



City of Cambridge Department of Public Works

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August 25, 2026

TO: Planning Board
FROM: James Wilcox, PE
City Engineer

RE: Healthpeak PUD Master Plan: Final Development Plan

We are in receipt of the Healthpeak PUD Master Plan Final Development Plan Application for the proposal to redevelopment in the Alewife neighborhood, dated June 2026. We have reviewed the materials and have presented below some comments related to the interests of the Department of Public Works.

Generally, the DPW anticipates that the redevelopment will have the ability to achieve compliance with all our Department's standards and requirements. The Healthpeak team has engaged with the DPW on the topics discussed below, has demonstrated an understanding of the DPW's standards and has been a willing partner in the advancement of the design to support our questions and concerns.

As with any PUD the project and site-specific designs will undergo more detailed review through the Design Review Process and a thorough engineering review in advance of a permit for construction. At this phase of a development the DPW has identified things that we will be looking for in those advanced designs and, as needed, to establish processes or procedures to facilitate efficient and predictable reviews for the build out of the PUD.

Please find below comments and discussion related to the relevant items under the purview of the DPW. We also have included recommended Special Conditions, in *italics*, for the Planning Boards consideration in such case the Board moves to approve the PUD at the next hearing and provided an attached Appendix A that pulls the conditions from this memo for administrative clarity.

Project Phasing and Construction:

With any phased development of this kind, the Applicant should be aware that at the completion of any phase/building the project shall be in compliance with all DPW standards. The DPW is always willing to consider innovative shared infrastructure solutions, particularly if they can reduce the projects' impacts on the environment and community. That said, the phasing of the project shall allow for completion of any shared solutions in a manner that maintains the projects

compliance with DPW regulations throughout the build-out of the PUD. The DPW anticipates utilizing the PUD's Design Review Process to confirm the PUD's compliance with all relevant regulations. The DPW also will review each project through standard construction related permitting such as Building Permit, Certificate of Occupancy, Stormwater Control Permits and construction related permits.

Stormwater Management:

Under the City Land Disturbance Regulations, the Applicant will need to obtain a Stormwater Control Permit from the Department of Public Works prior to the start of construction of each building or phase. The permit requirements cover the stormwater quality and quantity design standards, the long-term operation and maintenance of any proposed stormwater management system, and the construction phase erosion and sedimentation control plans.

The Final PUD Submission acknowledged the City standards and the requirements of the Stormwater Control Permit; it also provided some additional clarifications related to comments that the DPW presented in response to the Preliminary PUD. In general, the discussion provided and information demonstrates the Applicant team's understanding of the City's Stormwater Standards. Some specific items that the DPW would like to highlight include:

- Each PUD building, structure or land disturbance activity will be subject to a thorough and complete engineering review at the time of construction permit applications. The PUD Application presented design constraints and assumptions that supported the presented schematic design. DPW would note that issuance of a PUD Special Permit does not approve any specific utility design, constraint or assumption. For example, we acknowledge that soil conditions can vary and some areas may not be suitable for infiltration but will confirm site specific soil conditions and the potential for infiltration as part of the engineering review associated with construction phased permits.
- As requested in the DPW review of the Preliminary PUD, the Applicant acknowledged that there may be opportunities for shared stormwater infrastructure between buildings of the PUD. The areas that were identified specifically were the areas around the Mooney Street loop road and the buildings along the proposed New Main Street. We support these concepts and encourage the Applicant to advance these ideas as the designs are progressed.
- The Application again mentions the use of green stormwater infrastructure and creative stormwater management solutions, like rainwater harvesting and re-use, but does not provide any specific examples or plans for implementation as part of the PUD. The DPW will continue to encourage the Applicant to look for ways to reduce the projects impacts on the City Infrastructure through innovative stormwater management practices.

As noted, Stormwater Management review for the buildout of the PUD will be subject to a detailed engineering review as part of existing City permitting processes. Consistent with the discussion above, should the Board issue the PUD Special Permit, the DPW would suggest a special condition, provided below, to support the advancement of the regional or shared stormwater management

concepts.

