



Alewife Working Group

**Healthpeak Project Updates &
Introduction to Specialists**

February 9, 2023

What to Expect From Healthpeak

Incremental, Strategic Investments & Planning

Continued Dialogue Through Next Phase

Connect Community & Healthpeak Specialists on Key Project Strategies + Priorities

- Sustainability
- Traffic Mitigation
- Stormwater Management
- Housing & Affordability
- Retail & Placemaking Strategy
- Street Infrastructure, Public Realm, Pedestrian Experience

Work Towards Formal Permit Application

Visit For Periodic Updates: [HealthpeakAlewife.com](https://www.healthpeakalewife.com)

Introduction To Key Specialists



Environmental

Kate Dilawari and team



Sustainability

Jessica Zofchak and team



Retail, Placemaking & Public Realm

Robin Mosle and team

Haley & Aldrich

Alewife Zoning Working Group Meeting #8

Katherine L. Dilawari, P.E., LSP
Haley & Aldrich, Inc.
February 9, 2023



Presentation Agenda

1

Who am I / what do I do?

2

Alewife site history /
known subsurface conditions

3

Planning from the ground up



KATHERINE L. DILAWARI

Principal Consultant, Haley & Aldrich, Inc.

EXPERIENCE

25 years experience supporting real estate development and environmental remediation in the Cambridge and Boston area. My areas of expertise are due diligence, environmental site characterization and remediation, brownfield redevelopment, excavation earth support, foundation construction, excavated soil management, and construction dewatering.

EDUCATION

M.S., Geotechnical and Environmental Engineering, Tufts University

B.S., Civil Engineering, Tufts University

PROFESSIONAL REGISTRATIONS

MA: Licensed Site Professional, MA (Reg. No. 3659)

MA: Professional Engineer, MA (Reg. No. 46129)

Introduction to Haley & Aldrich

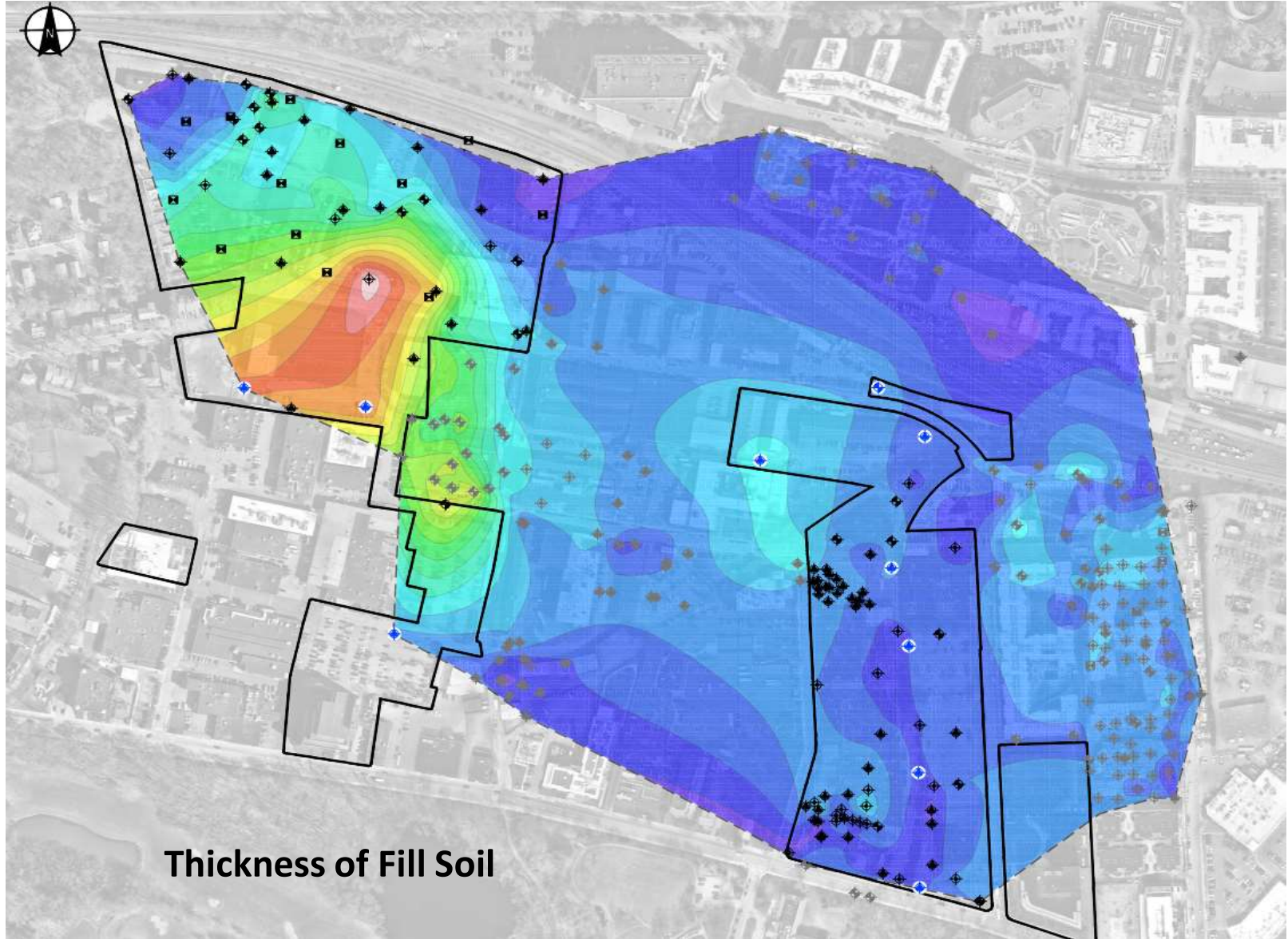
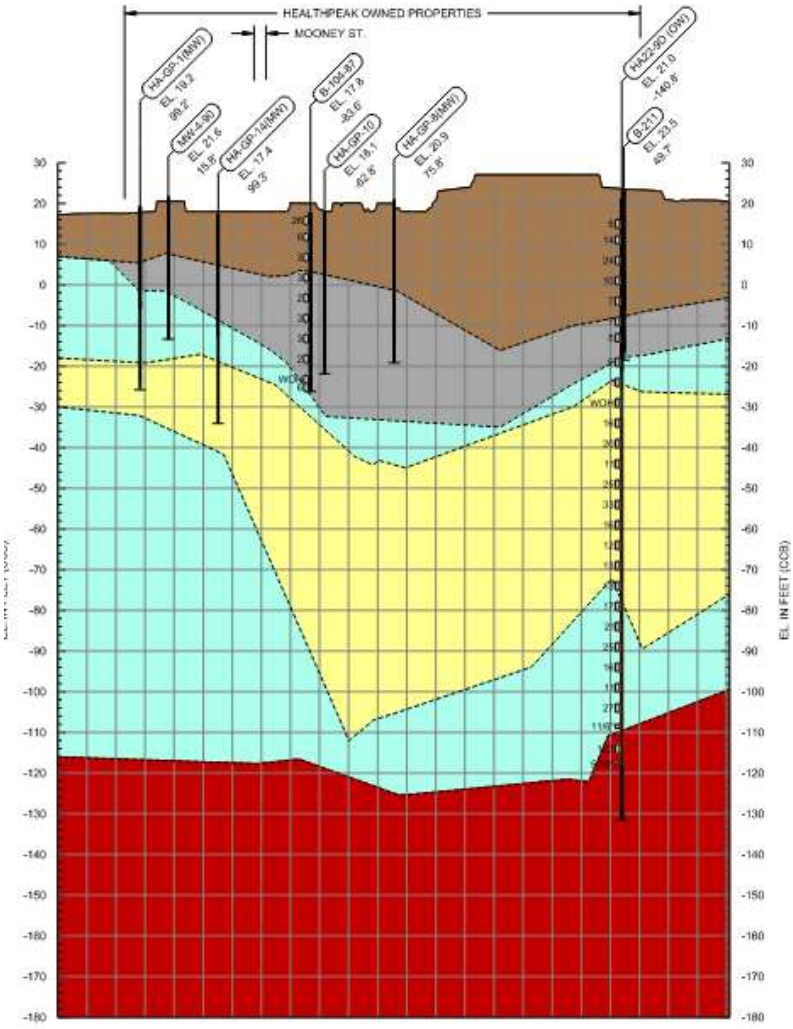
- Underground (geotechnical) engineering & construction
- Contaminated site management
- Brownfield redevelopment
- Sustainable development
- Geothermal energy systems
- Environmental risk assessment
- Water resources
- Resiliency planning & engineering



