



YI-AN HUANG
City Manager

City of Cambridge

Executive Department

IN CITY COUNCIL
September 14, 2026

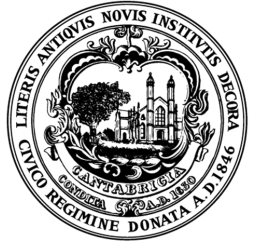
To the Honorable, the City Council:

Please see attached a memo from Brooke McKenna, Transportation Commissioner, regarding the 2025 Transportation Demand Management Program Report.

Very truly yours,

Yi-An Huang
City Manager





To: Yi-An Huang, City Manager
From: Brooke McKenna, Transportation Commissioner
Date: September 9, 2026
Re: 2025 Transportation Demand Management Program Report

Attached is the 2025 Transportation Demand Management Program Report. This document describes results from the 2025 transportation monitoring period for properties with PTDM and Special Permit TDM reporting requirements.

Transportation Demand Management Program Report

Results from 2025 Transportation Monitoring

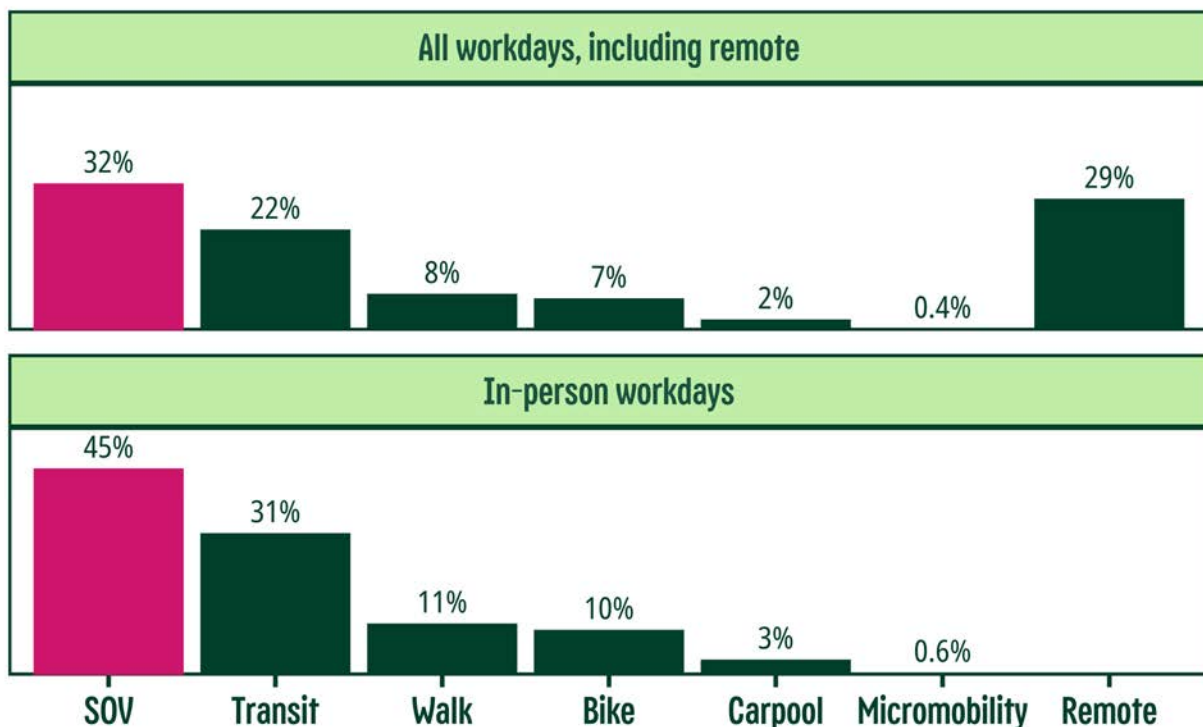
Summary

This report describes the results of the Cambridge Transportation Demand Management (TDM) Program's annual transportation monitoring. It includes projects regulated under the Parking and Transportation Demand Management (PTDM) Ordinance and Planning Board Special Permits.

We received reports from 79 properties in 2025. The reports included information on commute programs required at the properties and a survey about how people traveled to the sites.

All projects receive letters about their compliance status in response to their reports. The letters offer detailed feedback and technical assistance to help projects reduce their single-occupancy vehicle (SOV) rates.

Figure 1. Employee commute mode share at TDM Program properties, 2025



Data source: 2025 Cambridge TDM Program Employee Survey

The mode share survey allows City staff to examine patterns in employee trips to work at properties that participate in the TDM Program. In 2025, driving alone (32%) was the most

common way of getting to work, followed by working remotely (29%), taking public transportation (22%), walking (8%), biking (7%), carpooling (2%), and micromobility like e-scooters (0.4%). There was a small increase in driving alone from 30% in 2024.

This report also covers the most popular reasons for using each mode, what employees say would help them drive less, weekly remote work patterns, and resident and patron transportation choices. Future reports will include analysis of other survey questions and required commute programs.

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TDM Program Overview

The City of Cambridge requires properties to participate in the TDM Program in two ways: through the PTDM Ordinance and through conditions on Planning Board Special Permits. The City requires participating properties to submit a report about their sustainable transportation programs and the transportation patterns of people visiting their sites every year. If a property is required to do monitoring and reporting, they begin reporting approximately one year after the new or renovated facility is occupied.

Parking and Transportation Demand Management Ordinance

The [PTDM Ordinance](#), adopted in 1998, aims to reduce traffic congestion and greenhouse gas emissions, and improve traffic safety. It does this by promoting walking, bicycling, public transit, and other sustainable modes.

A property triggers the Ordinance if it meets all of these criteria:

1. It is non-residential,
2. It creates any new parking or changes who can use existing parking, and
3. The total number of parking spaces at the site is 5-19 (Small Projects) or 20 or more (Large Projects).

Changes to the PTDM Ordinance in 2024 removed some requirements along certain streets where the City is removing on-street parking to make space for bike and bus lanes (called Flexible Parking Corridors).

The Ordinance requires properties that meet these criteria to create a PTDM plan, which must be approved by the City. Large Project PTDM plans must include a commitment to reduce the percentage of people driving alone to the project and implement a range of transportation demand management measures. Large Projects must also monitor travel to the site and report on the status of the SOV commitment and TDM measures. Small Projects must implement at least three TDM measures, but there is no SOV commitment or annual monitoring. A wide variety of measures have been implemented to meet PTDM SOV commitments. All PTDM plans include measures to promote walk, bike, public transit, and carpool travel. However, the Ordinance allows property owners and employers to choose measures that are most appropriate for their site.

High-impact TDM measures include:

- Offering MBTA pass subsidies,
- Providing Bluebikes stations and offering annual memberships,
- Offering incentives for walking and biking,
- Charging people directly for parking, and
- Providing shuttle service to transit stations.

