



Memorandum

To: Cambridge Planning Board *BMK*
 From: Brooke McKenna, Commissioner
 Date: September 15, 2026
 Subject: Healthpeak Final Development Plan (PB#410)

The Cambridge Department of Transportation (DOT) has reviewed the Final Development Plan dated June 2026 for the Healthpeak Planned Unit Development (PUD) Project by Healthpeak, OP, LLC.

The Project proposes to redevelop approximately 42 acres in the Alewife Quadrangle district into approximately five million square feet of residential, office/laboratory, and retail uses. The Transportation Impact Study (TIS) was certified by DOT on January 20, 2026. DOT provided initial comments to the Planning Board on April 21, 2026, summarizing transportation exceedances and recommending a scope of work for the Final Development Plan.

Summary of Changes from Preliminary Development Plan to Final Development Plan

The Final Development Plan includes programmatic changes from the initial PUD application.

Table 1: Proposed Development Program Summary

Land Use	Initial PUD Size	Final PUD Size
Technical Office/Lab	±1,260,500 SF	±1,260,500 SF
General Office	±1,310,500 SF*	±1,260,500 SF
Municipal Service Facility	—	±35,000 SF
Residential	±1,985,000 SF / ±2,300 units	±2,246,900 SF / ±2,300 units
Retail	±75,640 SF	±75,640 SF
Total (net new)	±4,631,640 GFA	±4,878,540 GFA
Total (incl. existing)	±4,825,140 GFA	±5,072,040 GFA
Maximum Auto Parking	4,578 spaces	4,477 spaces**
Long-Term Bicycle Spaces	±3,076 spaces	±3,076 spaces
Short-Term Bicycle Spaces	±442 spaces	±442 spaces

* Includes 20,000 SF General Office and 30,000 SF storage space expected to be exempt GFA.

** Includes approximately 631 existing parking spaces to remain.

Source: Healthpeak Final PUD Master Plan, Vol. 1, June 2026

Transportation Related Updates in the Final Development Plan

DOT highlights the following changes in the Final Development Plan:

- The maximum parking supply has been reduced by 101 spaces, from 4,578 to 4,477. The Project proposes to reduce parking further over time, potentially to approximately 4,040 spaces. The Project has also set a long-term parking reduction goal of 3,788 spaces.
- Updated 40-scale roadway plans represent an improvement, though additional refinements will be needed prior to Building Permit issuance and throughout project buildout.
- A central component of the Project is construction of the pedestrian and bicycle bridge over the Fitchburg rail tracks. Healthpeak's commitment to build the pedestrian and bicycle bridge is a Special Permit zoning condition that allows them to exceed the Base Zoning District limits on Gross Floor Area (GFA) and Floor Area Ratio (FAR), subject to Planning Board approval. The MBTA has not yet determined the location for the bridge due to ongoing analysis of rail operations and a potential commuter rail station. Healthpeak and the City have been meeting with the MBTA and intend to not preclude any future MBTA right-of-way work or rail expansion. Currently, the commencement of construction of the bridge is expected to occur in 10-15 years.

Comments on Requested Zoning Changes

DOT reviewed proposed zoning waivers and Special Permit requests:

- Principal-use parking primarily for the storage of electric busses at 127 Smith Place for a temporary period of three (3) years: DOT believes this would not cause any substantial adverse traffic impacts and is okay with this request if the use is approved by the Inspectional Services Department in the AOD-Q District, or Board of Zoning Appeal. If approved, DOT supports extensions of the 3-year timeframe as Minor Amendment for the PUD as approved by the Planning Board.
- Accessory parking for Buildings R1, R2, R3, R4, R5 and R8: DOT supports accessory parking for those Residential buildings. DOT is also okay with any parking facility in the PUD to share parking with other buildings in Quadrangle, subject to the proposed transportation mitigation program attached to this memo as Appendix I.
- Modifications for curb cut spacing and loading zone widths: DOT is supportive pending individual review and approval by DOT during Building Permit design for all PUD buildings.
- Pooled parking under Section 20.1100.6.3: DOT supports the Special Permit for pooled parking and encourages the Proponent to continue looking for additional opportunities to share parking among different land uses to further reduce the number of built parking spaces.

- Waiver for DPW yard Category A loading facility: DOT supports this waiver, which will allow DPW flexibility in designing its facility.

Overall, DOT finds that the zoning requests are reasonable and aligned with Project needs.

Summary of Updated Mitigation Commitments in the Final Development Plan

The Final Development Plan provided some new level of transportation mitigation commitments and details but not as much as DOT believes is needed to address anticipated impacts. DOT has worked hard with Healthpeak over the last few months and believe we have come to general agreement on an updated **transportation mitigation program attached as Appendix I** for Planning Board consideration.

DOT also emphasizes the importance of Transportation Demand Management Measures (TDM) and reliable, frequent shuttle service to Alewife Station throughout the buildout period. DOT is pleased with the Project's **approved Parking and Transportation Demand Management (PTDM) Plan attached as Appendix II**, which includes specific commitments to improve the Alewife Loop shuttle service.

DOT Overall Comments on Final Development Plan and Mitigation Commitments

DOT remains enthusiastic about the Project's transformation of the Quadrangle into a vibrant, sustainable, multimodal neighborhood, including reconstructed streets, a future New Main Street, new public spaces, and essential municipal facilities.

DOT appreciates the thoughtful evolution of the plan and Healthpeak's continued work with City departments and the MBTA.

Appendix I

Healthpeak PUD Transportation Mitigation Program

September 15, 2026

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Introduction

This document outlines the transportation impact conditions associated with the Healthpeak PUD and the Planning Board Special Permit. These conditions form one component of a broader, comprehensive transportation program for the Project. Taken together, the full program includes:

1. Zoning requirements.
2. Parking and Transportation Demand Management (PTDM) Plan.
3. PUD and Large Project Review Special Permit Transportation Mitigation.

This document provides detailed descriptions of the transportation mitigation commitments required under the PUD and Large Project Review Special Permit (Item 3 above). For context and clarity, it also includes a brief summary of key zoning requirements and the PTDM Plan to illustrate how all elements work together to support a coordinated, comprehensive transportation strategy for the Project.

The final PTDM Plan is included as Appendix II.

1.0 Zoning Related Transportation Conditions

1.1. New Pedestrian and Bicycle Bridge Connection (Infrastructure PUD Special Permit)

Healthpeak's commitment to build the pedestrian and bicycle bridge is a Special Permit zoning condition that allows them to exceed the Base Zoning District limits on Gross Floor Area (GFA) and Floor Area Ratio (FAR), subject to Planning Board approval. The new bridge is therefore directly linked to these zoning requirements. The bridge is among the most important elements of the Project under zoning. It will serve as the development's "front door" for people walking and biking and will reduce the time to walk or bike between the Quadrangle and Alewife MBTA station compared to existing conditions. Great care and attention should be given to the design and connectivity of the walking and biking environment at both bridge landings.

The pedestrian and bicycle bridge must meet the zoning requirements and the following parameters.

- The conceptual and final designs of the bridge should be coordinated with and approved by the City and MBTA.
- The proponent, City and MBTA should agree on a framework and timeline for establishing a bridge location with the timing dependent on the zoning requirements and MBTA planning and operational considerations.

- If the bridge is free-standing, the City will own and operate the bridge. If the bridge is incorporated into a commuter rail station circulation, the MBTA will own and operate the bridge.
- The location of the bridge must not preclude any future MBTA right-of-way or commuter rail expansion or station projects.
- A final agreement on the ownership and maintenance of the bridge shall be completed prior to the completion of the bridge.
- Healthpeak must grant public access over their property, as needed, for the public to gain access to any public facilities, such as a future transit station or other, based on a mutually agreed upon location with the MBTA and City of Cambridge in conjunction with the property owner.
- The MBTA has not approved a bridge location, therefore the bridge design included in this Final Development Plan is premature and has not been accepted by the City. Any future design must be approved by the City and the MBTA, and should meet all current City and MassDOT standards for bicyclist and pedestrian bridges. The final design location and design shall be acceptable to the City, Healthpeak, and the MBTA.
- Healthpeak will either design a bridge with City-approved design and build it free-standing in a location mutually agreed upon with the City and the MBTA, or will contribute an amount, as agreed to with the City and MBTA, to the construction of a bridge integrated with an MBTA rail station. The amount shall be based on MBTA station designs and shall be for elements related to the bridge crossing included in the station.

Timing:

The bridge must meet the Infrastructure PUD requirements of the AOD-Q zoning requirements. Construction shall commence before the issuance of a certificate of occupancy for over 50% of the non-residential GFA and will be substantially completed before the issuance of a certificate of occupancy for over 75% of the non-residential GFA of an approved Final Development Plan. Following substantial completion of the Proposed Bridge, it is intended that the City will assume ownership, operation and maintenance obligations for the Proposed Bridge. Maintenance of private property approaches should be completed by property owners, or Healthpeak.

The due dates for the bridge commencement and completion are the latest dates to complete those steps. Healthpeak is strongly encouraged to complete the bridge sooner rather than later, as feasible.