**HALEY
ALDRICH**



Haley & Aldrich's Deep Expertise on Complex Underground Conditions in Alewife Neighborhood



What is a Licensed Site Professional (LSP)?

The screenshot shows the Mass.gov website interface. At the top, there is a navigation bar with 'Menu', 'Select Language', 'State Organizations', and 'Log In to...'. Below this is the 'Mass.gov' logo and a search bar. The breadcrumb trail reads: 'Home > MassDEP > Contaminated property > Waste site cleanup program'. The page is offered by the 'Massachusetts Department of Environmental Protection'. The main heading is 'Hiring a Licensed Site Professional', followed by the text: 'If contamination has been found on your property, you will need to hire a Licensed Site Professional (LSP) to determine if cleanup work is required.' There are two buttons: 'Search all LSPs by Name, Town or License Number' and 'Learn About Cleaning Up Waste Sites'. A 'CONTACT' section on the right lists 'MassDEP Contact' with phone and fax numbers, and a '24 Hour Spill/Emergency Line' number (888-304-1133) for reporting spills.

- Significant professional expertise in the assessment and cleanup of oil and hazardous material contamination
- Licensed by the state of MA
- Professional obligation to protect public health and the environment



Digging Deep into Site History

Known environmental conditions:

- Areas of groundwater contamination from underground storage tanks and spills
- Soil contamination from spills and materials used as fill



1938 historical aerial photo, Environmental Data Resources (EDR)

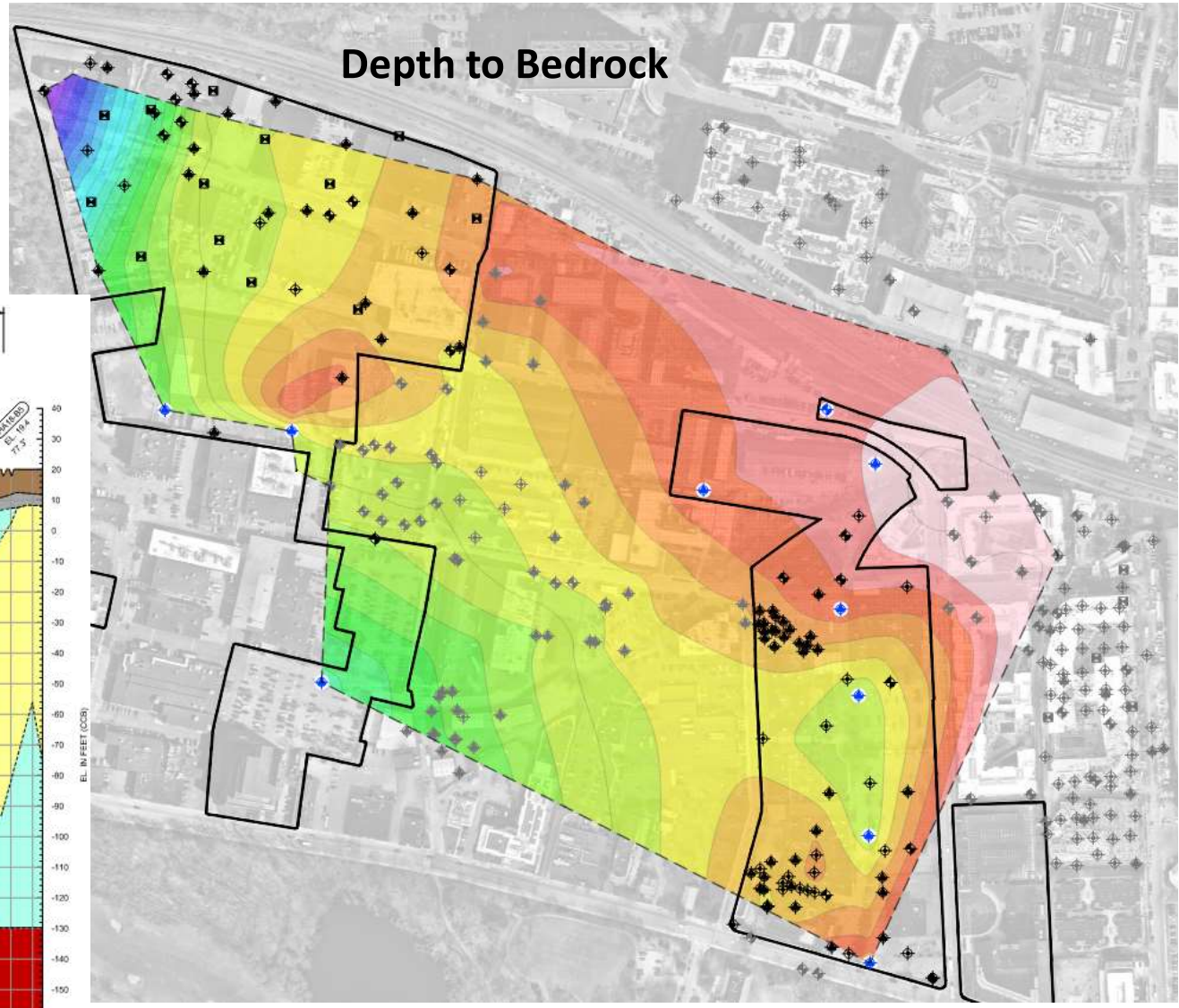
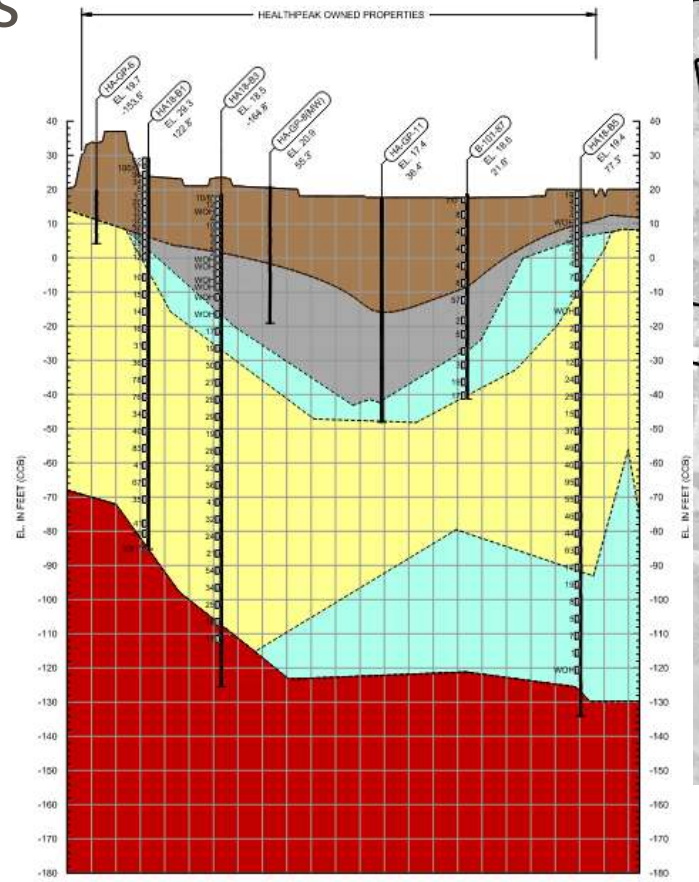