PTDM plans can also include supportive TDM measures that establish a culture of using sustainable transportation. Supportive measures include providing showers and changing facilities for people who walk or bike to work, reserved parking for carpools, and occasional parking for people who don't usually drive.

Planning Board Special Permits

The City also makes TDM agreements with property owners through the [Planning Board Special Permit process](#). When the City expects that a project will have large transportation impacts, the Planning Board may include a TDM plan as a condition of the Special Permit. Some Special Permit TDM properties have SOV commitments like Large PTDM Projects, and some do not.

Important Terms and Survey Information

Transportation mode is how a person gets around. The modes discussed in this report are:

- **Drive alone / Single-occupancy vehicle (SOV):** Using a private vehicle alone, including motorcycles, taxis, and ride-hail services like Uber and Lyft. Ride-hail was added to the TDM Program survey in 2017.
- **Carpool:** Using a private vehicle with one or more other people, including vanpools and shared ride-hail services like UberX Share or Lyft Shared. Shared ride-hail was added to the TDM Program survey in 2017.
- **Public Transit:** Using a bus, subway, train, trolley, ferry, paratransit service, or public or private shuttle.
- **Walk:** Walking or using a wheelchair.
- **Bike:** Riding a bike, including personal bikes and Bluebikes public bikeshare.
- **Other:** Using another method. "Other" is an option in Census Bureau surveys and appeared in TDM Program surveys before 2020.
- **Micromobility:** Using a scooter, skateboard, skates, or other micromobility device. These devices are sometimes but not always electric. Micromobility devices are not listed as options in Census Bureau surveys. In TDM Program surveys, micromobility devices were included under "Other" before 2020, when they became their own survey category.
- **Remote:** Attending work or school from a location other than a traditional office or school campus. Employees who work both remotely and in person at a traditional office are called **hybrid workers**.

A **sustainable mode** or **sustainable transportation option** is any mode other than driving alone.

All surveys used in this report ask what mode a person used for the longest part of their trip to work, school, shopping, or other activities. Of course, most trips include multiple modes. For example, someone who walked to their parked car, drove, parked, and then walked again to their destination would choose “drive alone” on a survey.

SOV commitments are commitments made by property owners to keep the percentage of people driving alone to the project below a certain level. SOV commitments are linked to a particular type of site user, like employees, students, residents, or patrons. Some properties have a single SOV commitment, and some have multiple commitments, depending on who is expected to visit the site. If a property has multiple commitments, they conduct one survey for each commitment type.

To interpret information about mode frequency in this report, it is important to know the TDM Program survey questions people are responding to:

- **Employees** and **commuting graduate students** answer how they got to or participated in work or school each day of the survey week.
- **Residents** answer how they got to or participated in work or school each day of the survey week and also how they usually participate in shopping, social activities, and medical appointments.
- **Patrons, visitors, patients, and guests** answer how they got to the location that day.

The **TDM Program** includes properties whose participation is required by the PTDM Ordinance or Planning Board Special Permit conditions.

Some sections of this report compare employees at TDM Program properties to the **Cambridge workforce**, which is all people who work in Cambridge, no matter where they live. Commute information for the Cambridge workforce comes from the U.S. Census Bureau. Other reports from Cambridge’s Community Development Department sometimes include information about the **Cambridge resident workforce**, which is all Cambridge residents who work, no matter where they work. This report does not include information about the Cambridge resident workforce. It does include information about Cambridge residents who live at a property in the TDM Program, whether or not they work.

2025 Monitoring Results

Reports Received and Commitments Met

In 2025, we expected 48 Large PTDM Project reports and 32 Special Permit reports. We received 79 of 80 expected reports. There were 5 Small Projects that did not require monitoring.

The 2025 reports covered about 36,000 parking spaces, 23 million square feet of commercial development, and 18 million square feet of institutional (education and hospital) development. More than 53,000 employees (38% of Cambridge workers¹), 8,500 students, and 9,800 residents work, study, and live at the properties that reported in 2025.

Large Project PTDM properties and some Special Permit TDM properties must include a travel-habit and mode share survey in their reports. The surveys help City staff:

- Check whether a project has met its SOV commitments (if applicable),
- Track transportation patterns and emerging trends, and
- Improve predictions about the travel patterns at future development sites.

Table 1 shows SOV commitment performance at the 79 reporting projects. Twenty-nine projects did not have any SOV commitments. There were 50 projects with commitments to a maximum SOV mode share ranging from 6% to 66%. Two projects did not achieve a high enough survey response rate to reliably determine whether they met their commitments. Thirty-three projects met all their SOV commitments, four met at least some of their commitments, and 11 did not meet any of their commitments.

Of the 11 projects that did not meet any of their SOV commitments, seven did not fully implement their required TDM measures and eight offered free or subsidized parking. Five of the 11 projects had also failed to meet any of their SOV commitments in 2024. Of these, four reduced their SOV rate in 2025. Four projects that failed to meet any of their SOV commitments in 2024 moved out of that category in 2025.

All projects receive letters about their compliance status in response to their reports. The letters offer detailed feedback and technical assistance to non-compliant projects. In cases when a property has implemented all its required TDM measures and still does not achieve desired SOV levels, staff engages with owners to develop additional reasonable TDM measures. So far, the City has not needed to exercise any enforcement provisions in the PTDM or Zoning Ordinances.

¹ The Massachusetts Department of Economic Research reported an average of 139,388 jobs in Cambridge during the second quarter of 2025. This figure does not include self-employed persons or sole proprietors.

