.

- Additional information should be provided on how landscaped areas will be designed to reduce the rate and volume of stormwater runoff.
- The project presents the opportunity to take more extensive advantage of new energy and water efficient utility systems.

The City’s Plans, Guidelines, and Zoning for the Quadrangle, and Cambridge’s Citywide Design Guidelines

Over the last 50 years, the city has produced a series of plans to investigate the Quadrangle’s potential and to establish principles for its development. These include the [Alewife Revitalization Plan](#) (1979), the [Concord-Alewife Plan](#) (2005), and the [Alewife District Plan](#) (2019). The last was followed in 2023 by the creation of the Alewife Overlay District-Quadrangle (AOD-Q) by zoning amendment 20.1100, the [Alewife Design Guidelines](#) (2023), and the [Citywide Urban Design Guidelines for Cambridge](#) (2025). These expand on the objectives provided in Article 19.30, expressing a more detailed vision for the Quadrangle and for the city as a whole. Despite the almost half century over which they were created, they often repeat the same themes. They promote the Quadrangle as:

- A beautiful, walkable, and welcoming mixed-use district with a unique sense of place.
- A district that is connected to the broader fabric and circulation systems of Cambridge.
- A district that is sufficiently dense to support a wide variety of ground level uses—“neighborhood uses” that will serve the Quadrangle’s residents and workers.
- A district characterized by a diversity of memorable and beautiful streets, parks, and squares, whose public realm is framed by the streetwalls of urban blocks and is activated by the uses and characters of its buildings and its public open spaces.
- A district designed to encourage sustainable modes of transportation.
- A district that is sensitive to the unique characters of adjoining areas.

The high-level goals of the [Alewife District Plan](#) (2019) generally remain valid, despite subsequent changes to the scale and type of development anticipated in the Quadrangle. In addition to concurring with the general concepts outlined in earlier plans, the Alewife District Plan introduced new ideas:

- That a new linear open space should be created in the center of the Quadrangle—a diagonal park running southwest to northeast from the southern end of Smith Place to the bend in Fawcett Street—and that smaller open spaces should be provided internal to blocks.
- That tree canopy and shading should be increased throughout the district.

- That a “Main Street” should be created: a pedestrian friendly street activated by ground floor businesses and other publicly accessible uses.
- That additional streets should be created to provide a finer grained and more flexible street network.
- That the bulk of large buildings should be broken down by limiting the lengths of their facades.
- That the first floors of buildings and critical building systems should be elevated above the anticipated 2070 1% flood level.
- That parking garages should be wrapped with residential or other occupiable spaces.
- That open spaces should be provided on block interiors.
- That a wide range of types of public places should be provided, suitable for uses including active and passive enjoyment, informal gatherings, play and recreation, and organized events.
- That the Quadrangle should minimize its contributions to global heating, be resilient to climate impacts, and protect the well-being of its workers, residents, and visitors from the effects of climate change.

The [Alewife Design Guidelines \(2023\)](#) were created in conjunction with the efforts of the Alewife Zoning Working Group, a public process conducted from 2022 to 2023. They expand on the [Concord-Alewife Plan](#), providing more specificity on urban character, landscape and architectural design, environmental comfort, public amenities, the urban forest, and strategies for resiliency. They recommend that:

- The Quadrangle be transformed into a coherent urban district, a memorable place that is greater than the sum of its parts.
- Its open spaces—its streets, parks, and squares—be its primary organizational elements. They should have legible forms: they should be positive volumetric spaces that are defined by the massing of the buildings around them, enriched by the design of the facades that frame them, and reinforced by the layout of their plantings and of their path systems.
- They be scaled to the pedestrian experience and be rich with visual interest and activity.
- They interconnect with each other and be designed to connect to anticipated spaces on adjoining properties.
- Open spaces of a variety of types, sizes, uses, and characters be provided: quiet parks for the enjoyment of nature, varied types of recreational spaces, playgrounds, spaces for public gatherings, performances, and other communal activities, and habitat for wildlife.