Existing oil and hazardous materials Disposal Sites previously reported to MassDEP at Healthpeak properties



Challenging Underground Conditions in Alewife Neighborhood

- Thick fill and organics unsuitable to support buildings
- Thick deposits of alternating soft clay and highly permeable sands
- Very deep bedrock



Planning from the Ground Up

- Identify and clean up residual contamination
 - Plan for human and environmental health
- Transform former industrial properties into vibrant mixed-use communities with green spaces
- Integrate site remediation with redevelopment
- Locate underground space in consideration of soil and groundwater conditions
- Plan sustainable development
 - Stormwater management
 - Lower carbon impact site design
 - Renewable energy options



Atelier Ten

Alewife District Sustainability

Cambridge, MA

Introduction

Jessica Zofchak, Associate Director LEED AP BD+C

Jessica has consulted on highly ambitious projects, focusing on environmental design, sustainable masterplanning, and façade optimization. Through her current role as leader of the Masterplan practice at Atelier Ten, Jessica has advised several institutions on visionary frameworks that strive for development identity grounded in environmental performance and equity, while reducing resource consumption and impacts on climate change.

- M. of Engineering High Performance Structures, MIT, 2009
- S.B. Building Technology, MIT, 2008
- S.B. Marketing Science, MIT, 2008

Experience

- MIT Central Utilities Plant study, Campus Net Zero study, GSHP Utility Study, Metropolitan Warehouse Adaptive Reuse Renovation
- MITIMCo Kendall Square Masterplan + Volpe Development Masterplan
- Harvard University Campus Building Decarbonization Study
- GSA DOT Volpe (LEED Gold minimum target)
- GSA Benjamin P. Grogan and Jerry L. Dove Federal Building (LEED Platinum)
- CT DEEP (LEED Platinum target)
- Confidential Zero Carbon NYC C+S Office Tower Design (LEED Platinum)
- Northpoint Masterplan Sustainability (Early-phase)



Healthpeak Approach

Sustainability

- Healthpeak's approach relies on a multidisciplinary team, brought together early in the zoning process, to **understand the challenges and opportunities** of this region of Cambridge.
- Varying existing conditions across the site **demand a variety of solutions to address sustainability and resiliency**, to enrich the district and enhance community connectivity.
- Studies to date have evaluated opportunities that apply to sub-districts and how, as a whole, these **collective strategies contribute to a sustainable Alewife district**.
- **Complementary program demands, such as residential and commercial spaces, can be utilized to optimize efficiency** for a next generation live, work and play district.
- **Designing as a good neighbor** - incorporating stormwater runoff mitigation, pedestrian connectivity, and energy district strategies - development can improve conditions for neighbors.



Planning Drivers

Alewife District

Transportation

- Transit/MBTA – pedestrian bridge
- Alternative Transportation/Innovation
- Bicycle Transportation – bike racks to meet Cambridge minimums
- Parking – electric charging
- Loading/Servicing

Water & Stormwater

- Stormwater Quantity Management
- Stormwater Quality Management
- Water Reuse - tank sizing with a district approach
- Resilience - planning for flooding

Energy & Infrastructure

- District Systems + Energy Sources and Storage
- Energy Efficiency
- On-Site Renewables
- Resilience – extreme weather events

Site & Landscape

- Open Space Requirements – water/bioswale amenities
- Urban Canopy – replenish tree canopy
- Massing Strategies – solar access and reducing energy loads
- Ecological Streetscapes
- Invasive Management