Table 1. SOV Commitment Performance at TDM Program properties, 2025

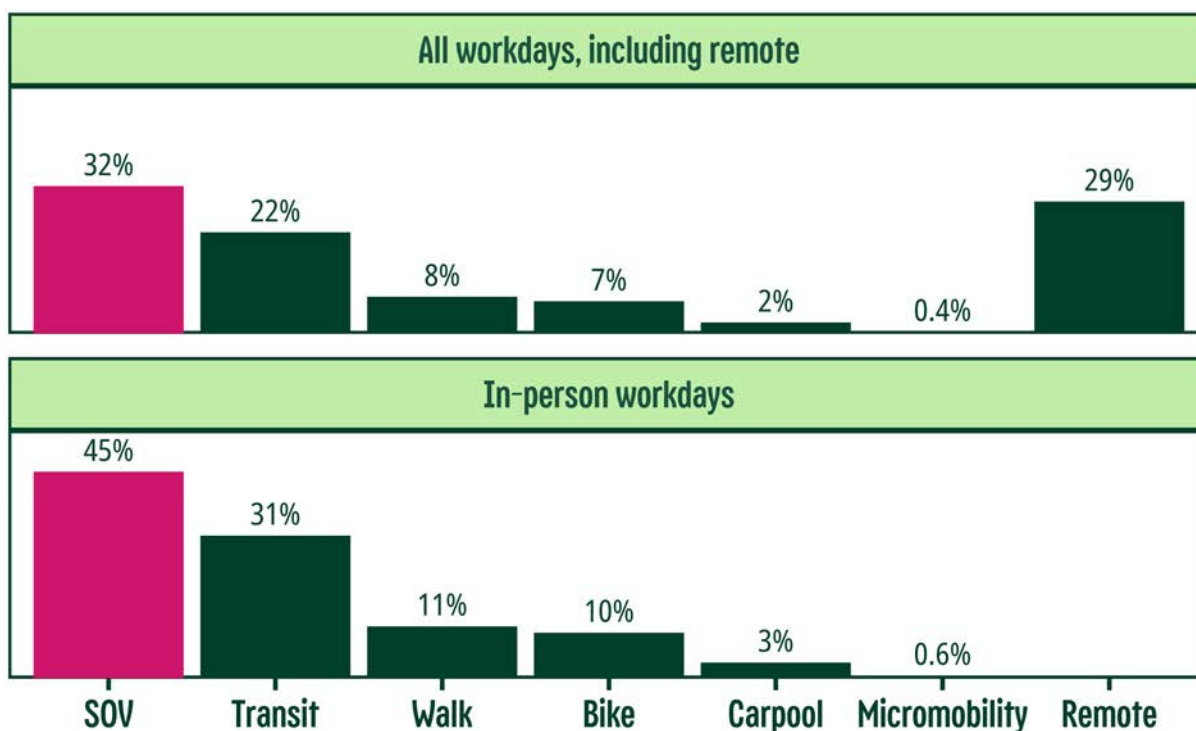
SOV commitments met	Number of projects	As a % of projects that submitted reports	As a % of projects w/ 2025 commitments
Met all commitments	33	42%	66%
Met at least one commitment	4	5%	8%
Did not meet any commitments	11	14%	22%
Unknown (low response rate)	2	3%	4%
No commitment required	29	37%	-
Total	79	100%	100%

Employee Survey Results

The TDM Program Employee Survey received 24,764 responses from workers at 327 offices, labs, restaurants, and stores across the program properties.

Figure 2 shows the commute mode share for these employees. Driving alone (SOV, 32%) was the most common way of getting to work, followed by working remotely (29%). Workers used transit to get to work 22% of the time, walked 8%, and biked for 7% of workdays. Carpool (2%) and micromobility (0.4%) were the least common modes.

Figure 2. Employee commute mode share at TDM Program properties, 2025



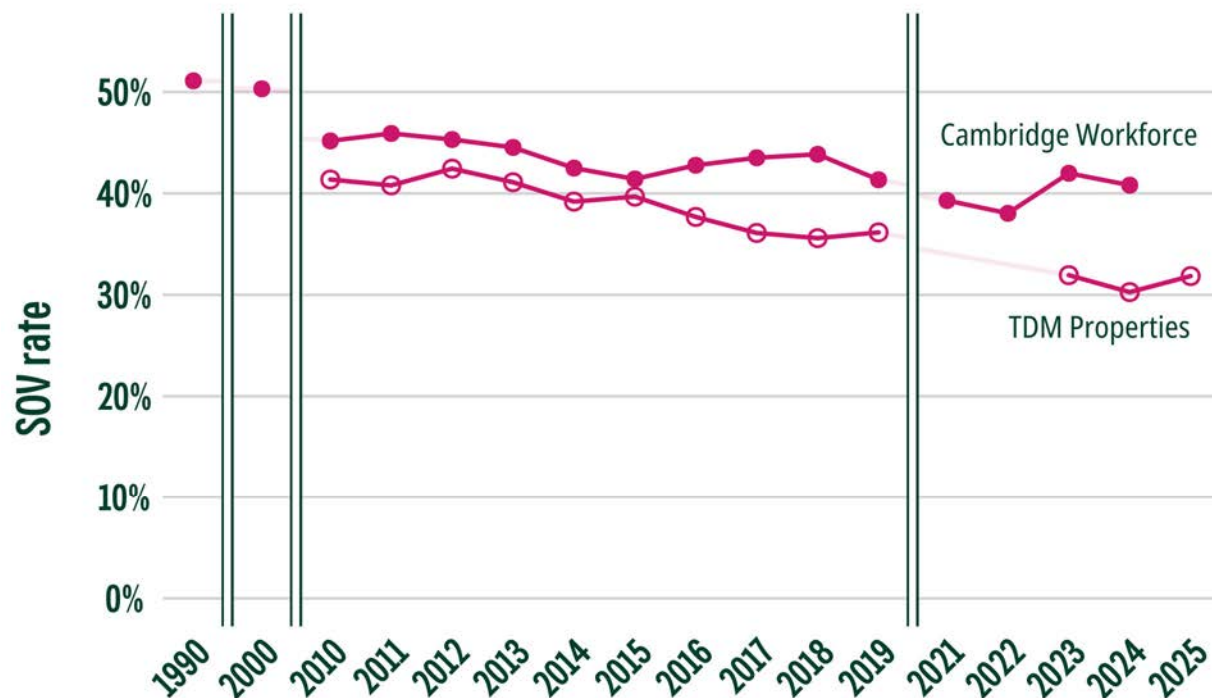
Data source: 2025 Cambridge TDM Program Employee Survey

The lower panel of Figure 2 shows how employees commuted to work when they worked in person at their workplaces. Slightly less than half of commutes to in-person work were made by car (45% driving alone and 3% in a carpool). Of workers who took a car to work (either alone or carpooling), about 3% used a ride-hail service.

Employee Survey: Historical Trends

Figure 3 shows the SOV rate for all Cambridge workers starting in 1990 and for properties in the TDM Program starting in 2010. The SOV rate for properties in the TDM Program increased slightly from 30% in 2024 to 32% in 2025. The SOV rate for the Cambridge workforce has decreased over the past 40 years, but there was a sharp rise from 2022 to 2023. In 2024, the most recent year of data available for the Cambridge Workforce, the SOV rate was similar to 2023.