- *Design Review Submission for ANY building or open space in the areas identified for potential shared stormwater infrastructure, Mooney Green, Mooney West and New Main Street, shall include updated evaluation of opportunities for shared stormwater infrastructure. Should shared infrastructure not be proposed, a detailed explanation of the project's conditions and constraints that could not support it shall be provided.*

Sanitary Sewer:

The Application has indicated that the project will result in an estimated net increase in sewer flow of approximately 700,000 gallons per day, at full build out. Consistent with previous comments, the phasing and duration of the buildout will bring this additional flow to the City's Infrastructure over a span of decades and will need to be evaluated at each building permit for localized impacts.

The PUD will trigger the requirement for Inflow and Infiltration (I/I) mitigation. The standard for this mitigation is for the project to remove 4 times the net increase in sanitary sewer flow to the system by removing the I/I sources in the sewer network. The City continues to work with the Healthpeak team to identify the I/I sources in the system that can be removed to support this mitigation requirement.

On-going infrastructure modeling that the City is working on cooperatively with the Applicant team has identified some sources of I/I within the project neighborhood. The DPW anticipates that the mitigation requirement for project will include a combination of projects to remove identified sources of I/I along with payment to the City to support larger efforts that will mitigate I/I. I/I Mitigation shall be managed through the Building Permit process. The DPW anticipates the I/I Mitigation volumes, commitment to completing identified projects and/or payment to the City to support I/I removal at the time of Building Permit Application. Projects to remove the required I/I shall be completed in advance of the Certificate of Occupancy for each building.

DPW Public Utility Infrastructure Model:

The Healthpeak team has acknowledged the importance of understanding how the PUD will relate to the DPW's infrastructure goals including improvements to stormwater runoff quality and quantity, long term control of combined sewer overflows, elimination of illicit connections, and general conditions of aging infrastructure. For almost two years, the Healthpeak team has been working with the Engineering Division and our consultants to investigate, model and evaluate the capacity and condition of our infrastructure systems around the PUD. With their support, the DPW has updated and refined our model of the sewer and drainage infrastructure in the Alewife area and have been working to:

- Identify existing condition deficiencies and/or capacity constraints in the infrastructure
- Calculate the volume and rate of existing I/I in the sewer network
- Identify impacts of additional flows by the proposed development

The local sewer and drain capacity will be evaluated as building construction is permitted, but we know that downstream connection points to the MWRA regional sewer system experience capacity issues as they convey flows to this combined sewer system. While the PUD will increase net sewer flows to City infrastructure, the mitigation requirements, sewer storage tanks for

instances of surcharge and other potential mitigation measures will provide improvements to the City's system and will support regional efforts related to the Long Term CSO Control Plan. Similarly, by meeting the current Stormwater Management Standards for runoff quantity and quality the PUD will provide storage and treatment for stormwater for sites that under existing conditions have no stormwater mitigation.

As the project advances through the Design Review and Building permit phases, , the DPW will continue to work with the Healthpeak team and use infrastructure modeling and condition assessment to identify additional improvements and mitigation to support the services to the Buildings and also support improvements to the City's Infrastructure system as a whole. In the immediate future the DPW will schedule another meeting with the Applicants teams to continue the conversation related to regional infrastructure modeling and expectations as the project advances.

Private Utilities:

The DPW noted as part of our review of the Preliminary PUD that we will need to have clearer understanding of the projects' needs related to private and public utilities services and support. The Final Application provided some additional discussion that indicated that coordination has commenced with the utility providers and that discussions would continue. With the size of this development, the expected duration of the buildout and amount of roadway infrastructure changes and reconstruction, the DPW is advocating for a path forward that will ensure that improvements and infrastructure needs are planned and phased in a manner that is efficient and minimizes impacts to the community.

To support this request as the project moves forward the DPW is respectfully requesting that the Applicant prepare a Utility Enabling Master Plan to provide clear documentation of the projects demands for all public and private utilities. The DPW Public Utility Modeling discussion outlined above along with the schematic design information provided in the Application, highlights that the Applicant is already undertaking these important utility planning steps with the DPW related to sewer and drainage, but we are looking to understand that the same conversations will be on-going with other utility providers like Cambridge Water, Eversource Gas and Electric, telecommunication providers, etc.

The goal of this working plan will be to understand each utility's ability to provide service to the PUD Development and to plan for the potential upgrades or infrastructure needs that the increase in loading may warrant. The Plan, which we would anticipate would be updated over time and with changes to anticipated loads and planned phasing, would allow for the providers, the City and the Development team to ensure that utility work is being planned in conjunction with the proposed roadway improvements and other likely redevelopment projects in the area.