1.2 Conveyance of Land

Roadways should be conveyed to the City as generally anticipated in the Final Development Plan and as approved by the City.

Unlike the proposal in Healthpeak's Final Development Plan, City staff recommend City ownership of Wilson Road because it is an important east-west collector, distributing trips and providing access to parcels, including those not owned by Healthpeak, within the Quadrangle. Even as a City street, Wilson Road may still be closed for special events, in coordination with Healthpeak's proposed privately owned New Main Street, under the city's normal special event process. The final determination on the ownership of the road can be made during its final design and construction.

Healthpeak shall maintain and repair any component of the ROW that is on its property for as long as it is an easement, until such time that the City takes the property and permanent maintenance responsibility is determined. Considerations for non-standard street materials, such as pavers, and sidewalk materials can be reviewed during design review.

Timing

The general timeline and framework for the conveyance of streets to the City shall be part of the final development proposal and carried out in an orderly manner as streets are reconstructed. The conveyance of streets (fee or easement interest) shall also include any maintenance agreements with the City and be coordination with the 40-scale roadway plan.

2.0 Parking and Transportation Demand (PTDM) Plan (City Ordinance 10.18)

Because the Project is creating new non-residential parking spaces, the requirements of the City's PTDM Ordinance 10.18 apply. The ordinance requires the Project to obtain an approved PTDM Plan from the City's PTDM Planning Officer to minimize parking demand associated with the Project and reduce single-occupant vehicle trips in and around Cambridge.

The approved PTDM Plan is attached in **Appendix II**. Key commitments include:

- Single-Occupancy Vehicle (SOV) commitments: The Project will maintain an SOV mode split of no more than 40% for Office/Lab employees, no more than 40% for Neighborhood Use employees, and no more than 29% for Retail/Neighborhood Use patrons.
- Charge market rate for parking for all users, consistent with the recommendations of the Alewife District Plan.
- Provide funding and space for six Bluebikes stations with approximately 150 total docks, according to the schedule and locations described in the PTDM Plan.
- Provide the benefits of Alewife TMA membership to all employees.
- Provide funding to support studies for Alewife TMA shuttle operations at the start of each development phase.

- Provide ongoing funding for Alewife TMA shuttle service that will enable the TMA to increase frequencies (starting with the first commercial building in Phase 1) and expand service to midday and weekends (starting with the first commercial building in Phase 2).
- Provide robust programs and subsidies to support employee use of sustainable transportation modes.
- Provide a suite of programs to support sustainable mode choices by patrons of the neighborhood uses.
- Conduct annual transportation monitoring.

Timing:

Due dates are described in the PTDM Plan.

3.0 PUD and Project Review Special Permit Transportation Mitigation

To offset the Planning Board transportation criteria exceedances and transportation impacts of the Project documented in the January 6, 2026, Traffic Impact Study (TIS), the Project shall have the following conditions:

3.1 40-Scale Roadway Plan

As determined and approved by the City in the final 40-scale plan, the Project will construct or reconstruct the following roadways, including sidewalks, bicycle facilities, transit stops and amenities, pavement markings and signage.

Reconstruct/Construct: Fawcett Street, Moulton Street, Smith Place, Wilson Road, New Mooney Street, New Main Street, Smith Place Extension, Adley Road and Fawcett Street Extension.

The Project will:

- Install separated bicycle facilities on all reconstructed or newly constructed streets as approved by the City.
- Provide generous sidewalks and clear, safe crosswalks (including mid-block crossings where appropriate), continuous sidewalks, high-visibility crossings, and aligned multi-use paths that directly connect to existing bicycle facilities and crosswalks on major streets and parkways.
- Provide a bicycle/pedestrian connection to Loomis Street.
- Provide a bicycle/pedestrian connections to the 55 Wheeler Street development project's "Mews."

As an element of the PUD Master Plan, the 40-scale plan submitted as part of the Final Development Plan is a good starting point, subject to the following conditions and expectations:

Given the expected long-buildout horizon of the PUD (10 to 20+ years), changes to the 40-scale plan are likely over time.

DOT finds that elements of the 40-scale plan require further design development, including, but not limited to:

- **Continue to work to make the travel lanes as narrow as possible to accommodate excellent bicycle and pedestrian facilities, but also allow for truck access.**
- **Circulation changes may be appropriate.** All streets in the proposed 40-scale plan provide two-way travel for motor vehicles, which can constrain walking and biking facilities. The City is open to one-way circulation on some streets and blocks as a strategy to narrow rights-of-way in order to accomplish one or more of the following goals: minimize paved surfaces, maximize permeable surfaces, enable the Healthpeak and the City to establish smaller ROW easements, and enhance the quality and comfort of active transportation networks, shuttle stops, and/or curbside uses.
- **Wilson Road Extension should be a public street.** Wilson Road is a critical mobility connection within the Quadrangle's existing and future street network.
- **Improve the connection between the pedestrian and bicycle bridge and the Watertown-Cambridge Greenway.** The north-south portion of Fawcett Street will bridge the gap between the regional shared-use path network. The design of this street should prioritize this non-motorized connection and improve the legibility of its role as an extension of the shared-use path network.
- **The eastern Fawcett Extension bend needs more clarity.** This is a critical and complicated junction of a major street, potential landing for the walking and biking bridge, and the open space shared-use path. The footprints of buildings R2 and E2 constrain space available to make this a safe and comfortable point of connection.
- **The western Fawcett Extension bend needs more clarity.** This is a critical and complicated junction of a major street, the primary east-west walking and biking connection, access for a Public Works facility, access for C5 and C6 garage and loading, and the future site of an extended Spinelli Place.
- **Consider porous materials.** Buffer zones, paths, and separated bike lanes may be constructed of porous material to better manage stormwater while providing accessibility surfaces.

DOT recommends the following parameters:

- Final decisions for all public rights of way shall be made by the City.
- Key dimensions of the roadways include maximum travel lane width (as approved by DOT), minimum plowable width for bike lanes (7 feet), and, as outlined in the Citywide Urban

Design Guidelines for Cambridge, Corridor preferred widths for sidewalks (10 feet), Neighborhood Main Street preferred width for sidewalks (8 feet), and preferred width for separated bike lanes (6.5 feet).

- After the issuance of the Building Permit for each building, open space, or supportive infrastructure (i.e., the bridge) small adjustments to geometric elements of the plan can be approved by DOT. For changes that DOT believes to be significant changes to the previously approved 40-scale plan, the change should be approved by the Planning Board as a Minor or Major Change Amendment based on City guidance.
- Any MBTA bus stop locations on Concord Ave. should use the MBTA Bus Stop Design Guide (2025) or latest version for necessary information on dimensions, layout, and accessibility requirements. Final MBTA bus stop design will be submitted to City staff for approval during the 40-scale plan review process.
- Shuttle stop locations on internal Quadrangle streets should follow City design guidance, which may include in-lane stops, while referring to Public Right-of-Way Accessibility Guidelines, Massachusetts Architectural Access Board, and sidewalk accessibility dimensions listed in the MBTA Bus Stop Design Guide (2025). Temporary materials, like Zicla(tm) Vectorial platforms, may meet the need to accommodate stop location and design changes during the phases of development. Stop design should adjust to the size and model of shuttle buses, which may also change over time. Final shuttle stop design will be submitted to City staff for approval during the 40-scale plan review process.
- It is expected that Healthpeak shall maintain shuttle and bus stops, sidewalks, bicycle facilities, bicycle parking, and paths of access to bikeshare stations that abut its property whether it is on their property or City right of way. (e.g., snow removal in bicycle facilities).
- Because there are various options for a future Smith Place roadway, including bicycle facilities on one side or both sides of the street, and circulation options for various streets (e.g., Fawcett Street, Moulton Street, etc.), there could be interim and final roadway conditions for streets overtime, based on construction phasing, abutting parcel ownership, changes to roadway circulation, or other conditions. Healthpeak shall be responsible for design and construction of any interim and final roadway plans until the issuance of the Final Occupancy Permit for the final building in the PUD, in accordance with customary City practice. All interim roadway plans shall be accessible and should prioritize safe and comfortable conditions for people walking and biking.

Timing:

The phasing and construction or reconstruction of roads shall be approved by the City.

Healthpeak shall submit the 40-scale plan to DOT for review and approval of general roadway width, street design, and cross sections before submitting them to the Planning Board. The 40-

scale plan shall be approved by the Planning Board prior to issuance of the Building Permit for the first building.

Roadway details will need to be reviewed and approved by DOT and DPW at three stages:

1. Design Review (establishing limits of work and general concept)
2. Building Permit (details)
3. 6 months before the road construction work actually happens for final review and approval (conformance with conditions from previous review and current street conditions)

A maintenance agreement shall be completed with Department of Public Works (DPW) prior to the issuance of Final Occupancy Permit (excluding TCO) for each building or as approved by DPW and DOT.