Figure 3. Long-term trend: SOV mode share for Cambridge workforce and TDM Program properties, 1990-2025



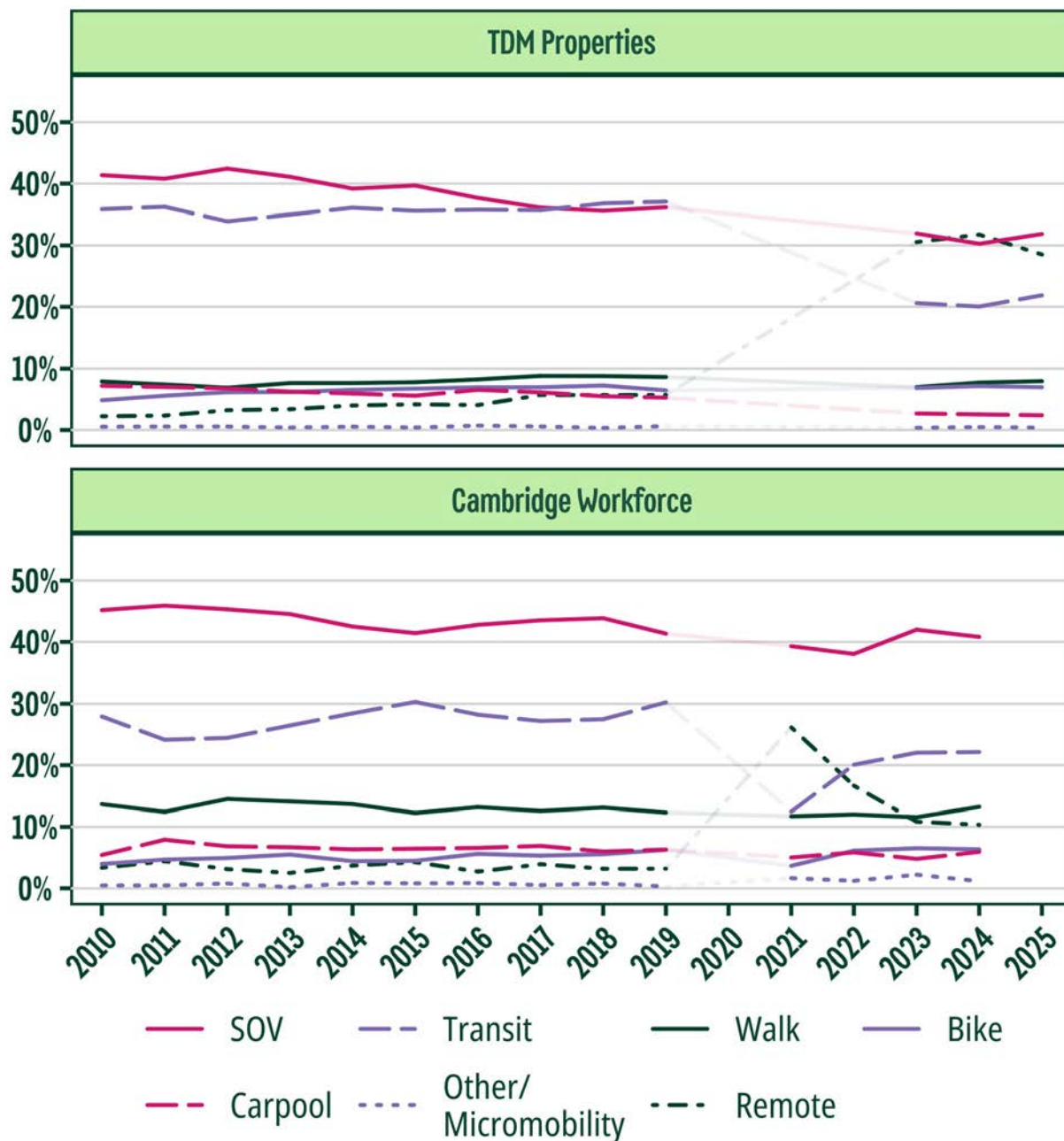
Data sources: Cambridge workforce: 1990 and 2000 Decennial Census, 2010-2024 ACS 1-year estimates, no data available for 2020. 2025 ACS data is not yet available. TDM Program: Cambridge TDM Program Employee Surveys, 2010-2025, no data available 2020-2022. Faded lines show where more than one year separates data points.

The upper panel of Figure 4 shows all commute modes for TDM Program properties beginning in 2010. The rate of remote work decreased by 3 percentage points in 2025, and the rates of driving alone (SOV) and taking transit each increased by 2 percentage points. All other modes remained about the same in 2025.

The lower panel of Figure 4 shows the mode share for all people who work in Cambridge for 2010-2024, the most recent year of data available. From 2023 to 2024, there was little change in any mode.

Data for the lower panel of Figure 4 comes from the U.S. Census Bureau's American Community Survey (ACS). Comparisons between the TDM Program results and the ACS results should be made cautiously because the surveys ask slightly different questions about travel to work. The City's transportation monitoring survey asks respondents how they traveled each day of the week. The ACS asks how respondents typically traveled to work during the survey week.

Figure 4. Commute modes for employees at TDM Program properties and people who work in Cambridge, 2010-2025



Data sources: 2010-2025 Cambridge TDM Program Employee Surveys and American Community Survey 1-Year Estimates for people over age 16 whose workplace is in Cambridge. Surveys were not required for TDM Program properties from 2020 to spring 2022, and fall 2022 data is excluded from this chart, since it represents only half the properties in the TDM Program.

Table 2. Commute mode shares for TDM Program properties and Cambridge workforce, 2024

Population	SOV	Transit	Walk	Bike	Carpool	Other	Remote
TDM properties	30%	20%	8%	7%	3%	0.5%	32%
Cambridge workforce	41%	22%	13%	6%	6%	1%	10%

Data source: Cambridge TDM Program Employee Surveys and American Community Survey 1-year estimates for 2024.