- Landscape design enhance the beauty and connectivity of the Quadrangle and be an integral component of the site’s response to flooding and the urban heat island effect. It should reinforce the form of streets with consistent curbside street trees.
- The Quadrangle’s system of streets, paths, and larger open spaces should serve pedestrians and bicyclists by providing clear and intuitive routes that respond to desire lines.
- The architectural design of the Quadrangle’s buildings respond to the dimensions and character of the streets and the parks that they address, and to opportunities to create urban nodes and landmarks at key locations in the Quadrangle.
- Its buildings enrich the public realm by the proportions, details, and materials of their facades, providing visual interest and contributing to the Quadrangle’s sense of place.
- They provide streetwalls of appropriate height for the sizes of the streets, parks, and squares they face. As a result of their siting and massing, they cooperate with each other to create coherent blocks.
- Their top stories generally be stepped back from the floors below or differentiated from them by other means.
- Building’s provide “neighborhood uses” in their first floors to activate the Quadrangle’s streets and other public spaces.
- The Quadrangle’s buildings and open spaces be designed for sustainability and resilience to flooding and the effects of global heating.
- The impact of parking on the public realm be minimized.

Healthpeak’s Proposed PUD

In its mixed-use character, overall density, improved connectivity, and the green open spaces and neighborhood serving uses it will provide, Healthpeak’s PUD proposal generally aligns with the goals of the Alewife District Plan, the Alewife Design Guidelines, and the Alewife Overlay District–Quadrangle (AOD-Q) zoning.

In preparation for the PUD’s second Special Permit hearing, further emphasis should be placed on developing a holistic approach to the district’s urban form, an approach in which the form and function of each element—whether building, park, street, programmatic use, or infrastructural component—is designed as an element of a well-integrated whole. In terms of urban design, this means that the project’s buildings and landscape will create not only density, but also space—the positive, active, well-connected, and meaningful spaces of the public realm. And it means that individual buildings will be conceived not as independent entities, but will be shaped by their dialog with their neighbors and with the public spaces they face.

High Level Recommendations for the PUD’s Final Development Plan Submission

High-level topics for additional attention as the PUD is further developed are:

- The project’s streets, parks, and squares should be designed to serve as the fundamental elements of the Quadrangle’s civic structure: they should be legible, welcoming, beautiful, and useful outdoor places. The open-space network should offer a diverse range of uses and experiences for residents, workers, and visitors. Building masses should frame public spaces, not appear to intrude into them.
- More nuanced approaches to architectural massing should be documented, with the goals of creating buildings that work together to create coherent urban blocks; that frame the district’s public realm with facades and massing at scales compatible with the dimensions of its streets, parks, and squares; and that emphasize critical locations in the Quadrangle’s civic structure.
- Street-activating and neighborhood-serving uses should be provided more extensively in the first floors of the project’s buildings.
- Methods to minimize the impact of parking and of loading and garage entrances on the public realm should be investigated—both in the completed project and as it is developed in phases—including a reduction in the quantity of parking provided.
- Improvements to street and path connectivity within the Quadrangle and between the Quadrangle and the surrounding areas should be provided as early as possible in the project’s timeframe.

Requests for Additional Materials and Clarifications in the Final Development Plan Submission

To facilitate the Planning Board’s review of the Final Development Plan, certain aspects of the submission should be clarified, and additional information should be provided on how the PUD’s open spaces, architecture, programmatic uses, and systems addressing sustainability and resilience will help realize the City’s vision for the Quadrangle.

Documentation:

- Use consistent names for the proposed open spaces: Mooney Quad, Mooney Green, Rail Spur Park, Bend Park & Plaza, South Smith Street Park, Smith Park.
- To help ensure that discussions of open spaces are on-point, use consistent and more standard terminology for the different types of spaces that will be provided: parks, plazas, passages, streetscapes, pedestrian streets, etc.