3.2 Parking Plan

Parking supply

The PUD Project shall have the following parking conditions:

- The PUD Project will have a maximum of 4,482 parking spaces (including approximately 51 on-street spaces on Healthpeak's property, approximately 14 employee spaces on the DPW yard, and 15 spaces governed by an easement for use by 733 Concord Avenue).
- No more than 1.0 space/1000 sf for General Office in aggregate, and no more than 1.1 space/1000 sf for any individual newly constructed building.
- No more than 0.8 space/1000 sf for Technical Office use.
- No more than 1.5 space/1000 sf for Neighborhood uses.
- No more than 0.75 space/unit for Residential uses in aggregate.
- As the Project is built out, Healthpeak will monitor and evaluate opportunities for additional shared parking and lower parking ratios such as:
 - o A future maximum supply of 3,960 spaces due to existing leases turning over.
 - o A future maximum supply of 3,708 spaces if monitoring finds that the maximum parking demand for General Office is less than 1 space/1,000 sf, as described below.

At no time shall parking spaces be available exceeding the maximum parking ratios for any land use at the site (except for existing land uses to remain, as described in the Final Development Plan and the existing parking conditions below), unless approved by DOT. Any excess parking spaces built before buildings are occupied shall be made physically inaccessible to parking, such as roped off or physical barriers, provided however, that

Healthpeak shall be allowed to use such excess spaces for parking by construction workers that are actively working on the Development Parcel.

- **Existing parking to remain until existing tenant turnover:** The Final Development Plan preserves approximately 636 parking spaces for existing land uses due to existing tenant lease agreements: 254 spaces for E3 tenants at P3, 359 spaces for E1 at P4, 15 easement spaces and 8 spaces for E2 at P2. As spaces turn over to new tenants, parking allocations shall be restructured to align with the districtwide shift toward lower single-occupancy vehicle travel and reduced parking demand, such as:
 - E3 (10 Fawcett St): The parking supply for E3 shall be reduced by 5% of the then-existing parking supply each time a new lease for 20,000 square feet or more is enacted, to no more than 139 spaces, consistent with the site's commitment to keep SOV trips below 40% for general office employees. The same applies to renewed leases if the existing lease has no parking obligation preventing this.
 - If E1 is converted to any use other than Medical Office in the future, the maximum number of parking spaces for E1 shall be reduced toward reaching the site's commitment to keep SOV trips below 40% for general office employees, based on future discussions and agreements between Healthpeak and the City, based on the specific tenant that is being considered at the time. For conversions to neighborhood uses other than medical office, the maximum parking ratio for E1 shall be no more than the zoning maximum for such uses.
- **Additional shared parking:** Healthpeak shall continue to evaluate and implement opportunities to share parking among land uses with complementary peaks (such as residential and office/lab) to reduce the total number of built parking spaces and their impact on the built environment. In particular:
 - If P2 is built before R1 and/or R8, locate parking for these residential buildings within P1 and share these spaces with the Mooney Street area Quadrangle cluster of commercial buildings instead of within each residential building. Reduce the total number of built parking spaces in the PUD to account for the shared spaces.
 - If R5 is developed as multi-family residential, parking within R5 shall be shared with nearby commercial buildings such as C7 and C8, and the parking supply at P3 shall be reduced by approximately 80 spaces.
- **Ongoing evaluation of parking ratios:** As part of design review for the first building containing residential parking in each sub-phase (1A, 1B, 2A, 2B) and for each parking structure (P1, P2, P3, P4), Healthpeak shall study parking occupancy within the Quadrangle for the land uses that will use that parking facility. The applicant shall determine whether then-current peak-time demand (excluding leased tenant square

footage from the utilization rate if Healthpeak demonstrates that square footage is not utilized or under-utilized) is 15% lower than the maximum allowed parking ratio, and adjust the proposed parking as agreed upon by the City and Healthpeak. Changes might include reducing the number of parking spaces for use needing to be constructed in new garages. The scope of the parking demand study shall be developed with and approved by DOT and will cover no less than three years for each evaluation period

Timing:

Described above.

3.3 Concord Avenue Corridor Design and Construction (long-term)

Healthpeak has become a major landowner along the Concord Ave. corridor, which provides the only vehicular access to and from the proposed development. The existing design of Concord Ave. cannot accommodate the additional trips of the Healthpeak development without a significant review and multimodal upgrade of roadway operations.

Healthpeak shall contribute \$2 million to the City to complete the Concord Avenue Corridor Study and 100% design plans for Concord Ave. between the Belmont town line at the Concord Avenue/Blanchard Road/Griswold Street intersection and the rotary at Alewife Brook Parkway at Concord Ave.

The \$2 million will be used by the City to perform a study, with Healthpeak's input, and produce a 100% design that will include a full planning and outreach process, conceptual layouts for DOT and stakeholder review, data collection and survey, and design for long-term traffic signals at corridor intersections, where deemed necessary. Alternatives should include, but not be limited to, a shared-use path on the south side of Concord Ave., bus lanes and/or bus queue jump lanes, turn lanes where appropriate, accessible bus stops (including floating bus stops, where necessary), and locations for bikeshare stations. Because Healthpeak does not own all frontages along this section of Concord Ave., a phased approach will be considered that builds Project frontages and sets the long-term vision for the corridor. Healthpeak shall follow the final design plan when constructing any parcel abutting Concord Avenue.

For the Concord Ave/Blanchard Road/Griswold Street intersection, the study/design will contemplate replacing all traffic signal equipment at the intersection to help manage Project trips, accommodate upgraded separated bicycle facilities on Concord Avenue including connecting to Belmont and all routes, new bicycle signal heads if needed, bus priority and bus stop design, including safe treatment of the fifth Griswold Street approach. DOT will operate and maintain the intersection.

For the rotary at Alewife Brook Parkway at Concord Ave, the study/design will evaluate improvements that can be passed along to Department of Conservation and Recreation to consider. Ideas might include additional and improved pedestrian crossings, improved separated bicycle facilities, dedicate bus lanes, queue jump lanes, and other potential additions or changes to circulation lanes to increase person-throughput in the rotary.

Healthpeak shall contribute funds to the City to reconstruct Concord Ave. from the City line to the rotary, exclusive of rotary. The timing and amount of funds and escalation rate are discussed below. The agreed upon dollar amount and indexed cost increase over time establishes the “Concord Avenue Corridor Reconstruction Cap”. FHWA publishes NHCCI quarterly. https://data.transportation.gov/Research-and-Statistics/NHCCI/r94d-n4f9/about_data. When payment is ready to be made, the NHCCI escalation factor would apply from a 2026 starting point.

Concord Avenue intersections will also need some short-term improvements, as described in sections 3.4 and 3.5. These improvements should be designed to not preclude the long-term reconstruction of Concord Ave.

Timing:

The \$2 million contribution for study/100% design and bid documents should be paid to the City prior to the issuance of the Final Certificate of Occupancy for the 1st commercial building in Phase 1A, or any building that abuts Concord Avenue.

Healthpeak shall contribute \$10 million (2026 dollars) plus the NHCCI index escalation rate, to the City for the reconstruction of Concord Avenue prior to the Building Permit for either R3, R4, C7, or C8 (buildings located in the Raytheon campus), whichever is first.

From Issuance of Special Permit for either R3, R4, C7, or C8 (buildings located in the Raytheon campus), whichever is first) to December 31, 2040:

- The escalation rate used to calculate the construction contribution amount will be determined quarterly and will be the lesser of i) 4.0%, or ii) National Highway Construction Cost Index (NHCCI).
- the National Highway Construction Cost Index (NHCCI), tracks overall cost changes in highway construction, including materials, labor, equipment, contractor overhead, and profit.

After December 31, 2040:

- The escalation rate used to calculate the construction contribution amount will be determined quarterly and will be the lesser of i) 4.5%, or ii) National Highway Construction Cost Index
- The intent behind increasing the rate from 4.0% to 4.5% after ~13 years, is to encourage Healthpeak to provide the City with the necessary funds for construction earlier in the project as opposed to later

Since the escalation timeline is uncapped and it's uncertain what the labor market will look like that far into the future, Healthpeak may contribute funds to the City for the reconstruction of Concord Ave earlier, if they choose. This is also intended to go hand-in-hand with the 4.0% to 4.5% increase to encourage Healthpeak to contribute the dollars earlier in the project.

Healthpeak would be allowed to fund the reconstruction contribution at any time provided that funding occurs no earlier than 24 months after Healthpeak funds the \$2 million study/100% design contribution and no later than prior to the Building Permit for either R3, R4, C7, or C8 (buildings located in the Raytheon campus), whichever is first.

3.4 Short-Term Improvements to MBTA Bus Stops and Intersections along the Concord Avenue Corridor

Design and construct short-term improvements to existing MBTA bus stops and various intersections along the Concord Avenue corridor, as approved by DOT.

The goal of this work is to ensure that short-term improvements do not preclude future modifications recommended through the Concord Avenue corridor study, design, or eventual reconstruction.

It is acknowledged that certain short-term improvements may need to be modified, relocated, or replaced as part of future corridor work. For example, replacement of existing flashing beacons with Rectangular Rapid Flashing Beacons ("RRFBs") at Concord Avenue/Smith Place may require future modification if that intersection is later fully signalized.