Operations & Maintenance

- Waste Handling

Community Amenities & Social Interface

- Food Production
- Community Scale
- Education & Outreach
- Affordable Housing

Sustainability Approach

Resilience, Energy + Carbon



Design for resilience through site + architectural measures



Explore district energy connections for increased efficiency



Path towards electrification



Study energy storage feasibility



Purchase green energy sources or offsets



Generate energy on-site



Optimize buildings for energy efficiency



Mitigate urban heat island effects



Reduce embodied carbon of construction



Engage with community through design process

Sustainability Approach

Transportation, Site + Water



Enhance connections to public transit



Create pedestrian friendly district



Encourage alternative transportation + connectivity



Provide electric car charging stations



Balance traffic with pedestrian oriented development



Enhance open space with pedestrian + vegetated amenities



Replenish urban tree canopy + manage invasive species



Manage stormwater on-site via infiltration or capture + reuse



Take district approach to water reuse



Recycle and divert materials from landfill



Provide robust waste handling / servicing



Identify opportunities for local food production

DISTRICT STRATEGIES

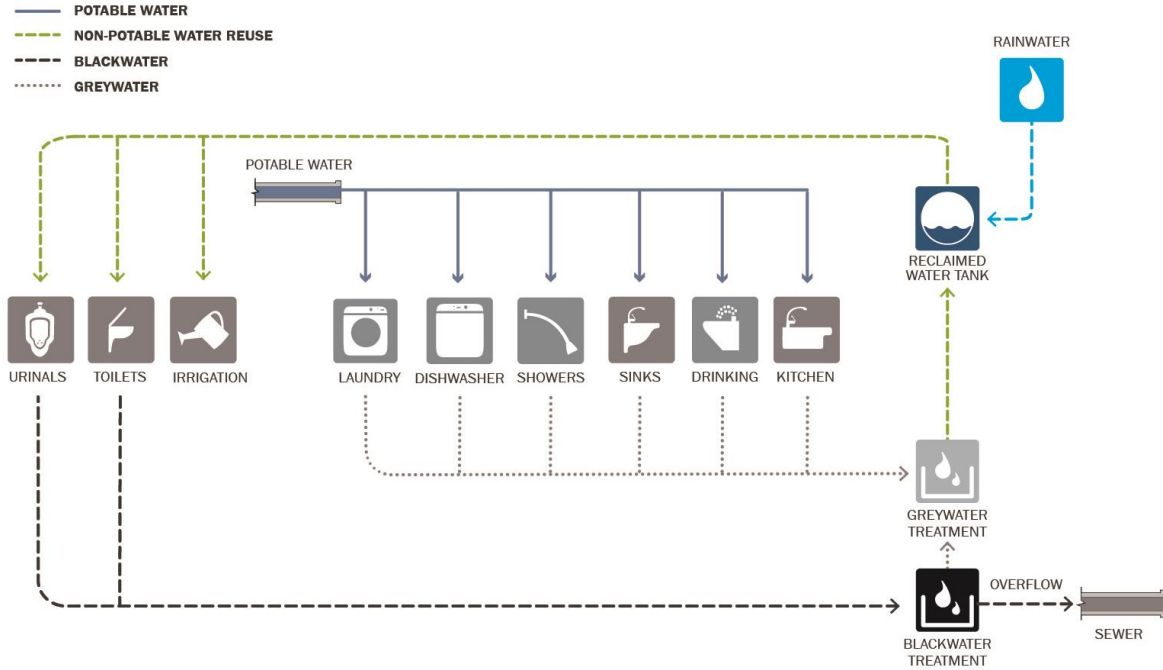
Stormwater Management

Alewife District

Example of potential water re-use districts

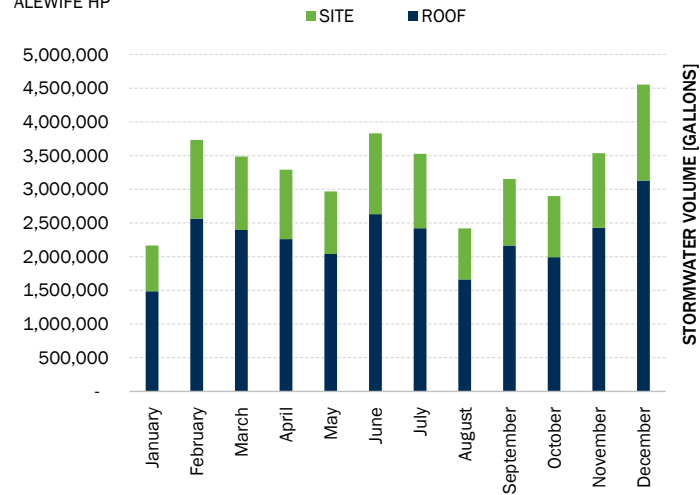


SITE WATER FLOW DIAGRAM



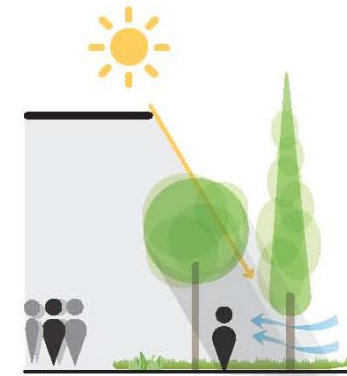
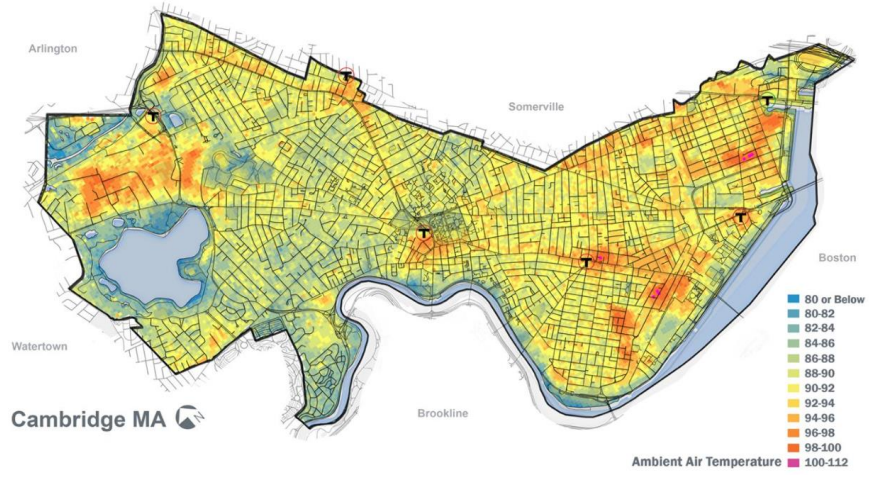
AVERAGE MONTHLY STORMWATER VOLUME