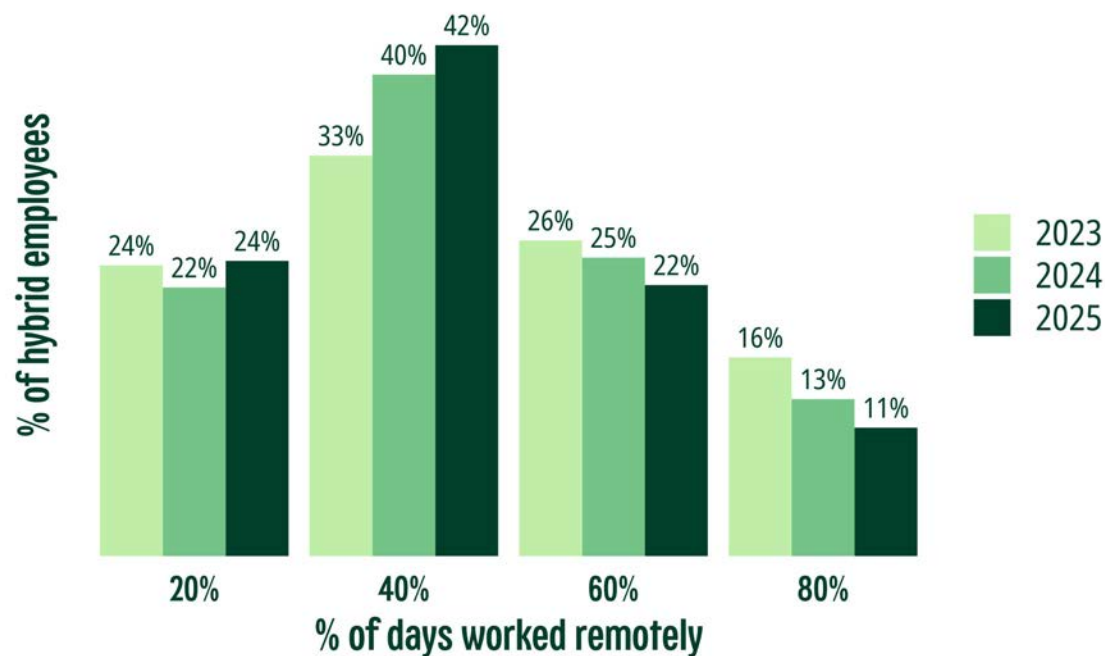
Table 2 shows the commute mode share in 2024 for both surveys. Similar to 2023, one notable difference between TDM Program and ACS data for 2024 is the share of remote workers, which was much higher (32%) at reporting properties than Cambridge overall (10%). This might reflect a real difference between reporting properties and all Cambridge workers. However, the difference might be due to differences in the survey questions. Someone who worked remotely only two days during a five-day week would likely not choose “remote” on the ACS survey, but the TDM Program survey would capture those trips.

Employee Survey: Remote Work

The slight decrease in the remote work mode share this year is due to both a shift away from full-time remote work and shift toward fewer remote workdays per week for hybrid workers. In 2025, 8% of employees worked remotely full-time during the survey week, compared to 11% in 2024. Figure 5 shows the percentage of workdays per week that hybrid employees worked remotely over the past three years. The figure shows a trend toward working fewer days remotely. 40% remote (two remote workdays in a five-day week) has been the most common hybrid week for the past three years.

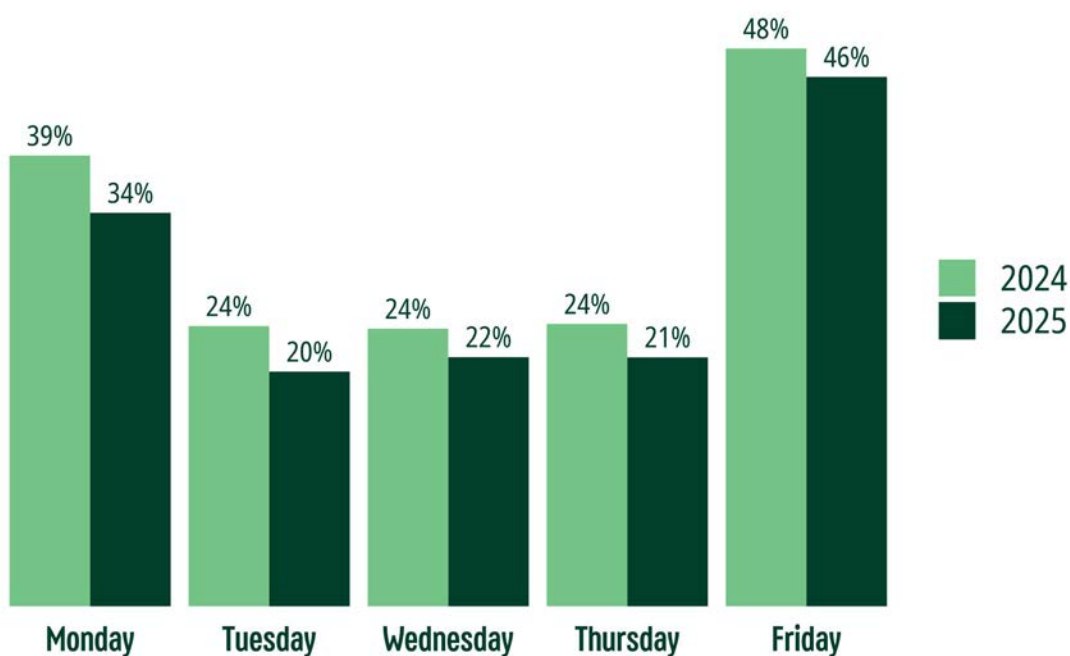
Because the TDM Program Employee Survey captures daily variation, we can also examine remote work patterns over the course of the week. Figure 6 shows how many employees reported working remotely each day of the week in 2024 and 2025. The pattern of higher remote work participation on Mondays and Fridays continued in 2025, with more than twice as many remote work days on Fridays as on any mid-week day. The slight overall decrease in remote work this year is fairly evenly distributed across weekdays, with a slightly larger drop on Monday and Tuesday.

Figure 5. Percentage of remote workdays for hybrid workers, 2023-2025



Data source: 2023-2025 Cambridge TDM Program Employee Surveys. Some employees worked greater or less than five days during the survey week. For non-standard workweeks, the percentage of days worked remotely is rounded to the nearest multiple of 20%.

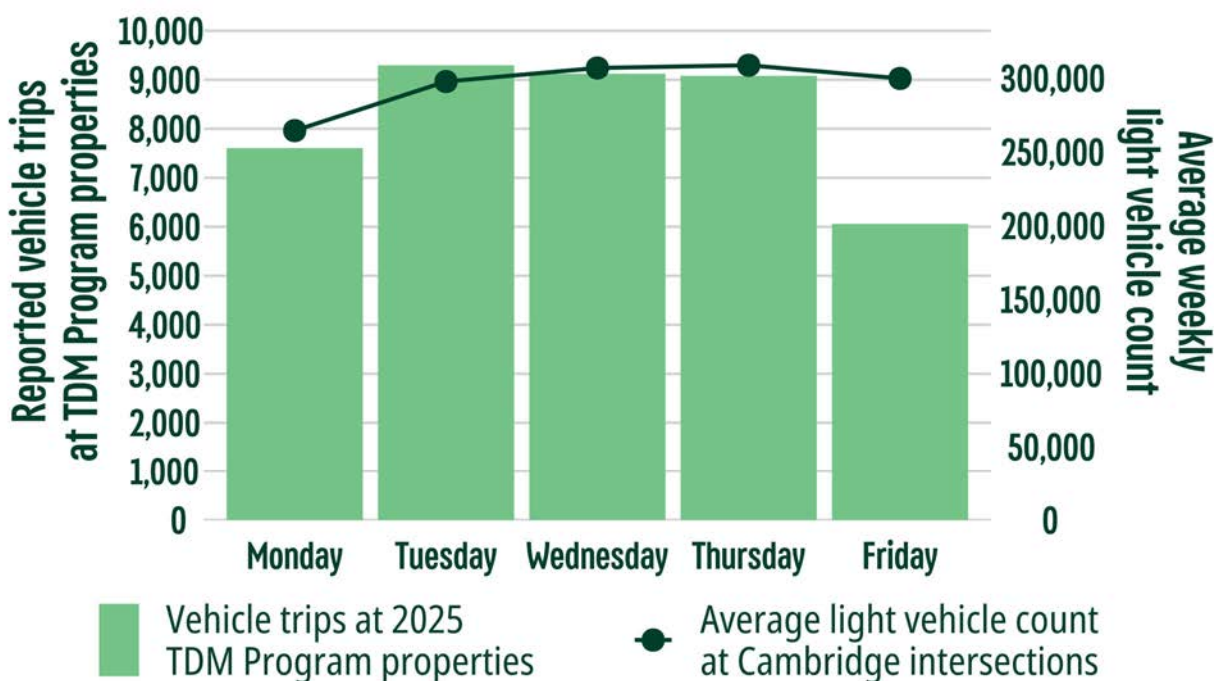
Figure 6. Share of employees working remotely at TDM Program properties by day of the week, 2024-2025