Healthpeak should provide design plans and implement DOT-approved short-term improvements for the four intersections listed below at a total cost not to exceed \$300,000 in the aggregate.

Healthpeak should undertake the following improvements at all listed intersections:

- Update and upgrade intersection warning, regulatory, and guide signage, including
- Refresh, update, and/or adjust pavement markings (crosswalks, thermoplastic markings, preformed thermoplastic stencils, green bike lanes, etc.).

- Optimize signal timing, splits, and phases at the signalized intersections of Concord Avenue/Moulton Street and Concord Avenue/Fawcett Street.
- Install real-time bus arrival signs (either installed in shelters or on separate poles).
- Solar-powered pole-mounted bus stop lighting.

In addition, the following location-specific improvements should be undertaken, as part of the \$300,000 cost noted previously, as approved by DOT:

1. Concord Avenue / Spinelli Place

- Replace existing flashing beacons with RRFBs.
- Add a bench and/or shelter at the inbound and outbound bus stops, if feasible, in coordination with the City and relevant property owners or agencies (such as the Conservation Commission for the reservation side of Concord Avenue).

2. Concord Avenue / Smith Place

- Replace existing flashing beacons with RRFBs as an interim short-term pedestrian improvement.
- Reconstruct the pedestrian ramp on the northwest leg of the intersection, replacing the existing apex ramp with separate ADA-compliant pedestrian ramps.
- Add a bus shelter and update the existing bench at the inbound bus stop.
- Coordinate with the City to determine whether the property owner (currently a Burger King restaurant) would allow installation of a bench and/or shelter behind the sidewalk for the outbound bus stop.

3. Concord Avenue / Moulton Street

- Install Audible Pedestrian Signal (APS) equipment.
- Add a shelter and bench at the outbound bus stop, located behind the sidewalk on Healthpeak property, if feasible.
- Evaluate, and if approved by DOT, install dedicated left-turn and right-turn pockets with pavement markings.
- Install or update ADA-compliant ramps.

4. Concord Avenue / Fawcett Street

- At the outbound stop—located adjacent to Healthpeak property and a long-term tenant—add a bench if feasible.
- Evaluate, and if approved by DOT, install dedicated left-turn and right-turn pockets with pavement markings.

Timing

Subject to the \$300,000 cost cap, all short-term improvements described in this Section 3.4 should be completed prior to issuance of the final Certificate of Occupancy for the second building constructed within the PUD, unless DOT approves an alternative schedule.

3.5 Mid-Term Improvement: Evaluation and Potential Signalization of Concord Avenue / Smith Place

In addition to the short-term improvements described in Section 3.4, Healthpeak should evaluate the potential full signalization of the Concord Avenue/Smith Place intersection as a separate mid-term improvement.

Healthpeak shall conduct or update a traffic signal warrant analysis for the Concord Avenue/Smith Place intersection, using then-current traffic volumes and other applicable criteria required by DOT and relevant transportation standards.

If a warrant analysis determines that a traffic signal is warranted, and DOT approves the installation, Healthpeak shall design and install a traffic signal at Concord Avenue/Smith Place at that time, subject to DOT review and approval.

If the broader Concord Avenue corridor reconstruction commences before a traffic signal is warranted or approved at Concord Avenue/Smith Place, then the potential signalization of the Concord Avenue/Smith Place intersection shall instead be evaluated and incorporated, as appropriate, into the corridor reconstruction design.

Whether implemented as a stand-alone mid-term improvement or as part of the broader Concord Avenue corridor reconstruction, any signalization of Concord Avenue/Smith Place shall be designed so that it does not conflict with reasonably anticipated future corridor improvements, including pedestrian, bicycle, transit, roadway, and accessibility upgrades.

Cost:

Healthpeak should provide design plans and implement the DOT-approved signal installation for the Concord Avenue/Smith Place mid-term improvement, if warranted and approved by DOT, at a total cost not to exceed \$500,000. If the signal is installed as a mid-term item or as part of the Concord Avenue reconstruction, it is a separate stand-alone item, and the costs shall not be subtracted from the agreed upon cap for the Concord Avenue reconstruction funds.

Timing:

Healthpeak to conduct or update the traffic signal warrant analysis for the Concord Avenue/Smith Place intersection prior to the commencement of each of Phases 1B, 2A, and 2B, unless DOT approves an alternative schedule.

3.6 Multiuse Path (on south side of tracks)

A new multiuse path has been envisioned on the south side of the MBTA's Fitchburg Line Commuter Rail tracks for a long time as an important east/west off-road connection for pedestrians and bicyclists. The envisioned multi-segment path would eventually extend from Blanchard Road to a future Fitchburg Crossing bicycle-pedestrian bridge at Danehy Park. In that way, this path will connect multiple destinations here in a similar way as the Belmont Community Path does on the north side of the tracks.

The multiuse path is envisioned in three segments.

Segment 1: New Mooney Street area- Blair Pond entry to Smith Place

Healthpeak should build a single multi-use path on its property, in lieu of separate bike lanes on each side of Mooney Street. The path should be minimum 12' with 2' clear shoulders, located on Healthpeak property. However, if necessary, the path could include MBTA property if allowed by the MBTA.

Healthpeak should also create concept plans showing how a path could be extended to Blanchard Road. Two options exist by using Department of Recreation and Conservation (DCR) and Town of Belmont property, and/or using MBTA property. Hold discussions with property owners as needed to get conceptual agreement on options or identify issues needing further discussion.

The path design for Segment 1 on Healthpeak property should be brought to 100% design and receive all approvals and permits, including city staff concurrence. Healthpeak shall build and maintain the path segment and associated lighting, including clearing the path of snow and ice.

If necessary, Healthpeak will design and construct an interim path before MBTA agreement is obtained and also show what the path would look like if the path is widened onto MBTA property.

Segment 2: Smith Place to the Pedestrian/Bicycle Bridge

Healthpeak shall also complete conceptual design of Segment 2 of the multi-use path on the south side of the railroad tracks between Smith Place and the future pedestrian bicycle bridge. The conceptual design options shall include both using MBTA property, and using private

property, or a combination of both. The path should be built on Healthpeak property wherever feasible, for example, on P2. If MBTA approves a path design on its property, then Healthpeak shall complete final design and construct the path with appropriate connections to other path segments. Healthpeak shall maintain the path and associated lighting.

Segment 3: Pedestrian Bicycle Bridge and Alewife Brook Parkway

Healthpeak shall complete a feasibility study for a multiuse path with up to three design concepts, showing land needed, constraints and opportunities for each option for a path on private and/or public property from the end point of Healthpeak's path at the currently shown landing of the bicycle/pedestrian bridge, up to and under the Alewife Brook Parkway Bridge to the future Fitchburg Crossing bridge at Danehy Park. This should be done with the intent to connect to the paths planned as part of the Fitchburg Crossing Project.

Timing:

Segment 1 of the path in the Mooney Street area shall be completed when adjacent Mooney Street infrastructure is created as shown in final approved 40 scale plans.

For Segment 2, conceptual design options for this segment of path shall be completed prior to the Final Certificate of Occupancy of the third commercial building or within a year of Segment 1, whichever is sooner.

For Segment 3, Healthpeak shall complete the feasibility study for this segment prior to the Final Certificate of Occupancy of the third commercial building or within a year of Segment 1, whichever is sooner.

3.7 Connection from Fawcett to the “Mews” at 55 Wheeler Street

Healthpeak shall complete a pedestrian and bicycle connection between Fawcett Street and the “Mews” at 55 Wheeler Street.

Healthpeak shall provide a public pedestrian and bicycle access easement for the connection and maintain the path connection (i.e., snow and ice removal).

Timing:

If feasible, a temporary pedestrian/bicycle connection on the north side of parcel P3 should be open for public use prior to issuance of Building Permit for the first building in Phase 2 or sooner, as approved by the City.

Design for the final connection should be approved as part of the P3 Building Permit. Final connection should be completed prior to issuance of the Final Certificate of Occupancy, for P3 or sooner, including public pedestrian/bicycle easement for public access.

3.8 Terminal Road/Wheeler Street Connection

Healthpeak should conduct an origin / destination (O/D) study to understand the transportation impacts of trips (e.g., Where trips begin and end, if a Terminal Road connection was created). Healthpeak will conduct an O/D study costing up to \$150,000. Scope must be approved by the City.

The O/D study should evaluate the connection for: (i.) pedestrian and bicyclists only, (ii.) pedestrians, bicyclists, and shuttle buses only, and (iii.) pedestrian, bicyclists, shuttle buses and general traffic. The results of the study will inform the City's determination for a preferred Terminal Connection design.

Healthpeak should also contribute \$500,000 towards advancement of the Terminal Road/Wheeler Street Connection or construction.

Timing:

Conduct the O/D study prior to issuance of a Building Permit for the 2nd building in Phase 1A.

Contribute \$500,000 toward advancement or construction of the Terminal Road/Wheeler Street Connection Project at such point when the City has opportunity to advance construction, such as obtaining necessary property rights, buying land, or putting the project out to bid.