ALEWIFE HP



Heat Island Reduction

Alewife District

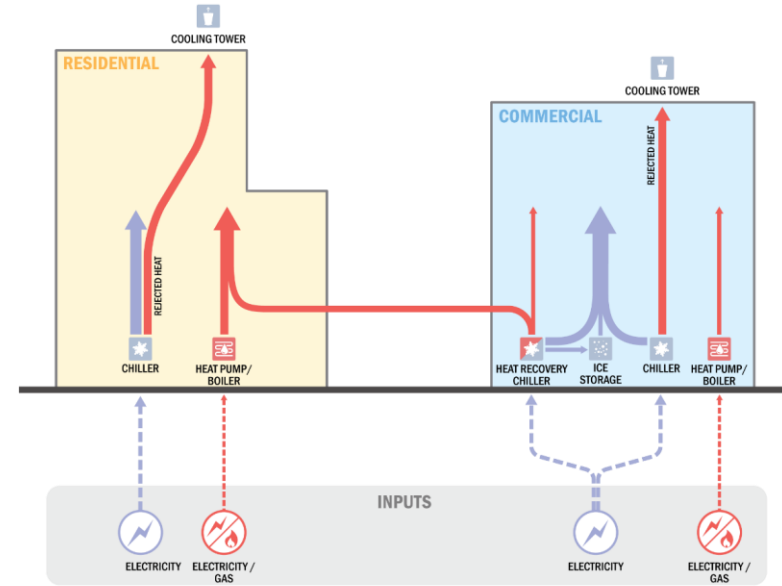
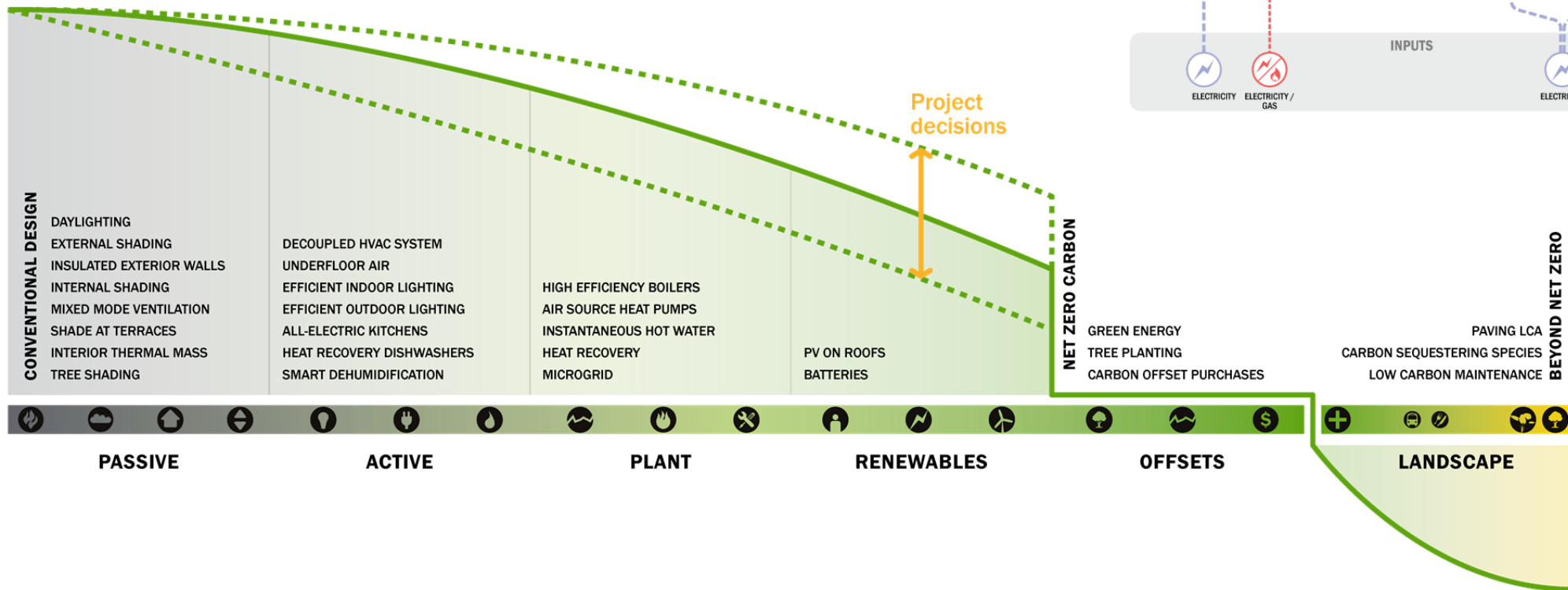


Energy and Electrification

Alewife District

Preliminary energy strategies:

- All-electric with green energy
- EUI targets for building types
- District or semi-district building connections for load sharing for efficiency



Of Place



FEB WORKING GROUP

2.2023.

12

employees

75%

woman-owned

4

offices

100+

combined years
in real estate

22

urban mixed-use
materplans

WE ARE STRATEGISTS

Of Place maximizes the value of real estate investments by defining and ensuring the success of the groundplane – where the public realm and retail spaces interact to establish the premium of place.

Our unconventional combination of creativity, financial acumen, and disciplined expertise in master plan strategy, public space design, development and leasing enables us to realize vibrant, thriving places that define communities.

THAT CHAMPION LOCAL CHARACTER

We believe that the allure of a place begins with neighbors: nothing feels more genuine and desirable than a gathering place animated by regulars, familiar faces, and authentic relationships between customer and proprietor.





Atlantic Plumbing (Washington, DC)

Client: JBG Smith

Tenants: Cherry Blossom Creative, Washington Project for the Arts

What would have been easy:

Pursue national credit-tenants to take retail space in what was the hottest mixed-use neighborhood in DC.

What we did to enhance authenticity and create community:

- Engaged small DC artist studios and galleries
- Structured leasing creatively to incentivize community events like DIY classes, studio open-houses, etc.



Sparkman Wharf (Tampa, FL)

Client: SPP

Tenants: 8+ local Tampa food entrepreneurs

What would have been easy:

Leverage tourist/visitor foot traffic from nearby Amalie Arena and made long term leases with 2 or 3 predictable and less-risky brands.

What we did to make it great for locals/regulars and to celebrate Tampa:

- Identified the most beloved and creative local restaurateurs
- Created vibrant, rotating collection of food and beverage offerings that continues to allow well-known and emerging local concepts to connect with Tampanans



Alethia Tanner Park (Washington, DC)
 Client: NoMA Business Improvement District
 Tenant: Local Taco Restaurant (TBA Spring 23)

What would have been easy:

Identify a well-greased fast casual concept that could easily handle setting up a food kiosk in the park.

What we did to show the community we listened:

- Vetted several beloved socially-conscious food entrepreneurs for BID-operated park in emerging neighborhood
- Selected operator that has focused on extending free meals to public school children in addition to their normal offerings
- Helped relatively small, local operator design FOH, BOH, and streetscape to ensure a great shot at success



Bridge District (Washington, DC)
 Client: Redbrick LMD
 Tenants: Ongoing

The challenge:

Bring retail to the first major mixed-use development in an fiercely proud, politically engaged, African American neighborhood of Washington, DC

What we are doing:

- Developing diversity-driven retail merchandising strategy
- Working out financial underwriting for “affordable commercial” space and mentor programs that can provide opportunity to hyper-local entrepreneurs
- Integrating programming that appeals to new residents, old residents, and historically under-served residents