Data source: 2024-2025 Cambridge TDM Program Employee Surveys

Figure 7 compares vehicle counts at Cambridge intersections to reported commute trips by day of the week. Miovision cameras count vehicles at 16 intersections across Cambridge. [Miovision Traffic Data](#) is available on Cambridge's Open Data Portal. The line in the figure shows the average traffic counts by day during the two TDM Program survey periods (April-May and September-October 2025). On weekdays, average vehicle counts at intersections were lowest on Mondays and increased through the week, with a small decrease on Fridays. According to the 2025 TDM Program survey results, SOV and carpool trips were lower on Mondays and much lower on Fridays than mid-week. Together, these weekly patterns suggest that Friday is the weekday with the largest share of non-work trips using a vehicle.

Figure 7. Comparison of intersection traffic and reported vehicle commute trips by day of the week, April-May and Sept-Oct 2025



Data sources: 2025 Cambridge TDM Program Employee Survey and Miovision traffic cameras (3/30/25 to 5/31/25 and 8/31/25 to 11/1/25). "Vehicle trips" includes SOV and carpool trips.

Employee Survey: What Affects Workers' Transportation Choices

The employee survey asks several questions about why people choose to get to work the way they do. For each mode, people choose the reasons they take that mode to work or school. The top five most popular reasons for each mode are shown in Table 3.

Table 3. Top 5 reasons for taking different modes, 2025

Why do you...					
	Drive alone?	Carpool?	Use transit?	Bike?	Walk?
1	Most convenient way to get around	Most convenient way to get around	Too much traffic	For exercise	For exercise
2	Fastest way to get around	I do not drive	Most convenient way to get around	Fun/pleasant way to get around	Fun/pleasant way to get around
3	For errands before/after work	To help someone going my way	Driving is too stressful	Fastest way to get around	Most convenient way to get around
4	Bus or train is unreliable	Fun/pleasant way to get around*	Parking is too expensive	Most convenient way to get around	Better for the environment
5	I have free/affordable parking	Better for the environment	Better for the environment	Better for the environment	Cheapest way to get around

Data source: 2025 Cambridge TDM Program Employee Survey. * indicates that this answer did not appear in top 5 reasons for taking this mode in the previous year.

Key takeaways include:

- “Most convenient way to get around” appears in the top reasons that people gave for all mode choices.
- Financial considerations (“Cheapest way to get around,” “I have free/affordable parking,” “Parking is too expensive”) appear in the top reasons for all modes except carpooling and biking.
- “Better for the environment” appears in the top reasons for carpooling, taking transit, biking, and walking.
- Like last year, “Bus or train is unreliable” appears in the top five reasons for driving alone.

The most popular reasons for carpooling, biking, and walking are connected to positive aspects of those modes (“To help someone going my way,” “Fun/pleasant way to get

around," "For exercise"), while most reasons for taking transit seem to be more about reasons for not driving ("Too much traffic," "Driving is too stressful," "Parking is too expensive"). The most popular reasons for taking each mode remained similar to last year, though the order of the reasons changed for some modes.

The survey also asks what would help people drive less. Respondents can choose factors from a list of 22 options that include incentives, changes to streets, expanded transit service, changes to life circumstances, and supportive programs. Table 4 shows factors chosen by at least 10% of respondents

Table 4. What would help you drive less? (Factors chosen by at least 10% of respondents)

What would help you drive less?	Chosen by...
More reliable buses and trains	36%
More frequent buses and trains	35%
Expanded bus/subway/commuter rail routes	35%
Living closer to work	27%
Extra pay to not drive	25%
Permission to work at home	24%
Workplace shuttle available/improved	16%
Safer bike routes	12%
Help paying for bus/train fare	11%
No longer do daycare/school pick-up/drop-off	10%

Data source: 2025 Cambridge TDM Program Employee Survey

The ranked order of these factors is the same in 2025 as in 2024. There were some significant changes in the percentage of people choosing each option: all of the transit factors dropped by at least 2 percentage points, perhaps reflecting better transit service after the MBTA completed its Track Improvement Program. "Safer bike routes" also dropped by two percentage points, perhaps reflecting improvements in biking infrastructure. "Permission to work at home" increased by two percentage points. As in 2024, the top three factors point to improving transit service as a strong strategy for reducing SOV trips.