Open Spaces: Parks, Squares, Plazas, and Streets

- Describe the process to develop more diverse types of open spaces (recreational, play, dog parks, places for quiet enjoyment of nature, habitat, stormwater detention, etc.), and to determine their relative sizes and locations relative to adjoining buildings as they develop over time.
- Develop a process to program, design, and review the PUD’s major open spaces — Mooney Green, Bend Park, and South Smith Park. Address their basic characteristics in the “Block Guidelines” as projects in their own right, not merely as areas adjunct to buildings.
- Provide more information on the intentions for maintenance regimens for grass and other plantings; for species selection, with an emphasis on keystone species; for ecoregion appropriateness; and for habitat connectivity.
- The submission should begin the investigation of site-specific strategies to frame the streets and parks as legible volumetric spaces, create coherent blocks, and engage significant visual axes.
- Convey how Bend Park, at the northeast corner of the Healthpeak property, will initiate the development of the entire diagonal park envisioned in the Alewife District Plan and the Alewife Design guidelines.
 - How its shape and topography will create clear and intuitive connections between the diagonal park, the bridge across the tracks, Fawcett Street, and New Main Street, provide access to the active first floor uses in Building R2, and constitute a shared space for the existing and proposed buildings around it.
 - How the continuity of street trees along Fawcett Street can be increased, and the alignment of the bicycle lane on the north side of Building R2 and around the curve in Fawcett can be made more consistent.
- Convey how Mooney Green, in the northwest corner of the Healthpeak property, can be made to appear less as the central feature of a corporate campus and more as an integral part of the entire Quadrangle’s public realm.
 - Ways the intersection of Smith and Fawcett can become a significant point of arrival in the Quadrangle’s civic structure, emphatically framed by architecture.
 - Ways the park’s form and path system can create stronger connections to Smith Place and Fawcett Street Extension so as to draw the general public into the park.
 - Options to provide recreational uses for workers and residents.
- Investigate the possibility of providing a park or square to serve the considerable number of residents in the southeast portion of the Quadrangle.

- Investigate ways Smith Park can be more effective as the initial component of the entire diagonal park envisioned in the Alewife District Plan and the Alewife Design guidelines, including providing an inviting connection between Smith Place and the park's interior.
- Convey how the PUD's streets can be given more memorable forms and characters: as not only elements of its circulation network, but also as public outdoor rooms.

Address:

- The role of consistent streetwalls and building front setbacks in framing Quadrangle' streets.
 - Standards for the location of stepbacks at levels appropriate to street widths: generally at least as high above grade as the width of the street from facade to facade.
 - Standards for consistently aligned street trees, preferably located curbside.
 - Documentation of these means in the "Architectural Block Guidelines" in section 1.16.4.
- Document ways how the PUD's open spaces will be integral components of the Quadrangle's response to flooding and the urban heat island effect, capitalizing on opportunities for dual use of green spaces: for recreation during normal circumstances and stormwater retention/detention during flood events.

Active Recreation and Play

- Include a "parks and open space gap analysis" to evaluate whether the Project's proposed open space amenities are sufficient to meet neighborhood needs, including active recreation and play. (Note that Fresh Pond Reservation is nearby, but is largely designed for quiet enjoyment of nature; the more distant Russell Field and Danehy Park have playfields and play areas, but pedestrian routes to them are difficult, and they are too far from the Quadrangle for daily or impromptu use.) The analysis should assess existing park access, walking-distances to proposed open space amenities, and capacity; and identify gaps in both passive and active recreation resources, including sports and play facilities; and account for projected demand associated with the project.
- Demonstrate how the proposed 'permanently guaranteed open spaces' and 'publicly beneficial open spaces' will help address identified deficiencies and contribute to equitable access to high-quality open space for current and future residents.
- Evaluate the potential of active recreational space in Mooney Green to help draw the general public into the space.
- Evaluate the possibility of providing recreational space on the tops of parking garages.

- Evaluate the likely demand for dog parks near residential buildings.