PROCESS

CURRENT MASTER PLAN - RETAIL ZONES



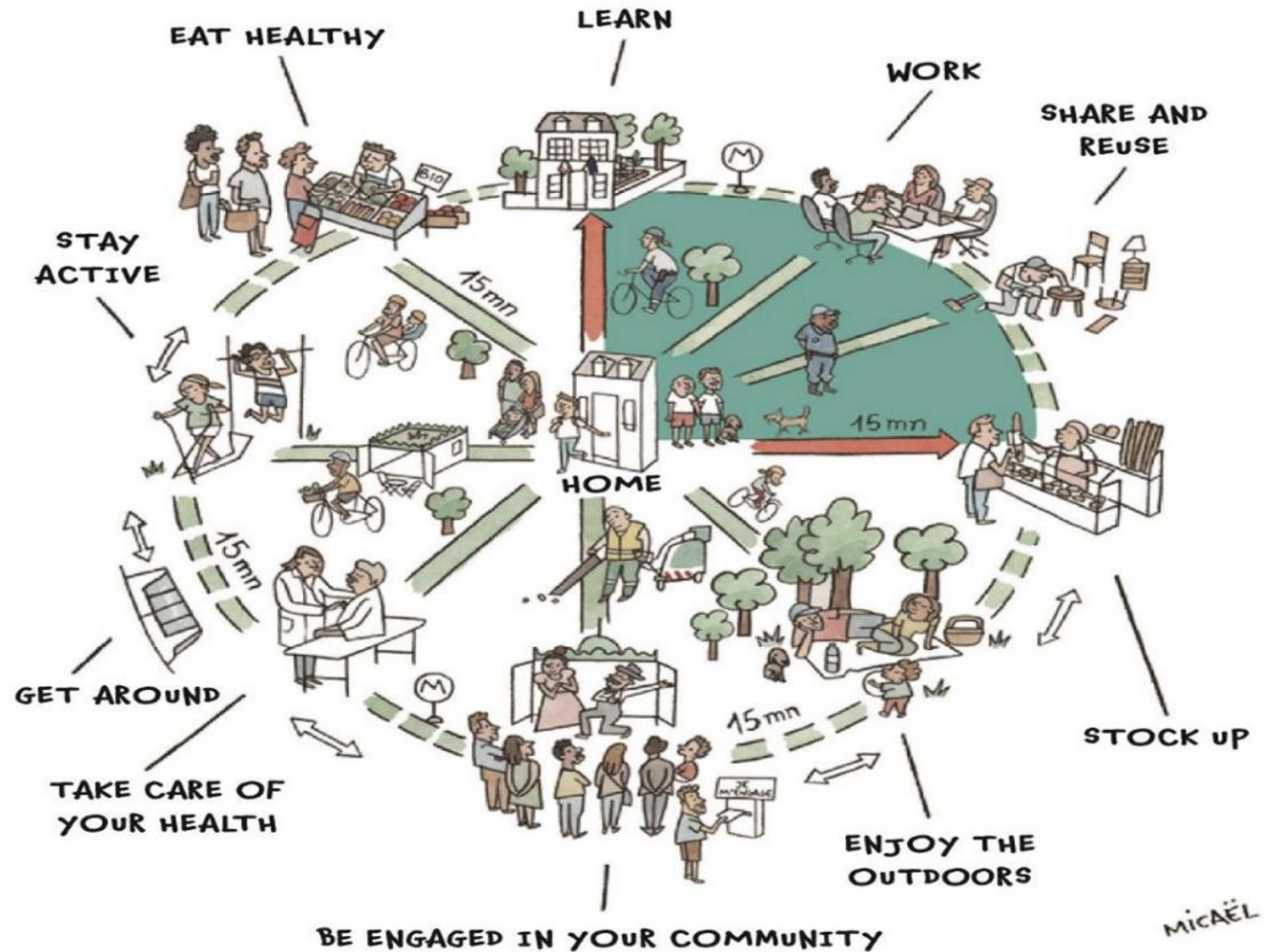
MOONEY

MAIN STREET

FRESH POND MALL

15-MINUTE CITY METHODOLOGY

The strategy focuses on meeting the needs of citizens by giving residents access to everything they could need within a 15-minute radius of their home



15-MINUTE CITY COMPONENTS – WHAT IS MISSING?

Grocery

- Full service
- Bodega/grab-and-go
- Organic

Drugstore/Pharmacy

Fitness

- General gym
- Boutique/Specialty fitness

Home improvement/Hardware store

Personal grooming

- Hair salon
- Nail salon
- Skincare

Liquor/Wine store

Packaging/Mailing needs (USPS, UPS, FedEx, etc.)

Dog services

- Grooming
- Overnight & daytime boarding
- Veterinary services

Childcare/Education

- Daycare
- Public and Private schools at all levels

Food & Beverage

- Coffee
- Specialty foods
- Quick Service
- Full Service
- Bars

Medical Care

- Doctors
- Dentists
- Eye doctors
- Urgent Care

Sundries/home goods/gifts

- Plant care/Nursery/Florist

Beauty products

Banking

Electronics store/repair

Dry cleaner/tailor/alterations/shoe repair

Home décor

Cultural Activities/Civic Uses

- Art galleries
- Museums (Private and Public)
- Live theater/music venue
- Movie theater
- Library

Parks/greenspace

- Community garden (active engagement)
- Maker community

Car services (remote service)