3.9 EV Charging Network

Ten- percent of the parking spaces in all parking facilities at the project shall have dual-head Level 2 chargers installed and ninety percent have conduit (not wiring) to support the future installation of additional Level 2 chargers to serve the remainder of the parking spaces. Healthpeak should set aside space needed to ensure sufficient future capacity in electrical panel and transformer in order to support future installation of chargers for all parking spaces.

Healthpeak should regularly track use of the EV charging stations and increase the number of installed stations to meet/slightly exceed demand such that there is always available capacity for EV charging as the number of EVs expands.

Public EV charging will also need to be installed on City streets (or private streets open to the public), in addition to what is included in parking garages. A minimum of three, publicly accessible charging hubs should be developed and be possible for people to also charge e-bikes, scooters and other devices outside.

The goal is to have a minimum of 15% of on-street parking, not including privately owned roads, and have EV charging available. Since EV charging requires installing infrastructure under sidewalks or other areas, the 15% minimum could be concentrated in areas where sidewalk reconstruction is taking place, as approved by City staff.

Timing:

Prior to a Final Certificate of Occupancy for any parking facility or building with parking, 10% of the spaces shall have at least Level 2 technology EV charging equipment and 90% EV ready spaces (conduit only).

For public EV charging stations, at least three (3) locations should be included in the 40-scale plan. The EV locations or “EV cluster” shall be completed as follows:

1st EV cluster (minimum four (4) EV spaces for auto and four (4) for e-bikes, and other devices due prior to completion of the first parking facility.

2nd EV cluster (minimum four (4) EV spaces for autos and four (4) for e-bikes and other devices due prior to Phase 1B.

3rd EV cluster (minimum four (4) EV spaces for auto and four (4) for e-bikes, and other devices due prior to Phase 2B.

Final locations for EV charging locations and hubs can be adjusted in coordination with the City. Timing of the installation of EV stations and/or hubs may also be adjusted by DOT.

Public EV charging can also be accommodated in parking facilities if the EV charging stations are open to the public in lieu of or in addition to on-street EV charging stations, as approved by DOT.

3.10 Residential Transportation Demand Management (TDM) Measures

To encourage the use of walking, biking, transit, carsharing, and micromobility forms of transportation instead of single occupancy vehicle travel, Healthpeak shall offer the following TDM measures to the Residential buildings:

- Make available a minimum of 3 carshare parking spaces for a vehicle-sharing company (such as Zipcar) in each shared parking zone. As demand dictates, additional carsharing vehicles may be added over time.
- To establish the habit of using public transit, advertise and offer a 100% subsidy for the cost of a bus/subway LinkPass (currently \$90/month) for two consecutive months to each adult member of each household upon move-in. For rental units, this requirement renews each time a new household moves in.
- Offer a one-year Bluebikes membership (Gold Level) to each adult member of each household upon move-in. For rental units, this requirement renews each time a new household moves in. This benefit will end after one year for the household and begins anew upon unit turnover.
- Provide and maintain air pumps and other bike tools in the bicycle storage room.

- Provide electrical outlets in long-term bike parking rooms for charging e-bikes, e-scooters, or other small electric mobility devices. The number and locations of outlets will comply with the City's Bike Parking Guidelines.
- Do not charge residents fees for bicycle parking, lockers, battery storage, or e-mobility device charging stations, if provided.
- Join the Alewife TMA and provide all residents with access to TMA programs including ride-matching, emergency ride home, carpool incentives, and on-demand bicycle repair services.
- Contribute to the Alewife TMA Loop Shuttle at the TMA's standard rates for each residential building beginning with its Certificate of Occupancy, and provide fare-free access for all residents. Make additional contributions to improve and expand TMA Shuttle service as described in the PTDM Plan.
- To align with the recommendations of the Alewife District Plan, charge residents market rate for parking. Charge for parking separately from the residential rent, in order to remind tenants of the cost of owning a vehicle.
- Install a real-time multimodal transportation display screen in the lobby of each building to help people decide which mode to choose for each trip (transit, carsharing, vehicle, Bluebikes bikeshare, etc.).
- Designate a transportation coordinator (TC) for the site to manage the TDM program. The TC will be on-site during a minimum of 2 hours per week and will:
 - Oversee the marketing and promotion of transportation options to all Project residents and respond to individual requests for information in person and via email and telephone.
 - Post their email and phone information in a central and visible location where all residents can access it.
 - Be the liaison between the Project and transportation organizations including, but not limited to, the MBTA, Alewife TMA, and City of Cambridge.
 - Participate in any TC training offered by the City of Cambridge.
 - Conduct annual transportation monitoring as required by DOT.
 - The TC will compile and distribute up-to-date information explaining all transportation options to all new residents as part of their New Resident Packet (some items are available for purchase from DOT). The packets will contain information on the range of options available to any programs to support the use of these options.
- Residential Transportation Monitoring: Healthpeak will conduct a transportation monitoring program that includes annual monitoring of mode splits, biennial garage driveway counts, biennial counts of parking space utilization (vehicles and bikes) and a detailed survey of the residents with regard to their pattern of trips, auto and bicycle

ownership and where the residents customarily store such vehicles overnight. All surveys and counts to be designed and conducted in a manner approved by DOT.

Timing:

Demonstrate how the residential TDM condition has been met and/or will be met prior to the issuance of a Certificate of Occupancy for residential buildings.

3.11 Construction Management Plan

A construction Management Plan (CMP) shall be approved by DOT.

Timing:

Prior to issuance of each Building Permit for each building and any roadway or infrastructure and utility work.

3.12 Loading Dock Management and Operations Plan

Provide a Loading Dock Management and Operations Plan to be approved by DOT.

Healthpeak shall monitor loading dock operations, and if those operations create concerns for public users or public infrastructure (e.g., vehicles blocking other users or parking illegally), Healthpeak will work with the City to resolve the issues.

Timing:

A Loading Dock Management and Operations Plan shall be submitted prior to the issuance of a Certificate of Occupancy for each building and maintained on an ongoing basis. The plan may be amended from time to time by DOT.

3.13 Future MBTA Rail Station:

Healthpeak must grant public access over their property, as needed, for the public to gain access to any public facilities, such as a future transit station or other, based on a mutually agreed upon location with the MBTA and City of Cambridge in conjunction with the property owner.

Timing:

Legal access must be granted for construction and permanently to the public prior to the Building Permit for the station and/or bridge.

3.14 Bridge Landing on north side and connections to Cambridgepark Drive

The bridge, wherever its final location and whether its constructed by Healthpeak or MBTA as part of a station, needs to have legal and convenient access on both approaches in the Quadrangle, and to Cambridgepark Drive.

In coordination with City staff, Healthpeak shall complete concepts, then final design, and eventually construction of access from the bridge landing on the north to Cambridgepark Drive. The concepts should be off-road, comfortable, as direct as possible and attractive for all non-motorized users. The study should review all easement options that the City has secured through other Special Permits.

Healthpeak and City staff should agree on a chosen concept for a final design. Complete final design with regular coordination with staff. City Law Department should approve the chosen concept for correct legal access for the public, which shall be the responsibility of Healthpeak. Healthpeak should maintain any bridge approaches on private property or arrange for them to be maintained by others.

Timing:

A study of the concepts shall be completed within 6 months of agreed-upon landing areas with MBTA and the City. Final design shall be completed prior to a bridge final design. Construction shall proceed concurrently with a bridge, timed so that the path connections to Cambridgepark Drive are ready when the bridge opens.

3.15 Pedestrian and Bicycle Connection to Loomis Street

Healthpeak shall design and fund the pedestrian/bicycle connection to Loomis Street in coordination with the design of the Fawcett Street Extension road network.

The connection is envisioned in the Alewife District Study and provides new walking and biking connections to serve new land uses.

This connection shall not facilitate motor vehicle travel to/from Loomis Street. A connection that lands in the DPW Yard or parking lot will also not be permitted.

The path shall meet City standards for width, materials, and accessibility and improvements to existing connections, including accessible sidewalks on Loomis Street.

The Pedestrian and Bicycle connection shall be maintained (repairs, refreshing markings, sweeping, snow/ice removal, etc.) by Healthpeak in perpetuity

Timing:

The path connection should be open at the completion of the Fawcett Street Extension, including pedestrian and bicycle easement for public access.

3.16 Overall Comments on Timing and Phasing Considerations

Notwithstanding the phasing requirements, a Certificate of Occupancy may be issued prior to the completion of the street construction or reconstruction, or updated infrastructure, as

reasonably approved by DOT, in the event that the work is substantially complete or delayed due to circumstances that are not within the reasonable control of Healthpeak.

Substantially complete condition can exclude final paving, signage, striping and landscaping as reasonably approved by DOT for functional reasons.

All work in public ways is subject to the grant of all necessary approvals, licenses or other rights from the City of Cambridge and/or other parties.