Connectivity

- To convey a more complete picture of how the Quadrangle can be better integrated into the overall circulation system of Cambridge, include additional potential routes on the “Connections to the Surrounding Context Plan” (figure 1D.2), such as the possibility of a second bridge connecting the west end of Cambridgepark Drive to the north end of Smith Place, and the Terminal Road connection to Wheeler Street. Show additional existing routes outside the Quadrangle’s boundaries, including the Minuteman Bicycle Trail, and the proposed multipurpose trail along the south side of the Fitchburg rail line.
- Document the short-term and long-term routes to the DPW site.
- Note that the detailed design of the district’s streets will be an ongoing process in coordination with city staff, including the details of street sections, lane widths, tree planting zones, parking, the locations of bus stops, etc.
- As currently designed, Building R2 blocks sightlines to the proposed bridge for people walking and riding on New Main Street and in the Diagonal Park. Investigate ways to create stronger visual connections to the bridge.
- Investigate ways to make Mooney Green more welcoming to people walking and biking on Smith Place.
- Investigate ways to allow a future north/south street that would connect Fawcett Extension to the anticipated Adley Extension, and in the long term provide an alternate route from Concord Avenue to the Mooney Street area via Spinelli Place.
- Verify the status of the remaining non-Healthpeak-owned property on the west side of the southern portion of Smith Place, and whether this makes the property unlikely to be incorporated into the Healthpeak’s holdings over the long term. If so, provide alternate configurations for the layout of this portion of Smith Place to improve bicycle movement and adjust the siting of Building R6 to create a consistently aligned streetwall.
- Explore ways to create a more welcoming entrance to South Smith Street Park from Smith Place, where the proposed basketball courts will present a fence across most of the park’s frontage on Smith Place.
- Explore opportunities to increase the connectivity of the proposed street system by increasing the consistency of vehicular lanes, bicycle lanes, parallel parking zones, and tree plantings.
- Explore ways to enhance connectivity with surrounding areas and minimize car dependency, including by means such as:
 - Providing the bridge earlier than required by the AOD-Q zoning.

- Continuing to support and help advance studies and designs for a Terminal Road connection to Wheeler Street, which could have connectivity benefits for people that live, work, and visit Healthpeak’s properties in the Quadrangle.

Wayfinding

- Provide a preliminary, pedestrian-scaled Wayfinding Plan oriented toward transit, bikeshare, carshare, walking options, and key destinations.

Built Form

- Describe the role of architectural design in contributing to the Quadrangle as a unique urban environment with a distinct sense of place.
- In the “Massing Strategy” (section 1.4.2), more explicitly depict how the PUD’s buildings will define, shape, and activate the Quadrangle’s streets, parks and squares.
 - Document the general intentions for architectural form that will be developed in more detail in section 1.16.4 “Site Development Plan and Block Guidelines”.
 - Indicate the locations of primary streetwall facades.
 - Indicate opportunities to reinforce and articulate the Quadrangle’s civic structure by emphasizing significant urban nodes with building height and mass and by providing visual targets—landmark buildings or architectural elements—as focal points of views along streets and across parks.
 - Clarify the intent of the “context to defer to” indications on figure 1B.1.
- Revise the three-dimensional massing diagrams provided in section 1.16.4 “Site Development Plan and Block Guidelines” (figures 1L.4 ff.), to indicate how the massing of the PUD’s buildings will respond the spaces and buildings around them.
 - Show more context for the proposed buildings, including the massing of neighboring proposed buildings, existing buildings that will remain, and adjoining open spaces.
 - Show/describe how the contextual considerations outlined in the augmented “Massing Strategy” section 1.4.2 will affect the design of individual buildings as they reinforce the character and form of the Quadrangle’s public spaces and work together with their neighbors to create coherent blocks.
 - Wherever possible, organize the Block Guidelines on the basis of the project’s urban blocks, rather than on individual buildings. E.g.: the Mooney Street area between New Mooney Street, Fawcett Extension, and Smith Place would be a single block.