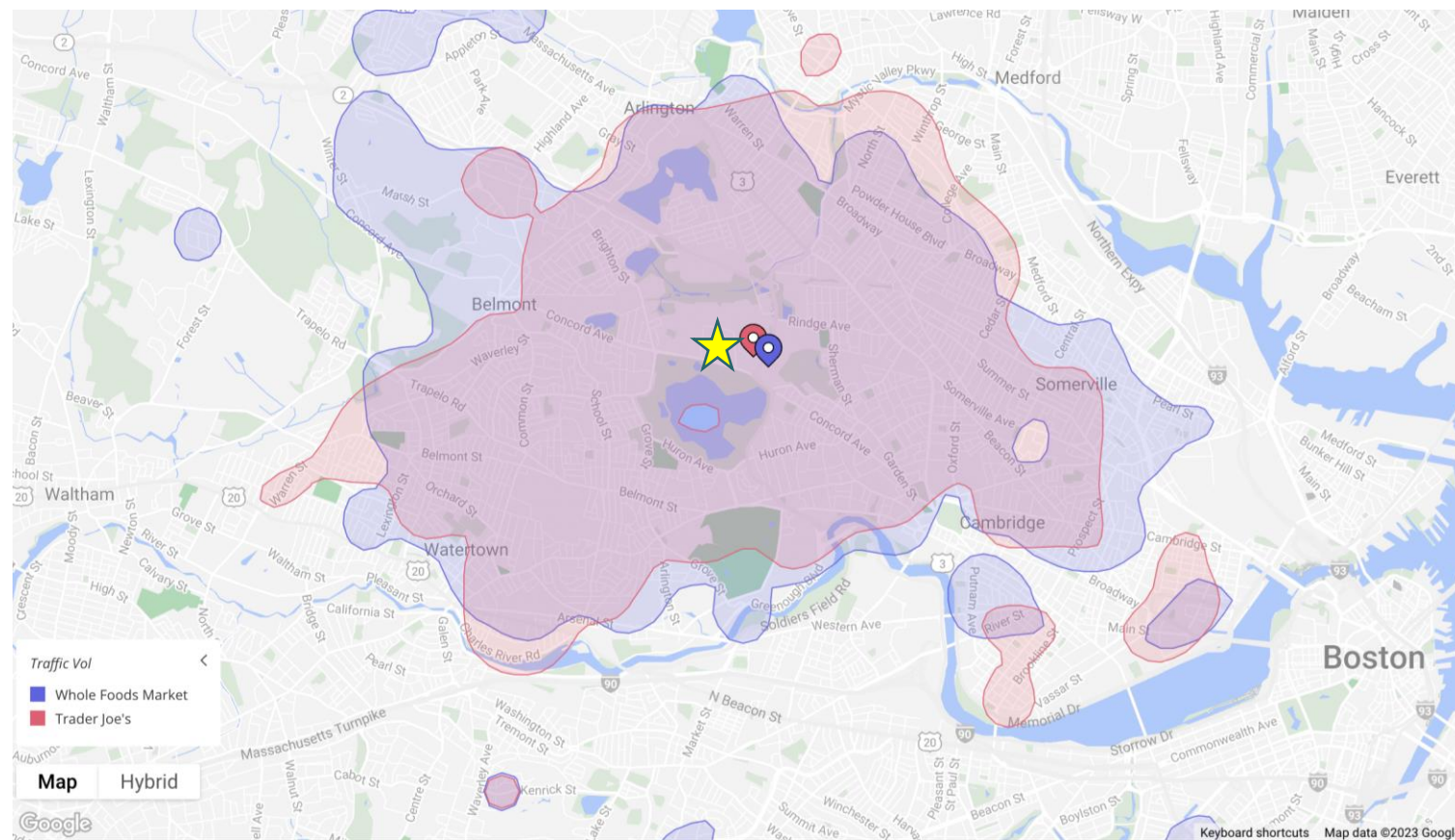
Jewelry repair/watch repair

Bookstore

Clothing store

Sporting goods/Active goods/Bike store

Music store (records, instruments, etc.)



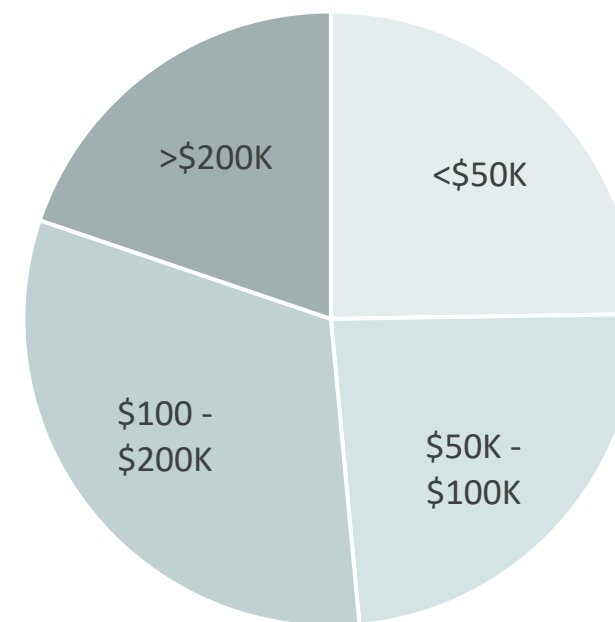
Trade Area (75% of footfall)

Retailer	Area	Population
Whole Foods	13 mi ²	172k
Trader Joes	12 mi ²	160k

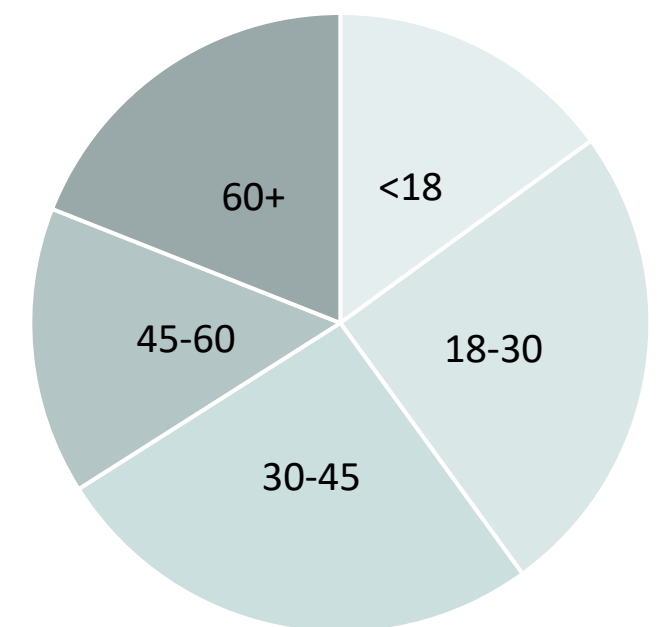
Trade Area Multimodal Adoption

Mode to work	Likelihood compared to US avg.
Bicycle	11x
Transit	6x
Walk	4x

Trade Area HHI Income Diversity



Trade Area Age Diversity



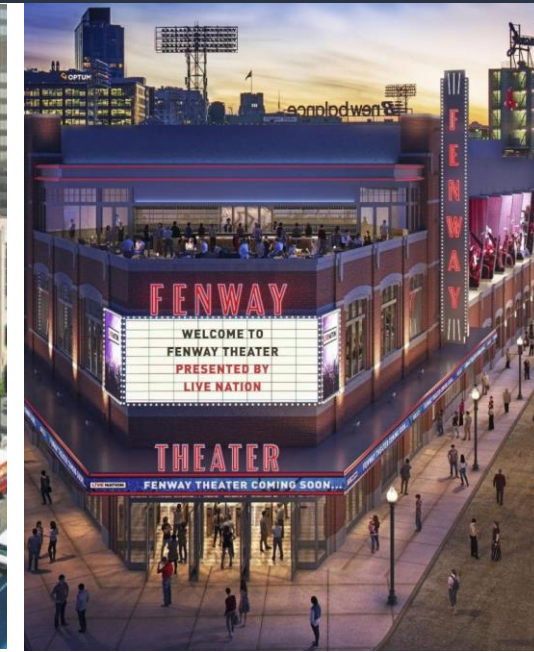
1. Existing population in Fresh Pond trade area demonstrates that there are **already** enough people coming to sustain neighborhood retail