Consistent with the discussion above the DPW would suggest a special condition, provided below, to support the development of this plan:

- *The Applicant shall prepare, for review and approval by the DPW, a Utility Enabling Master Plan for the PUD Development. Plan shall include narrative, graphics and plans as needed*

to support items listed below.

- *Plan shall include, at a minimum:*
 - *The projects anticipated utility demands for all public and private utilities, including but not limited to: stormwater, sewer, water, gas, electric and telecommunication*
 - *The project's anticipated development timeline for when demands would come online*
 - *Masterplan level proposed infrastructure sizing, routing and upgrade requirements to support the full Build-out for all listed utility*
 - *A summary of the PUD plan for implementation and phasing of the utility work and how it would relate to the construction of buildings and roadway (public and private) work.*
 - *Plan should be coordinated with Energy Network Planning discussions, planning and any related special conditions of the PUD Special Permit as outlined in the Community Development Department memo to the Board.*
- *Initial Plan shall be submitted for review and approval by the DPW as part of the first Design Review application of the PUD, and should be updated as needed with each subsequent Design Review.*

Resiliency to Flooding:

The Final PUD Application presents a discussion related to how the project proposes to meet the Flood Resiliency Zoning Standards and the Applicant has submitted the proposal for formal review under the Flood Resilience Compliance Confirmation. The documentation indicates that the PUD will be able to meet all the Standards associated with the protection required from the 1% LTFE (Long Term Flood Elevation) and many of the Standards associated with the 10% LTFE. The Application is requesting a Special Permit for relief from the Standards, as is allowed by Zoning with a positive recommendation from the City Engineer. The specific request for relief is for some occupiable spaces (dog washrooms and bike storage) not be passively protected to the elevation of the 10% LTFE.

After review and consideration and as allowed in the Zoning Ordinance, the City Engineer supports issuing the Special Permit under the Flood Resiliency Standards for the specifically mentioned occupiable spaces not meeting the provisions of Section 22.84.1 (a) that require the spaces be passively protected from the 10% LTFE. The DPW continues to advocate for all developments to meet the Flood Resiliency Standards, but also acknowledges the challenges associated with doing so. Thus, should the Board advance the issuance of the PUD Special Permit and includes the Special Permit specific to Flood Resiliency, we have included below a recommended condition of this approval that will allow for review of each building and space at the time of Design Review. The condition will support the consideration of each of these specific spaces as the design has advanced and in context with adjacent road and site features to reconfirm that the spaces cannot meet the Flood Resiliency Standards without hardship or design considerations that impact the functionality of the space or the relationship to the adjacent roads or open spaces.

The DPW issued the Flood Resilience Conformance Compliance Confirmation on August 25, 2026,

consistent with the support of the Special Permit and the Conditions noted above.

To support the planned long-term build out of the PUD, the DPW also recommends that any PUD approval address the potential for updates to the projected flood elevations and impacts to the PUD Parcels into the future. It is our understanding that approval of the PUD will establish and hold the currently jurisdictional LTFE's, as presented in the Cambridge Floodviewer 2025, as the design elevations for the full build out. As allowed by Zoning, the Floodviewer Map may be updated as climate change projections evolve, regional flood protection infrastructure improvements are implemented or as advancements in modeling are made. The DPW would support the Applicant's ability to design to any updated LTFEs, especially if the designs can meet the Zoning Standards with structures that better relate to the adjacent urban spaces. Please see below a recommended condition that will allow this flexibility moving forward.

DPW Recommends the Conditions below be included in the PUD Decision:

- *Flood Resiliency Special Permit: At such time of each Design Review, the Applicant shall submit a Flood Resilience Compliance Confirmation for any Structure that triggers section 22.80 of the Zoning Ordinance. As part of this confirmation, the Applicant shall identify any of the specific spaces that do not meet the Flood Resiliency Standards (Occupiable spaces not passively protected from the 10% LTFE) under the granted Special Permit. At this time the DPW will confirm if the design is consistent with the intention of the Flood Resiliency Standards. This review will include a confirmation that requiring these spaces to meet the Standard creates a hardship or adversely impacts the design of adjacent spaces. If the spaces cannot meet the standard, DPW will determine if any additional provisions shall be required to improve the resiliency of the spaces, including but not limited to non-passive protections and signage.*
- *Jurisdictional Floodviewer Map: At the time of the PUD, the Floodviewer 2025 is the map of record that established the LTFE's for the full build out of the PUD.*
 - *Should the Floodviewer be updated, as is allowed by Zoning, the Applicant may choose to use the revised mapped elevations under the following provisions;*
 - *Flood Resilience Compliance Confirmation at any Design Review or other public hearing process under the PUD, shall request the use of the revised mapping.*
 - *Once any Flood Resiliency Compliance Confirmation has been issued for the PUD under an updated Floodviewer, any parcel without an approval through the Design Review process, shall also advance under the updated maps.*
 - *Any option to choose to advance under an updated FloodViewer that lowers the 10% LTFE from the elevation in the FloodViewer 2025, for which relief from the 10% LTFE Standard was granted, shall negate that granted relief by the Special Permit under the Flood Resiliency Zoning. Any additional relief shall be requested consistent with Zoning Requirements.*