- Show where streetwall facades will define adjoining spaces and indicate their approximate heights.
 - Show opportunities to mark strategic locations in the Quadrangle’s civic structure with vertical facades uninterrupted by stepbacks.
 - Suggest locations where repetitive continuity of facade bays would help define public space and, in contrast, locations where more articulate or unique massing would respond to special conditions of the context.
 - Describe the principles that will guide the locations, levels, and depths of stepbacks to ensure that streetwalls are adequate in height for the widths of the streets, parks, and squares they address and that building massing is compatible with neighboring lower-scaled existing buildings that will remain.
 - Outline the intentions for the design and use of open spaces in relation to the adjoining buildings.
- In the Architectural Character section 1.16.4 (Figures 1L.1a and 1L.1b) provide examples of buildings with urban-scaled streetwall facades, (for instance the Broad Institute Building at the bend in Ames Street, the Little Building at the intersection of Tremont and Boylston Streets in Boston, and the Four Seasons hotel facing the south side of the Public Garden) and reduce the representation of examples that consist of set-back towers on low podia.
 - Provide additional information on proposed strategies to comply with Green Building zoning requirements.
 - Staff understands that Building R2 will likely be the first building of the PUD to be constructed. Investigate ways its footprint and massing could be revised to create a strong visual and physical connection between the future diagonal park, New Main Street, and the bridge, and to increase the coherence of the park as a public space. Potential adjustments include:
 - Reshaping its eastern end to respond to the existing triangular residential building on Fawcett Street and to the park’s overall diagonality and to create clear sightlines to the bridge.
 - Providing a more continuous streetwall façade on the south side of the building facing the park.
 - Investigate alternative locations and configurations for Building C4 at the intersection of Smith Place and Fawcett Street to emphasize the intersection as a connective node in the Quadrangle’s civic structure and to help draw pedestrians into Mooney Green. Potential means include:
 - Bringing the building’s east end to Smith Place so as to engage pedestrians with active uses on the building’s first floor, and providing a continuous curved façade running from the building’s east to its north side to lead them into Mooney Green.

- Emphasizing the verticality of the building’s massing to mark the intersection as a connective node, and to provide a visual target as one proceeds north along Smith Place.
- Convey strategies that will promote engagement between buildings and the public sidewalk, including small and consistent typical setbacks and recessed forecourts that contrast with them to emphasize significant entrances.
- In some cases, first floors are elevated as much as 5 ½ feet above the sidewalk to protect them from flooding. Describe a variety of means to provide access and a sense of connection to elevated first floors.
- Describe proposed means to screen all floors of structured parking from the public realm.

Housing

- Provide more information on the process for collaboration with the city to develop the unit types and mix.

Ground Floor Activation

- Provide more information on the “Neighborhood Uses and Open Space Advisory Committee Plan”, including more detailed information on how the committee will be established, the process for determining participants, and the timing for key decisions.
- Provide design guidelines to ensure that ground floors facing public streets and open spaces will be active and engaging, including in locations where retail or neighborhood uses are not feasible. These guidelines may be high level and discuss use and design, or they may set out the aspirations for the character and treatment of ground floors facing different types of streets and open spaces.
- Describe potential means to dedicate more of the PUD’s first floor area to neighborhood uses, especially in the New Main Street and Mooney Street Areas.
- Expand the range of potential neighborhood uses to include more non-retail uses such as libraries, galleries, and museums; shared workspaces; meeting spaces; child care; artist’s studios; maker spaces; music instruction and practice spaces; and venues for public gatherings and performances.
- In determining types of uses, consider the catchment area that different types of uses will require, and the dependency of different types of uses on customer and delivery traffic.

Arts and Culture

- Describe how arts & cultural facilities will support a sense of place in the Quadrangle.

- Describe the process to develop the project’s arts and cultural program, including community engagement.
- Describe how arts programs and spaces will be supported and administered.
- Describe the potential to integrate public art in the design of public spaces and buildings.