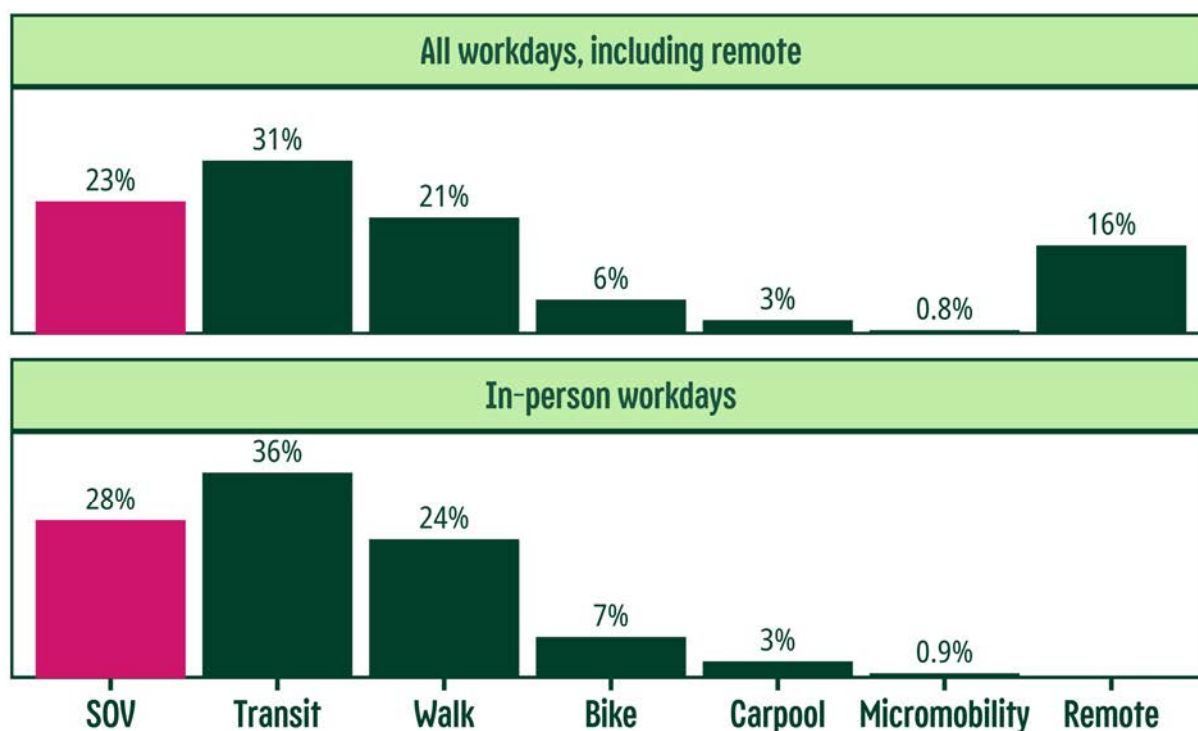
Resident Survey Results

The 20 residential properties who surveyed residents in 2025 received about 3,400 total survey responses. These properties are mostly large multifamily buildings located near Lechmere and Kendall squares, and in Alewife. Due to their concentration in these areas, the results in this section should not be considered representative of the travel choices made by Cambridge residents overall.

Resident survey: Mode share

The resident survey includes mode questions for four different trip purposes: work or school (commute), shopping, social, and medical trips. The work or school question for residents is identical to the commute question in the employee survey—the survey asks how the person participated in work or school each day of the survey week. Figure 8 shows the resident mode share for work or school trips in 2025. Residents reported attending work or school remotely at lower rates (16%) than respondents to the employee survey (29%). The walk mode share for work or school trips was much higher for residents (21%) than respondents to the employee survey (8%). Compared with employees at TDM Program properties, residents of TDM Program properties used transit at higher rates (31% vs 22%), carpoolled at similar rates (3% vs 2%), and drove alone at lower rates (23% vs 32%). Of residents who took a car to work or school (either alone or carpooling), about 9% used a ride-hail service.

Figure 8. Resident mode share for work/school trips in 2025

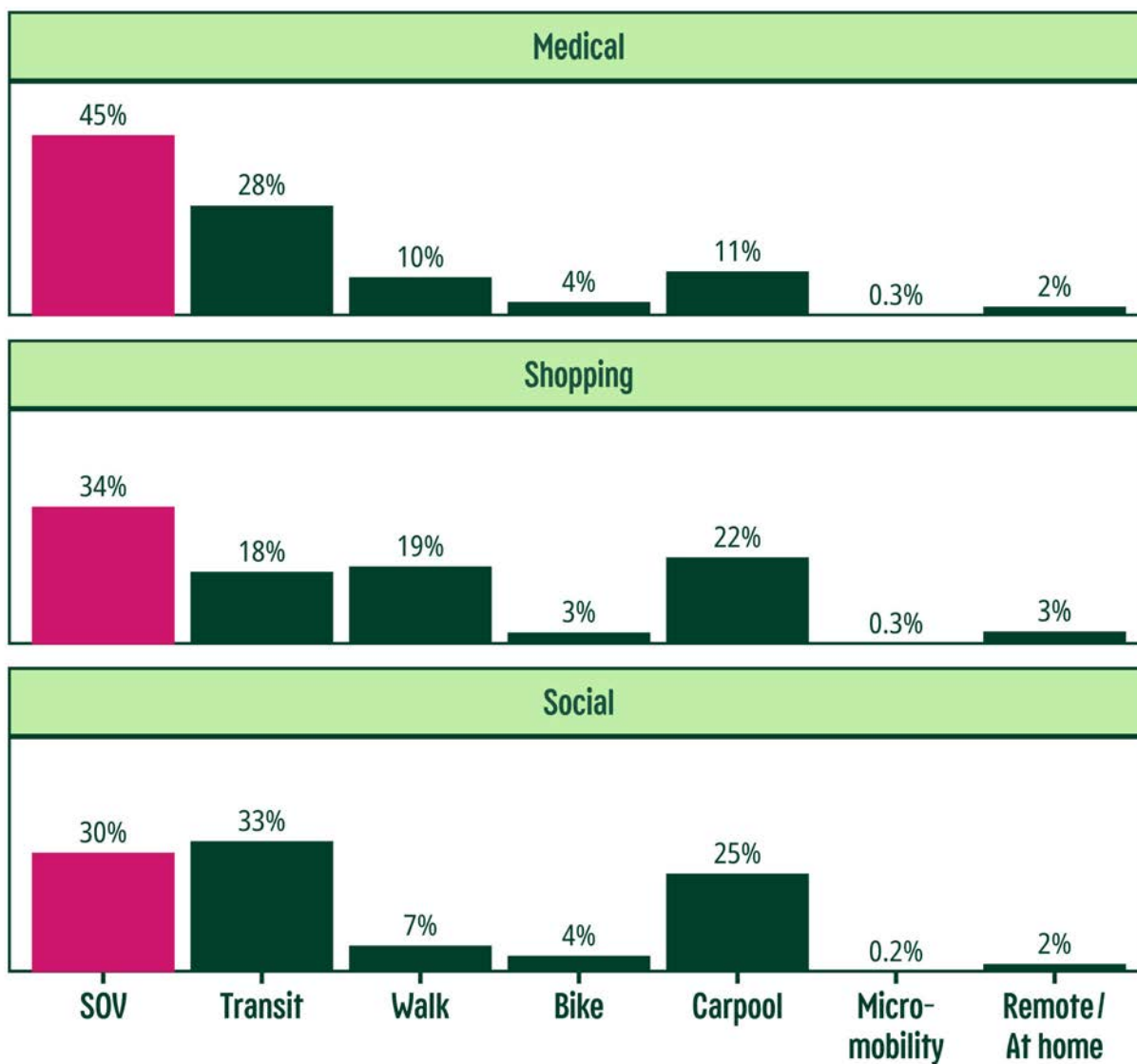


Data source: 2025 Cambridge TDM Program Resident Survey

There was a large increase in the percentage of residents who took transit to work in 2025 (31%) compared to 2024 (26%), with small decreases in walking, biking, carpooling, and working remotely.