2. A lot of diversity

- Age
- Income

3. Extraordinary interest in alternate modes of transportation

GROUNDPLANE TYPOLOGY

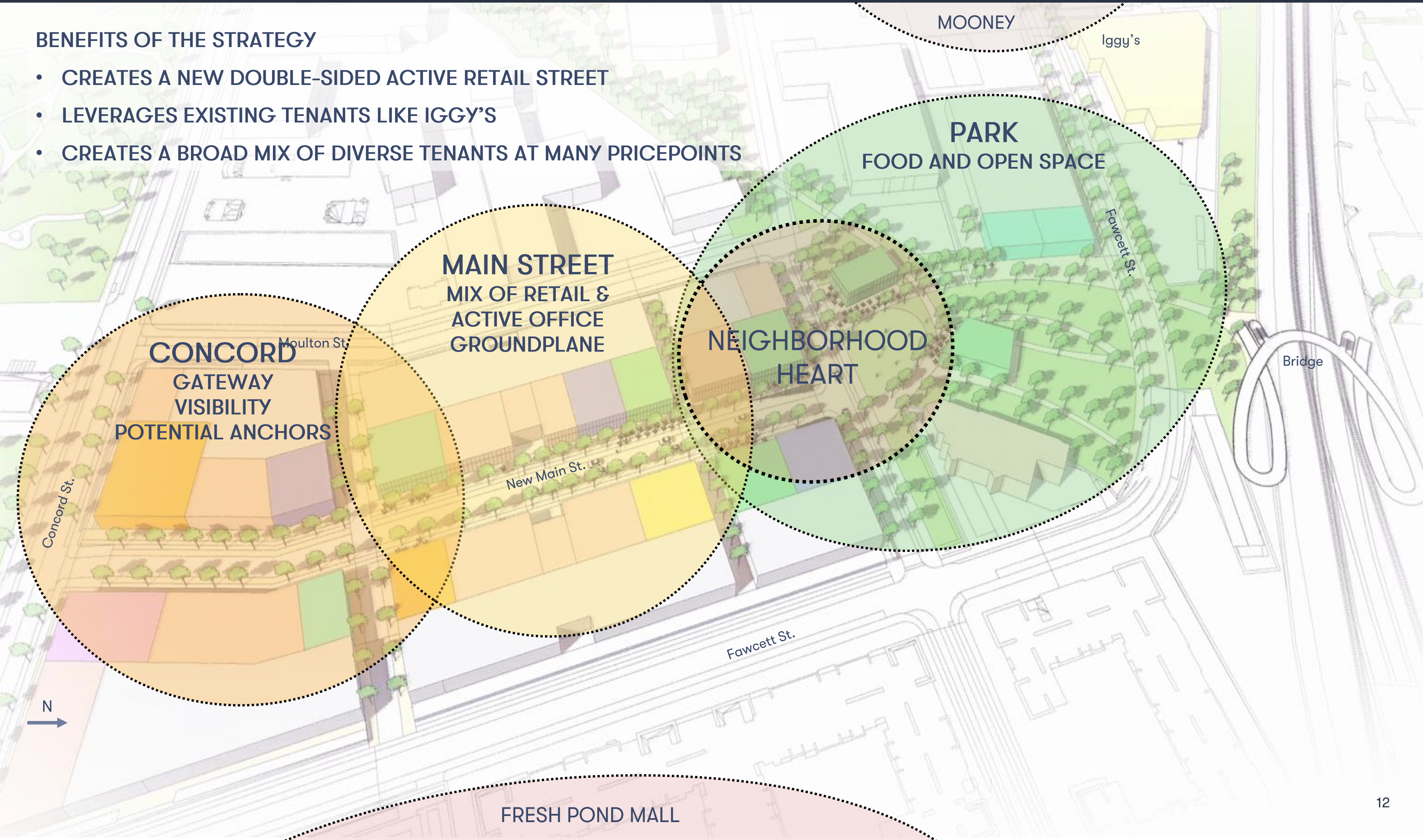


Neighborhood Node	Urban Strip	Community High Street	Retail District	Lifestyle Center	Entertainment District
<i>Loose cluster of 1-2 story retail buildings with neighborhood restaurants, services, and locally owned boutiques</i>	<i>Attached row of stores managed as a coherent retail entity with managed, private parking.</i>	<i>Similar to neighborhood node, but with a distinct concentration of contiguous retail buildings along a single street.</i>	<i>A dense collection of stores, including brand flagships and department stores within a grid of multiple streets.</i>	<i>Residential, office, and retail uses branded and managed by a private entity. Upscale national-chain specialty stores with dining and entertainment in an outdoor setting.</i>	<i>Leisure, tourist, retail and hospitality uses, often with some component of residential. Branded and managed by a private entity with entertainment as a unifying theme.</i>
<1-3 acres	1-3 acres	3-5 acres	10-40 acres	10-50 acres	30-50 acres
<10k Total Retail GLA	20 - 50k SF	30k – 100k SF	150k – 1M SF	150k SF+	500k SF+
0 - 1 Small Anchor	1+ Small Anchors	1+ Small Anchors	Anchors: 2+	Anchors: 2+	Anchors: 2+
2-3 local FSRs/QSRs	2-3 local FSRs/QSRs	5+ FSRs, 2+ QSRs	20+ FSRs and QSRs	20+ FSRs and QSRs	20+ FSRs and QSRs
Trade Area: >1 mile	1-3 miles	3 miles	10+ miles	15+ miles	50+ miles
Huron Ave, MA	Cleveland Park, DC One Boston, MA	11 th Street, DC Inman Square, MA	Davis Square, MA 14 th Street, DC Newbury Street, Boston	Prudential Center, Boston Rice Village, Houston	District Wharf, DC Fenway, Boston

MERCHANDISING STRATEGY

BENEFITS OF THE STRATEGY

- CREATES A NEW DOUBLE-SIDED ACTIVE RETAIL STREET
- LEVERAGES EXISTING TENANTS LIKE IGGY'S
- CREATES A BROAD MIX OF DIVERSE TENANTS AT MANY PRICEPOINTS



**CONCORD
GATEWAY**
VISIBILITY
POTENTIAL ANCHORS

MAIN STREET
MIX OF RETAIL &
ACTIVE OFFICE
GROUNDPLANE

**NEIGHBORHOOD
HEART**

PARK
FOOD AND OPEN SPACE

MOONEY

Iggy's

Moulton St.

New Main St.

Fawcett St.

Bridge

Fawcett St.

FRESH POND MALL



FITNESS



QUICK SERVICE RESTAURANT



DAYCARE



FULL-SERVICE RESTAURANT



WELLNESS



WELLNESS



MAKER SPACE



COFFEE / JUICE



PERSONAL SERVICE



NEW MAIN STREET LOOKING NORTH TOWARD THE PARK



INDOOR/OUTDOOR ACTIVATION



STOREFRONT VARIATION



PARK CONNECTOR WALKING FROM BRIDGE TO RETAIL HEART



PARK-FACING CASUAL DINING

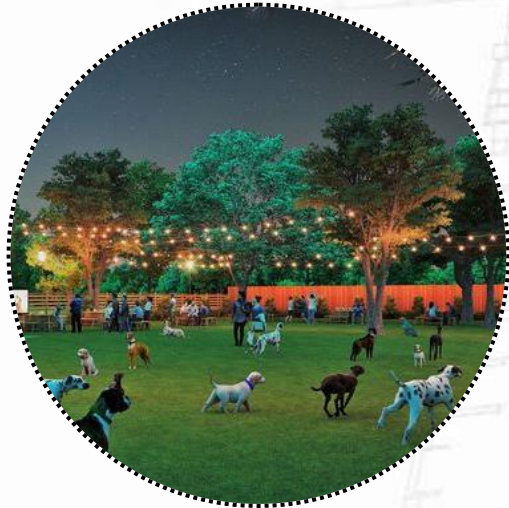


PARK PAVILION & GATHERING LAWN





FAMILIES IN THE PARK



DOGS IN THE PARK



OUTDOOR DINING
IN THE PARK



ART IN THE PARK



FESTIVALS IN THE PARK



RECREATION IN THE PARK



THANK YOU