Transportation

The Department of Transportation (DOT) has developed a separate Staff Memorandum to the Planning Board regarding the Development Proposal, including the required Transportation Impact Study (TIS). This memo details the proposed transportation program for the site, identifies concerns and potential impacts, and provides recommendations for additional information and mitigation that should be included in the Final Development Plan.

The memo from DOT provides initial feedback on the requested special permits related to transportation systems and addresses the need for additional information in the Final Development Plan related to the following aspects related to this objective:

- Parking & Transportation Demand Management (PTDM) Plan
- Automobile parking
- Street design, land conveyance, and maintenance
- Project mitigation and phasing
- Residential transportation demand management
- Electric vehicle charging networks
- Wayfinding
- Truck routes, loading dock management, and operations

Parking and Loading

- Describe ways to minimize the impact of parking and loading on the pedestrian experience, including screening structured parking that faces the public realm with occupied spaces, the design of parking garage facades, relocating proposed parking to underground garages, and reducing the number of spaces provided.
- Describe ways to minimize the impact of loading docks and garage entries on the pedestrian realm.

Phasing

Provide more detail on the intentions for the project’s phasing, including:

- How the phasing of interrelated components will be coordinated between Healthpeak, the City, and utility companies.

- What interim conditions will be like and what can be done to make them as coherent and beautiful as possible.
- How interim conditions will be designed in anticipation of final conditions.
- The procedures for evaluating needs in the light of changing conditions.

Provide more detail on how specific aspects of the PUD will be phased:

- Open Space
 - Outline the process of creating a needs analysis that will guide the form, character, and uses of open spaces relative to demand, including the possibility of changes to the ratio of residential space vs. commercial space as the project develops.
 - Provide more detail on how the proposed changes to site topography in the Mooney Street and New Main Street areas will be achieved.
- Building programming
 - Describe the proposed process to adjust the programmatic uses of buildings in response to market demands, including the amounts, types, and locations of neighborhood-serving and street-activating uses in buildings, and potentially the reallocation of commercial and residential space.
- Street system
 - Describe how the street network and public and private utilities will be coordinated to accommodate the phased development, and how the PUD will achieve compliance with Standards at each phase of the development.
 - Describe collaboration with the city on the final designs of streets, bike lanes, and sidewalks, including lane and right-of-way widths.
 - Provide more detail on the process and timing of the conveyance of property to the city for public streets and for the DPW yard.
- Connectivity
 - Provide a more detailed schedule for the final design and delivery of the bridge.
 - Describe how the development will support connectivity-related improvements throughout neighborhood, and how phasing will limit accessibility issues.
 - Describe issues involved with the provision of augmented public transit options, including the evolution of shuttle routes through the project's phases.
 - Describe how access to the DPW yard will be provided in the near-term and in the long-term.

- Parking
 - Provide more detail on the phasing of parking and the amount that will be provided as the site transitions from surface parking lots to structures.
- Sustainability, Utilities, and Energy
 - Provide information on how integrated district-wide approaches will be realized despite the phased nature of the project.
 - Describe how public and private utilities will accommodate the phased development, and how the PUD will work to be in compliance with Standards at each phase of the development.
 - Describe how power and data lines will be underground, including coordination with street improvements.
- To ensure that the Quadrangle will be the best it can be throughout the development process, set up the conditions of the Special Permit to require review and reevaluation of critical elements at appropriate intervals, and encourage that adjustments be made to respond to changing conditions:
 - The form, character, and uses of open spaces, relative to a needs analysis.
 - The amount and type of neighborhood uses.
 - The final designs of streets, bike lanes, and sidewalks, including the widths of lanes, buffers, and tree planting zone, and overall right-of-way widths.
 - The amount of parking and its utilization rate.
 - Public transit, including shuttle routes.
 - The type and scope of systems affecting sustainability and resilience.
 - The final design and schedule of the bicycle/pedestrian bridge.