Appendix II

Parking and Transportation Demand Management Plan (PTDM)



City of Cambridge

Executive Department

YI-AN HUANG
City Manager

PTDM Ordinance—FINAL DECISION

Project: Healthpeak PUD

Project Number: F-76

Applicant: Healthpeak OP, LLC

Contact: Rylan Squirrel, Healthpeak

Address: 1900 Main Street, Suite 500, Irvine, CA 92614

Date of Application: December 9, 2025

Decision Deadline: August 12, 2026 (extended)

Date of Issue: August 12, 2026

This form indicates the FINAL decision of the Parking and Transportation Demand Management Planning Officer with respect to the PTDM plan submitted for the project listed above. Please review the enclosed attachments, which include information about ongoing monitoring and reporting relative to this project.

Decision:

- ☒ Approve (attachment: approval letter and copy of plan)
- ☐ Approve with Conditions (attachment: letter of conditions and copy of plan)
- ☐ Deny (attachment: reason for denial and copy of plan)

Ryan McKinnon
Parking and Transportation Demand Management Planning Officer



City of Cambridge

Executive Department

YI-AN HUANG
City Manager

August 12, 2026

Rylan Squirrell
Healthpeak OP, LLC
1900 Main Street, Suite 500
Irvine, CA 92614

Dear Rylan Squirrell,

The attached form indicates the final decision on the Parking and Transportation Demand Management Plan for the Healthpeak PUD, developed by Healthpeak. The final decision is an **approval**. This letter references recommendations for additional TDM programs that might improve your non-single-occupancy-vehicle mode split. The last section lays out details about implementation of the monitoring and reporting program that is required as part of your plan. This PTDM plan will help reduce the impacts of your facility on traffic and parking in the surrounding area.

Encouraging people to change their commute modes from driving alone to walking, bicycling, taking transit, and carpooling takes a comprehensive approach. Extensive research has been conducted on changing commuter behavior and indicates that both disincentives and incentives are necessary to achieve mode-shift success. The City also believes that supporting sustainable commute modes is important to its effort to attract highly qualified workers, create an equitable transportation system, and make real strides towards reversing current climate change trends.

The Healthpeak PUD parking supply includes 15 parking spaces governed by a long-standing easement agreement with the owner of a neighboring parcel (733 Concord Ave). I am approving the exclusion of these 15 spaces from the requirements of this PTDM Plan, except that the spaces will be included in biannual parking occupancy counts for P4. If 733 Concord Ave tenants or owners use more parking in the PUD than the 15 spaces covered by the easement, then they are subject to the requirements of this Plan. The City will develop a policy for handling pre-existing third-party easements for parking in future PTDM Plans.

Details about the zoning-required bike and pedestrian bridge are provided in this Plan for informational purposes. The zoning ordinance and the Planning Board Special Permit for this site determine the requirements for the bridge.

Additional Recommendations

In addition to the measures described in the PTDM Plan, I am recommending the implementation of the following additional TDM measures. If the current Plan fails to achieve the stated mode-split commitments, implementing these programs will help to achieve those commitments:

- Charge parking fees for employees as a daily rate, rather than providing monthly parking passes, to give employees flexibility to make daily choices for whether to commute by car or sustainable mode instead of maximizing the sunk cost of a monthly parking pass.
- Offer a financial incentive to commuters who bike or walk.
- Offer transit pass subsidies and Bluebikes memberships to part-time neighborhood use employees, rather than only full-time employees.
- Provide bike parking that meets current City standards at existing buildings E1 (725 Concord Ave) and E3 (10 Fawcett St).
- Institute a district gift card program with retail/restaurant tenants, and provide gift cards to Project employees and residents, to encourage local trips to these uses.
- Accelerate shuttle funding to enable improvement of this key transit service earlier in the Project's buildout.

Monitoring and Reporting Plan

The Owner has committed in the Plan to conducting a mode-split survey and monitoring and reporting mode-split information annually. Driveway counts and parking utilization (for vehicles and bicycles) shall be reported every two years. If the certificate of occupancy for the project is issued between September 1 and February 29, the monitoring shall take place during the months of September or October and be reported to the PTDM Planning Officer no later than November 30. If the certificate of occupancy for the project is issued between March 1 and August 31, monitoring shall take place during the months of April or May and be reported to the PTDM Planning Officer no later than June 30. This will ensure that the monitoring captures a realistic assessment of the performance of the project, while giving time to compile the results and report them to the City.

It is important to note that while approvals under the PTDM ordinance are transferable by and among private parties, this is contingent upon the new owner agreeing to continue to operate under the existing PTDM plan. Should the Owner elect to transfer all or some portion of the project, Section 10.18.050 (g) of the PTDM ordinance would apply.

I look forward to working with you in the future as you implement this plan. If you have any questions, please feel free to contact me by phone at 617-349-7240 or by email at rmckinnon@cambridgema.gov.

Sincerely,

A handwritten signature in black ink, reading "Ryan McKinnon". The signature is fluid and cursive, with a long horizontal stroke at the end.

Ryan McKinnon
Parking and Transportation Demand Management Planning Officer

cc: Brooke McKenna, Transportation Commissioner
Stephanie Groll, Assistant Commissioner for Transportation Planning

Healthpeak PUD

Cambridge, Massachusetts

PREPARED FOR

Healthpeak OP, LLC
1900 Main Street, Suite 500
Irvine, CA 92614

PREPARED BY



99 High Street, 13th Floor
Boston, MA 02110
617.728.7777

August 6, 2026

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PTDM Project Information Summary

PTDM Project #: F76

Date of Application: December 9, 2025

Project Name: Healthpeak PUD

Project Address: P1 – 52 & 54 Mooney Street

P2 - 180A Fawcett Street

P3 - 591 Concord Avenue

P4 - 725 Concord Avenue

R1 - 100 Smith Place ¹

R2 - 125 Fawcett Street ¹

R3 - 617 & 625 Concord Avenue, 12 & 36 Moulton Street ¹

R4 - 625 Concord Avenue, 12 & 24 Moulton Street ¹

Municipal Service Parcel - 60 Loomis Street, 61-67 Smith Place ²

On-street parking on private ways (New Main Street, Wilson Extension, Adley Road, and Open Space parking adjacent to cul-de-sac)³

Owner/Proponent ⁴: Healthpeak OP, LLC

Contact Person: Rylan Squirrel

1900 Main Street, Suite 500, Irvine, CA 92614

Phone: (949) 407-0700 E-mail: rsquirrel@healthpeak.com

Notes:

1. A portion of the garages constructed with residential Buildings R1, R2, R3 and R4 will contain parking for non-residential uses. Only parking associated with such non-residential uses is accounted for in this PTDM Plan.
2. The Proponent will convey an approximately 1.27-acre parcel (the "Municipal Service Parcel") to the City of Cambridge (the "City") to allow for a new facility and associated service and administrative building to be constructed by the City (the "Municipal Service Facility Project") for the Department of Public Works ("DPW"). Although the Proponent will not be responsible for constructing the Municipal Service Facility Project, it has accounted in this PTDM Plan for the employee parking spaces that are anticipated to be delivered on the Municipal Service Parcel. The final design of parking spaces associated with the Municipal Service Parcel will be determined by the City.
3. On-street spaces provided on private ways that are intended to be open to public travel will be exempt from PTDM occupancy count program/monitoring.
4. As used in this PTDM Plan, the term "Proponent" shall mean Healthpeak OP, LLC, together with its affiliates, or subsequent owners, as the context may require.

Table 1 PTDM Summary

Number of Previously Registered Vehicle Parking Spaces	1,036 spaces per City registration/inventory ¹
Number of Newly Registered Vehicle Parking Spaces	4,482 proposed - 1,036 registered = Up to 3,446 new non-residential and residential spaces
Total Vehicle Parking Spaces ²	2,524 Office/Lab Employee Spaces ⁴ 143 Medical Office Building Employee Spaces ² 216 Medical Office Building Patient Spaces ² 83 Retail Patron/Client/Customer Spaces ⁵ 28 Retail Employee Spaces ⁵ <u>51 Private Street Spaces ³</u> 3,045 Total PTDM Spaces 15 Easement Spaces 733 Concord Tenant(s) (non-PTDM) ² <u>1,422 Residential Use Spaces (non-PTDM)</u> 1,437 Total Non-PTDM Spaces 4,482 Grand Total Spaces
Bicycle Parking Spaces (total development)	3,076 long-term and 442 short-term spaces
Square Footage of Buildings (total development)	±1,260,500 SF Technical Office/Lab ±1,260,500 SF General Office + 35,000 SF Municipal Service Facility ⁴ ±2,246,900 SF (±2,300 units) Residential <u>±75,640 SF Retail/Neighborhood Uses⁵</u> ±4,878,540 SF Total GFA (net new) + 193,500 SF Existing to Remain ±5,072,040 SF Total GFA
Estimated Number of Employees ^{5, 6, 7}	±7,000 Employees Technical Office/Lab ±140 Employees Retail/Neighborhood Use
Estimated AM, PM, and Daily Vehicle Trips (net-new)	1,538 AM Peak Hour 1,583 PM Peak Hour 15,732 Daily
Census Tract Number	3546.01
Mode Share SOV Commitments	40% Technical Office/Office Employees 40% Retail/Neighborhood Use Employees 29% Retail/Neighborhood Use Patron