For shopping, social, and medical activities, the survey asks how the resident usually participates in those activities.²

Figure 9. Residents' usual mode choices for shopping, social, and medical activities, 2025



Data source: 2025 Cambridge TDM Program Resident Survey

² In previous years, residents were able to choose multiple modes per question in this section. In 2025, we updated the survey to make resident mode questions more consistent across trip types and to improve comparability with other surveys, which allow only a single choice. Because of this change, results for this section cannot be compared to previous years.

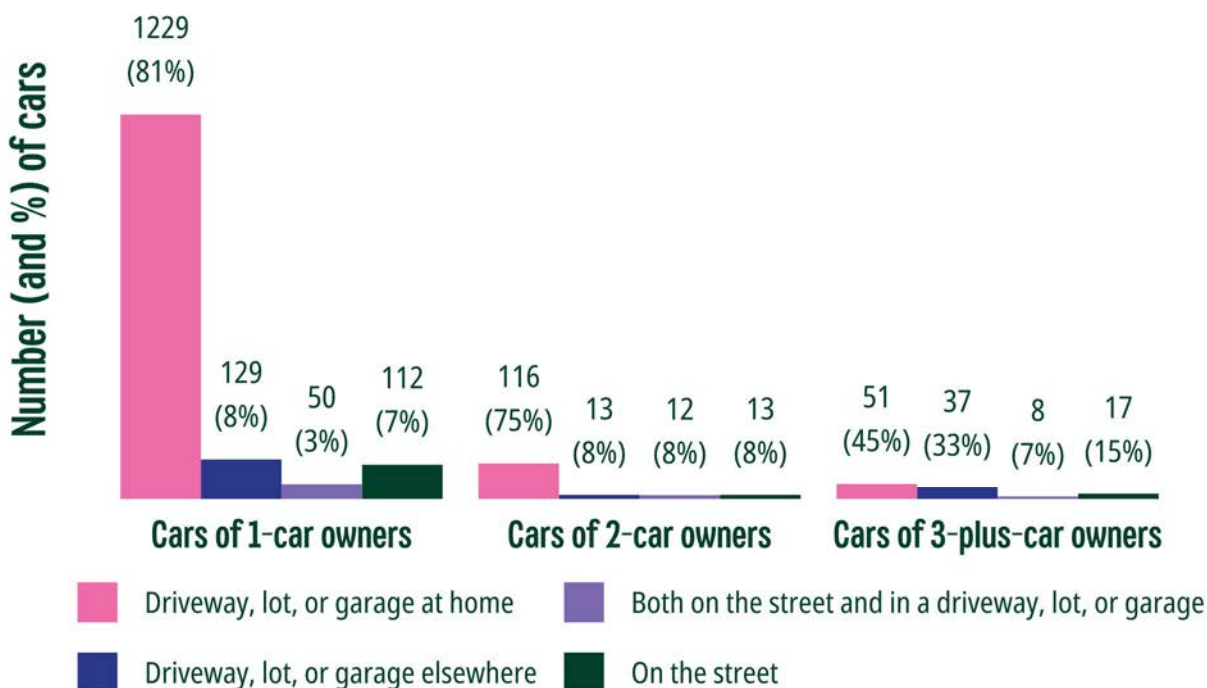
Driving alone was the most common mode for medical and shopping trips, but for social activities, more residents usually took public transit than drove alone. Carpooling was the second or third most popular mode for all non-work trip types, with 22% of residents saying they usually carpooled for shopping trips, and 25% for social activities. About 44% of residents said that they usually used a non-auto mode (transit, walk, or bike) for attending medical appointments and social activities. About 40% usually used a non-auto mode for shopping trips.

Resident survey: Car ownership and parking locations

The resident survey also asks about car ownership. Of the people who responded to this question, 46% said that they didn't own a car, 51% said they owned one car, and 3% said they owned more than one car. 8% of respondents said that they owned at least one electric car. These results are similar to 2024 (less than one percentage point change in any category).

Figure 10 shows where residents park their cars. 81% of residents who own one car said that they park in the driveway, lot, or garage at their home. Owners of two or three cars are more likely to park at least one of them on the street than owners of one car.

Figure 10. Resident vehicle parking locations, 2025

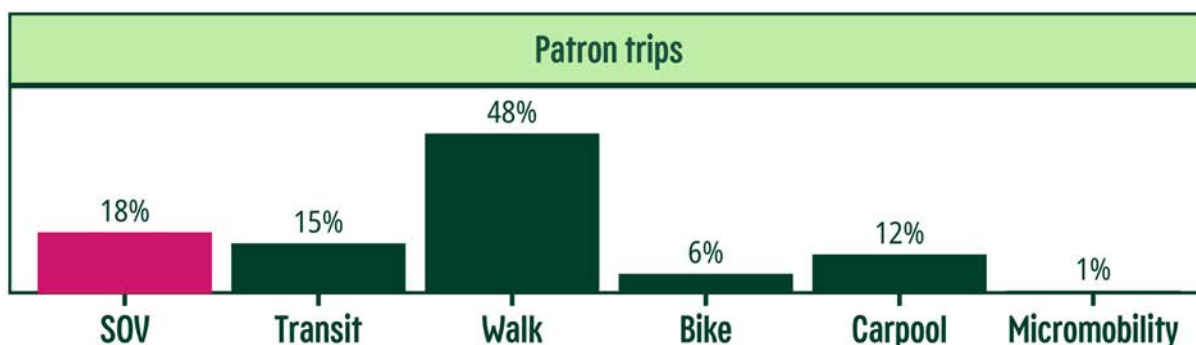


Data source: 2025 Cambridge TDM Program Resident Survey. The survey asks residents where they park their first, second, and third cars at home. The upper number above each bar shows the number of cars reported for each parking location. The lower number shows the percentage of cars for each parking location.

Patron Survey Results

About 4,700 patrons of retail and restaurant locations at 15 reporting properties responded to the patron survey in 2025. Walking was the most common patron mode choice, followed by driving alone, taking transit, carpooling, and biking. Of patrons who took a car to these locations (either alone or carpooling), about 8% used a ride-hail service.

Figure 11. Patron mode share, 2025



Data source: 2025 Cambridge TDM Program Patron Survey

Of the 10 properties which submitted surveys that met our response rate requirements in both 2024 and 2025, seven had the same or lower SOV rate in 2025 and three had a higher rate.

Future Reports

Future reports will include analysis of additional questions in the TDM Program Surveys and evaluations of required TDM measures. For more information or questions about Cambridge's TDM Program, contact the Cambridge PTDM Planning Officer, Ryan McKinnon, at rmckinnon@cambridgema.gov or [617-349-7240](tel:617-349-7240).