Urban Forest:

The Applicant has submitted a Tree Study that was certified by the Superintendent of Urban Forest and Landscape and the City Arborist in October of 2025. The plan demonstrates that proposed tree removals will be mitigated through plantings of new trees that will exceed the caliper inches of trees removed. As requested in the DPW's review of the Preliminary PUD, the Applicant has worked with the Urban Forestry Division to outline the process of review and permitting tree removals and mitigation as the long-term buildout of the PUD is advanced. The Applicants discussion provided in the 8/4/26 Supplemental Information Memorandum provided the general plan for this process.

The Urban Forestry Division agrees with the general proposal outlined in this memo. The improved plans for the review and approval of tree removals and mitigation will:

- support the maintenance of existing canopy until such time construction will impact the tree
- ensure that mitigation caliper inches are determined based on the size of the trees near the time of removal
- provide assurance that mitigation will be provided in a timely manner after the tree removal

In general agreement with the Applicant proposal the DPW recommends the Special Conditions below be included in the PUD Decision:

- *Public Shade Trees:* *Trees located in the Public Right of Way are jurisdictional under MGL Chapter 87. All tree removals and impacts on these Public Shade Trees shall be permitted under the provisions of those laws, which may include a Public Hearing.*
 - *The Applicant may choose to schedule a single public hearing for all the Public Shade Trees , but no Public Shade Tree shall be removed until there is an active construction permit (Building Permit, Demolition Permit, Excavation Permit, etc.) that impacts the Tree.*
 - *All Public Shade Trees impacted by the PUD shall be clearly identified as part of any Design Review Process under the provisions of the PUD.*
 - *Mitigation of caliper inches of Public Shade Trees shall be calculated at the time the trees removal, in compliance with the timing provisions above, irrespective of the size of the tree when approval for removal is obtained through the Tree Hearing process.*
- *Private Property Trees:* *Impacts and removals to trees jurisdictional under the Tree Protection Ordinance shall be reviewed and permitted under that ordinance and the certified Tree Study with the following additional provisions:*
 - *No private property trees inside of the presented Phase 2 limits of the project area shall be removed until commencement of Phase 2 of the PUD.*
 - *Tree Study shall be updated at a frequency of no less than every 10 years including but not limited to an update of existing tree sizes, identification of new trees that have reached jurisdictional size, status of completed tree removals and mitigation and proposed changes to mitigation proposal as required.*

- *Updated Tree Study shall be submitted for Review and Certification to the Urban Forestry Division. Date of Tree Study shall be the date on which the updated Study is approved by the Urban Forestry Division.*
- *Tree Mitigation proposal does not currently include any payment into the Tree Fund, as tree loss is being mitigated by plantings. If the Tree Study is revised or updated to include payment into the Tree Fund as mitigation, payment will be based on tree caliper inch costs current at the time of the certification of the Updated Tree Study.*
- *Tree Removals and proposed mitigation shall be clearly identified as part of any Design Review under the provisions of the PUD. Design Review Submission shall include current Tree Study, certified less than 10 years from the date of the Design Review Filing.*
- *All Tree removals reviewed under the Certified Tree Study shall obtain a Tree Removal Permit for administrative tracking.*
 - *No permit will be issued for a Tree Removal until there is an active construction permit (Building Permit, Demolition Permit, Excavation Permit, etc.) that impact the tree.*
 - *At Tree Removal Permit Filing, the Applicant shall provide the scope and timeline for the mitigation for the specific tree(s) being removed. If mitigation is proposed outside of the area under active permit that warrants removal OR will happen more than 5 years from the date of the Tree Removal, a bond shall be posted, consistent with the provisions of the Current Tree Protection Ordinance, to cover the cost of the mitigation and will be held until the mitigation is complete.*
- *The Urban Forestry Division shall have the right to coordinate with the Applicant on the administrative processes for the conditions noted above to improve clarity or efficiency as the PUD is built out.*

Proposed Road Street Sections / 40-Scale Plans:

The Applicant provided roadway sections and 40-scale plans that have been the subject of an interdepartmental review. The DPW will continue to work with the Cambridge Department of Transportation as they engage with the Healthpeak team on the road network.