- Existing parking spaces associated with the historically industrial development in the Quad were collected during the 1990 City parking inventory and through later parking registration forms. A visual count of existing spaces on Site was conducted in May of 2026, and concluded that there are 1,290 parking spaces on Site, which is 254 spaces higher than the registered parking spaces.
- Includes a total of approximately 636 existing parking spaces to remain (approximately 359 spaces at 725 Concord Avenue/Medical Office Building, 254 spaces at 10 Fawcett Street, 15 spaces at 725 Concord Avenue governed by an easement benefitting the 725 Concord Avenue parcel (for use by the tenants and occupants of 733 Concord Avenue, which are not subject to this PTDM), and 8 spaces at 110 Fawcett Street).
- The 51 on-street spaces provided on private ways that are intended to be open to public travel; final space allocation will be confirmed after streets are designed and approved and curbside uses are assigned. Spaces will be exempt from occupancy count program.
- Includes approximately 35,000 SF and allocation of 14 parking spaces in connection with the Municipal Service Facility Project, which is anticipated to be exempt GFA pursuant to Section 20.1100.5.1.4.1(a) of the City's Zoning Ordinance.
- Non-medical office neighborhood uses are included in retail space counts.
- Technical office/lab assumed at 2.5 employees per 1,000 SF; general office assumed at 3.0 employees per 1,000 SF; and retail employee assumed at 2.0 per 1,000. Technical office/lab employees assumed to be daytime shift, and retail employees assumed to be daytime shift that extends into the evening hours for any restaurant use (if provided within the Development Parcel defined below).
- Existing uses to remain are not included in this population count.

Plan Overview

On behalf of Healthpeak OP, LLC (the “Proponent”), VHB has prepared this Parking and Transportation Demand Management (“PTDM”) Plan for the mixed-use development on an approximately 42-acre site located in western Cambridge, Massachusetts (the “Development Parcel” or “Site”). This PTDM Plan covers technical office/lab, general office, and retail/neighborhood use tenants that will utilize parking within four (4) freestanding parking garages (P1, P2, P3, and P4), non-residential parking within Buildings R1, R2, R3 and R4, parking at the Municipal Service Parcel, and on-street parking on private ways owned by the Proponent.

Figure 1 includes a proposed site plan.

This PTDM Plan replaces the following existing PTDM Plans:

- › S18 - 110 Fawcett Street
- › F38 - 13-15 Mooney Street
- › F46 - 67 Smith Place
- › F72 - 180 Fawcett Street

The following sections include a description of current transit, pedestrian and bicycling conditions, as well as travel characteristics of the proposed program and mode split goals, followed by a list of transportation demand management (“TDM”) measures designed to bring awareness and encourage use of sustainable transportation modes.

In addition, a methodology for monitoring and reporting on the progress made toward these goals by the Proponent (or subsequent owner) and the tenants within the Development Parcel is provided at the end of this PTDM Plan.

Language shall be incorporated into leases to ensure that all users of non-residential parking spaces within the Development Parcel have the full menu of transportation options set forth in this PTDM Plan available to them. The existing tenants of Buildings E1 and E3 and of any other buildings that are eligible to park in the Development Parcel’s parking facilities may maintain their current TDM programs for the remaining terms of their leases. After the approval date of this PTDM Plan, when new tenants take occupancy or existing tenant leases are renewed or extended, subject to the terms herein, such leases will require compliance with this PTDM Plan.

Project Description

The “Project” consists of the creation of a vibrant, mixed-use district within the Development Parcel, including approximately five million square feet of gross floor area (“GFA”) of residential, commercial, and retail/neighborhood uses, new publicly beneficial open space, and an expanded roadway network. The Project will encourage strong connections between the Alewife Quadrangle (the “Quad”) and other neighborhoods. The Development Parcel is bounded by Concord Avenue to the south, the Cambridge Highlands residential neighborhood, including Griswold Street, Loomis Street, and Normandy Avenue, to the west, the Massachusetts Bay Transportation Authority (“MBTA”) commuter rail (Fitchburg Line) train tracks to the north, and Wheeler Street to the east.

The Project includes eight commercial buildings, eight residential buildings, four standalone parking garages, and three existing buildings to remain. Net-new development totals approximately 4,878,540 SF, plus approximately 193,500 SF in existing buildings to remain, for approximately 5,072,040 SF total. A 35,000 SF Municipal Service Facility Project will be constructed by the City on the Municipal Service Parcel and is included in the grand total development size of 5,072,040 SF. The buildings will be supported by approximately 4,482 vehicle parking spaces and 3,518 bike parking spaces (3,076 long-term and 442 short-term spaces). Figures 8.1 to 8.16 show the long-term bicycle parking while Figures 9.1 to 9.12 show the short-term bicycle parking locations. As part of the Project, the Proponent will convey the approximately 1-acre Municipal Service Parcel to the City, and the City will subsequently construct the Municipal Service Facility Project. The Municipal Service Facility Project will replace the existing DPW office building and maintenance space located at 50 Mooney Street (the “Existing DPW Site”).

Table 2 provides a summary of the proposed development program. Table 3 summarizes the Proposed Project by parcel and land use. The Proponent has acquired (or will acquire) the parcels comprising the Development Parcel, consisting of those parcels listed in Table 4. The existing structures on the land will be demolished to allow for the proposed redevelopment. The existing land uses are comprised of office and industrial uses, as well as some open space uses and one unoccupied single-family home. Currently, short-term and long-term bicycle parking spaces are generally not available within the Development Parcel.

The Development Parcel is accessed via existing streets that intersect Concord Avenue, including Smith Place, Moulton Street, Fawcett Street, and Wheeler Street. The Project will also have access from New Main Street in the future, a new roadway that connects from Concord Avenue at the south of the Development Parcel and Wilson Road at the north of the Development Parcel. Each building is designed with its own loading dock; several buildings also propose on-site parking, with some buildings sharing and utilizing pooled parking spaces within proposed standalone parking garages.

Proposed Bridge over MBTA Commuter Rail Tracks

An essential element of the Project is the construction of a new bridge (the “Proposed Bridge”) over the MBTA commuter rail tracks that will provide a long-awaited connection between the Quad and the Alewife Triangle to the north. The Proposed Bridge will accommodate pedestrians and cyclists. Final design is subject to approval by the MBTA and local agencies with jurisdiction. Under the existing conditions, most of the Quad, particularly sites located west of Wheeler Street, experience a walk time from the Quad to the Alewife MBTA train station of approximately 15-20 minutes (3/4 mile to 1 mile). With the Proposed Bridge in place, most of the Quad would experience a walk time of about 8-15 minutes on average (1/2 mile to 3/4 mile). It is anticipated that the Proposed Bridge would result in a savings of approx. 5-7 minutes, depending on origin of trip.

Table 2 Project Development Program

Project Component	Size ¹ / Quantity	Existing To Remain
Building Use		
Technical Office/Lab ²	±1,260,500 SF	NA
General Office	±1,260,500 SF	±109,000 SF
Municipal Service Facility Project	+ 35,000 SF ³	
Residential	±2,246,900 SF (±2,300 units)	NA
<u>Retail/Neighborhood Use</u>	<u>±75,640 SF</u>	<u>±84,500 SF</u>
TOTAL	±4,878,540 GFA (net new)	±193,500 GFA ⁴
	±5,072,040 GFA ⁴ (total)	
Parking		
Vehicle Parking Supply	Up to 3,846 spaces (net new)	
	Up to 4,482 spaces ⁵ (total)	
Bicycle Parking Supply ⁶	±3,076 long-term (interior) spaces	
	±442 short-term (exterior) spaces	
	Up to 3,518 spaces (total)	

1. As used in this Table, "square feet" represent square feet of GFA, as such term is defined in Article 2.000 of the City's Zoning Ordinance. All dimensions are approximate.
2. Assumes a development-wide ratio of 50% General Office and 50% Technical Office/Lab use for all commercial buildings.
3. Includes approximately 35,000 SF in connection with the Municipal Service Facility Project, which is anticipated to be exempt GFA pursuant to Section 20.1100.5.1.4.1(a) of the City's Zoning Ordinance.
4. Includes building area to remain: approximately 109,000 SF of GFA of office use at 10 Fawcett Street and approximately 84,500 SF of GFA of medical office use at 725 Concord Avenue. This figure is before the application of specifically permitted GFA exemptions.
5. Includes a total of approximately 636 existing parking spaces to remain (approximately 359 spaces at 725 Concord Avenue, 254 spaces at 10 Fawcett Street, 15 spaces at 725 Concord Avenue governed by an easement benefitting the 733 Concord Avenue parcel (for use by the tenants and occupants of 733 Concord Avenue, which are not subject to this PTDM), and 8 spaces at 110 Fawcett Street).
6. Bicycle Parking Guide 2013 (cambridgema.gov); assumed average of retail and restaurant rates for active use SF. Bicycle parking supply is determined by zoning, not this PTDM Plan.