DPW will ensure that proposed rights-of-way are established to include all road section elements that are intended to support public mobility, space for vehicle, bicycle and pedestrian travel and other spaces as outlined in the area planning and zoning documents (like tree planting zones and green stormwater infrastructure). As space for these uses is allocated on new and existing roadways, as part of the review of the submitted 40-scale plans, DPW confirms that right-of-way widths are acceptable to the City.

Through the Design Review and Building permit process, DPW will work with the Applicant and other City Departments on the detailed design and layout of new and existing improved roads. The Applicant will be required to conform to all City Standards at the time of the road

reconstruction including requirements for stormwater management to support City Infrastructure and regulatory goals.

Infrastructure and Public Benefits:

DPW Lot:

The PUD proposes that Healthpeaks will convey a 1.27-acre lot to the City that is intended to serve as a DPW Municipal Facility. Since the Preliminary PUD Application, the DPW has prepared a feasibility level design and layout of a potential Municipal Use for the provided lot. The results of the massing study are presented as part of the PUD Application.

The actual plans for the buildout of this lot for a municipal use will go through a full design review process with the Board that will include public review and comment on the proposal. As with any City Project, the DPW also anticipates a community process that will engage the neighbors and interested parties in the design specifics of the site.

The conveyance of the land will be under the review of the Law Department and the provisions of the Zoning and the PUD conditions. The DPW looks forward the transfer of the land and the future design and review of the municipal use for the site to support us continuing to provide high level services to the Cambridge Public.

Pedestrian Bridge:

The DPW supports the Healthpeak proposal for the eventual establishment of a bridge crossing over the MBTA Fitchburg Line Tracks to provide for pedestrian and bike connections. DPW has participated in on-going conversations related to the proposal with the MBTA and other City Departments. Under the Cambridge Department of Transportation, we will continue to advocate for the advancement of the proposal and remind the Applicant that the DPW should be included in all relevant discussions as they relate to the design of the bridge. Should the City will take on ownership and maintenance of the bridge, the details of the design will be critical for the DPW to ensure the long-term viability for the City to maintain the infrastructure.

Conclusion

We look forward to working with the Healthpeak team on the advancement of this PUD project as they have already demonstrated a willingness to engage with the City on the details of the project. DPW review of the engineering specifics will continue through the building permit phases of each proposed structure but hope to have considered and advanced the items noted above to allow for clarity in the expectations and process as the project is built out.

Please feel free to contact me with any questions or concerns related to the comments or information provided above.

Sincerely,

James Wilcox, P.E.
City Engineer

Appendix A
DPW Draft Recommended Special Permit Conditions
August 25, 2026

Stormwater Management:

- *Design Review Submission for ANY building or open space in the areas identified for potential shared stormwater infrastructure, Mooney Green, Mooney West and New Main Street, shall include updated evaluation of opportunities for shared stormwater infrastructure. Should shared infrastructure not be proposed, a detailed explanation of the projects conditions and constraints that could not support it shall be provided.*

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that do not meet the Flood Resiliency Standards (Occupiable spaces not passively protected from the 10% LTFE) under the granted Special Permit. At this time the DPW will confirm if the design is consistent with the intention of the Flood Resiliency Standards. This review will include confirmation that requiring these spaces to meet the Standard creates a hardship or adversely impacts the design of adjacent spaces. If the spaces cannot meet the standard, DPW will determine if any additional provisions shall be required to improve the resiliency of the spaces, including but not limited to non-passive protections and signage.

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provisions of the Current Tree Protection Ordinance, to cover the cost of the mitigation and will be held until the mitigation is complete.

- *The Urban Forestry Division shall have the right to coordinate with the Applicant on the administrative processes for the conditions noted above to improve clarity or efficiency as the PUD is built out.*