Table 3 Proposed Program by Parcel ¹

Bldg #	Existing Use to Remain SF ²	Residential Use SF (units)	Technical Office/Office Use SF ^{3,4}	Retail/ Neighborhood Use SF	Vehicle Parking Spaces Proposed Supply ⁵	Vehicle Parking Spaces Anticipated Allocation	Min. Long-Term Bike Parking Spaces ⁶	Min. Short-Term Bike Parking Spaces ⁶	Notes:
C1			294,000			P1	76	18	
C2			294,000			P1	76	18	
C3			294,000			P2	76	18	
C4			288,000	7,000		P2	76	23	
C5			292,000			P2	76	18	
C6			301,000			P2	78	18	
C7			380,000	9,070		P3, R3 and R4	100	30	
C8			378,000	9,070		P3 and R3	100	30	
R1		196,650 (201)			160	R1	210	20	
R2		400,000 (446)		7,000	330	R2	468	50	
R3		389,850 (399)		25,000	320	R3	422	60	
R4		357,650 (366)		14,000	300	R4	385	48	
R5		242,650 (248)			170	R5 and R4	259	25	
R6		59,800 (61)				P4	63	6	
R7		347,300 (355)				P4	372	36	
R8		253,000 (220)			165	R8	232	25	
P1					620	-	-	-	Parking Garage
P2					856	-	-	-	Parking Garage
P3					861	-	-	-	Parking Garage
P4					635	-	-	-	Parking Garage
E1	84,500					359 spaces in P4	Existing	Existing	Existing Medical Bldg.
Easement ⁵						15 spaces in P4			Existing Easement
E2				4,500		8 spaces in P2	Existing	Existing	Existing Retail
E3	109,000					254 spaces in P3	Existing	Existing	Existing Office Bldg.
Municipal Service Facility Project			35,000 ⁵		14	14 spaces in Municipal Service Parcel	6	1	Future Municipal Service Facility Project
On-Street Private ⁷					51	On-Street			On-Street
Total	193,500 SF ³	2,246,900 SF (~2,300 units)	2,556,000 SF	75,640 SF	4,482 spaces		3,076 spaces	442 spaces	
Grand Total 5,072,040 SF									

1. Proposed building square footages are approximate and reflect a conceptual program for planning purposes only. Actual parking counts and final areas will be determined through subsequent design and engineering and are subject to change

2. Includes building area to remain: 109,000 SF of office use at 10 Fawcett Street and 84,500 SF of medical office use at 725 Concord Avenue. This figure is before the application of specifically permitted GFA exemptions.

3. Assumes a development-wide ratio of 50% General Office and 50% Technical Office/Lab use for all commercial buildings, except the Municipal Service Facility Project.

4. Includes approximately 35,000 SF in connection with the Municipal Service Facility Project, which is anticipated to be exempt GFA pursuant to Section 20.1100.5.1.4.1(a) of the City's Zoning Ordinance.

5. Includes a total of approximately 636 existing parking spaces to remain (approximately 359 spaces at 725 Concord Avenue, 254 spaces at 10 Fawcett Street, 15 spaces within an easement adjacent to 725 Concord Avenue, and 8 spaces at 110 Fawcett Street).

6. Bicycle Parking Guide 2013 (cambridgema.gov); assumed average of retail and restaurant rates for active use SF. Bicycle parking supply is determined by zoning, not this PTDM Plan.

7. The 51 on-street spaces provided on private ways that are intended to be open to public travel; final space allocation will be confirmed after streets are designed and approved and curbside uses are assigned.

Table 4 Summary of Existing Buildings

Parcel Map-Lot #	Location/Address	Alternate Address	Land Use	Building Size (SF)	Approx. % Occupied	Employees	Counted ¹ Vehicle Spaces	Registered ¹ Vehicle Spaces
267.3-226	13 Mooney St	15 Mooney St	Industrial/Warehouse	34,570	0%	0	140	77
267.3-279	45 Mooney St	45R Mooney St	Industrial/Warehouse	53,400	64%	87	10	35
267.3-280	50 Mooney St							
267.3-276	61 Mooney St							
267.3-278	67 Mooney St	51 Mooney St						
267.3-268	52 Mooney St		Land	-	-	-	-	
267.3-277	54 Mooney St		Land	-	-	-	-	
267F-274	617 Concord Ave		Parking Lot	-	-	-	30	43
267F-293	625 Concord Ave	10 Moulton St	Office	95,148	100%	179		121
267E-242	641 Concord Ave	643 Concord Ave	Residential	2,916	0%	0		
267.E-17	645 Concord Ave		Land	-	-	-	-	
267D-311	689 Concord Ave	691 Concord Ave	Office	4,056	0%	0	27	15
267F-283	77 Fawcett St		Office	34,482	100%	64	34	34
267.4-209; 267.4-210	125 Fawcett St	115, 125, 131 and 135 Fawcett St	Office	35,617	50%	13	55	
267.4-295	180A Fawcett St	144 and 146 Smith	Industrial/Warehouse	12,942	100%	24	-	25
267.4-321	78R Cambridgepark Dr		Land	-	-	-	76	
267F-391	12 Moulton St	22 and 50 Moulton St; 67 Fawcett St	Office	90,247	100%	169	20	
267F-279	24 Moulton St							
267F-281	36 Moulton St							
267F-291	60 Moulton St		Parking Lot	-	-	-		
267F-295	62 Moulton St		Parking Lot	-	-	-		33
267F-296	68 Moulton St		Office	23,177	85%	62	58	26
267D-258	11 Smith Pl		Land	-	-	0		
267D-256	25 Smith Pl		Industrial/Warehouse	7,386	0%	0		
267E-294	26 Smith Pl		Land	-	-	-		10
267D-313	35 Smith Pl		Parking Lot	-	-	-		53
267D-335	No address		Land	-	-	-		

Parcel Map-Lot #	Location/Address	Alternate Address	Land Use	Building Size (SF)	Approx. % Occupied	Employees	Counted ¹ Vehicle Spaces	Registered ¹ Vehicle Spaces
267D-325	49 Smith Pl	47 Smith Pl	Parking Lot	-	-	-		
267D-293	59 Smith Pl		Parking Lot	-	-	-		
267C-95	61-67 Smith Pl	Incl 3 buildings	Industrial	52,943	25%	17	120	
267.4-254	100 Smith Pl		Industrial/Warehouse	46,666	100%	86		37
267.3-228	127 Smith Pl	20 and 30 Mooney	Industrial/Warehouse	57,521	50%	11	43	36
267C-91	60 Loomis St		DPW Site / Land	-	-	-		
267.4-284	160 Fawcett St	180 Fawcett St	Industrial/Warehouse	38,028	0%	0	26	26
	Total (to be removed)			589,099	67%	712	639 counted	571
267D-285	725 Concord Ave		Medical Office	84,500	n/a	143	359	212
267F-301	10 Fawcett St	591 Concord Ave	Office	109,000	n/a	n/a	254	245
267.4-247	110 Fawcett St		Retail	-	n/a	n/a	8	8
	Easement adjacent to 725 Concord		Parking Lot				15	
	Total (to remain)			193,500	-	143	636 counted	465
	Grand Total (SF removed and to remain)			782,599				

1. Existing parking spaces associated with the historic industrial development in the Quad were collected in the 1990 parking inventory and through later parking registration forms. A visual count of existing spaces on Site was conducted in May 2026, and concluded that there are 1,290 parking spaces on Site, which is 254 spaces higher than the registered parking spaces.

Shared Parking Analysis

The concept of shared parking recognizes that peak activity for different land uses occur at various times of the day. Instead of building parking to support each individual land use's peak demand, the Development Parcel would supply enough parking to support the overall peak parking demand, assuming that each land use will draw from a common parking supply. Shared parking leverages the peaking characteristics of its land uses, taking advantage of parking demand synergies. The shared parking concept is often viewed as most beneficial in large, mixed-use developments that have a large, physically sharable parking supply, which can serve multiple users, rather than one individual building with a limited parking supply, and address varying parking demands.

The Proponent is committed to supporting the City's goal of lowering single occupant vehicle ("SOV") trips to/from the Cambridge area, by promoting sustainable transportation mobility options in the neighborhood (Red Line train, MBTA buses, TMA shuttle bus, cycling and walking) and implementing shared parking.

A shared parking analysis was conducted to understand the Project's ability to share new parking spaces and possibly reduce the overall number of physical spaces built. This shared parking analysis is available in Section 10.d of the Certified TIS.

As shown in Table 5, the peak shared parking demand for the Project is calculated at **4,482** parking spaces at noon, with 1,919 spaces in Zone 1 (Mooney), 632 spaces in Zone 2 (Smith), 1,880 spaces in Zone 3 (Fawcett), and 51 on-street spaces provided on private roadways. Exhibit 1 presents the approximate shared parking analysis zones.

The calculated "shared" parking demand of 4,482 spaces is 318 fewer spaces than would be needed without shared parking (4,800 spaces).

The shared parking calculation yields a lower count than the zoning calculation total of 4,925, lower count than the density calculation total of 5,243, and lower count than the observation calculation total of 5,004; as originally reported in Section 10.d of the Certified TIS and updated with recent development program changes.

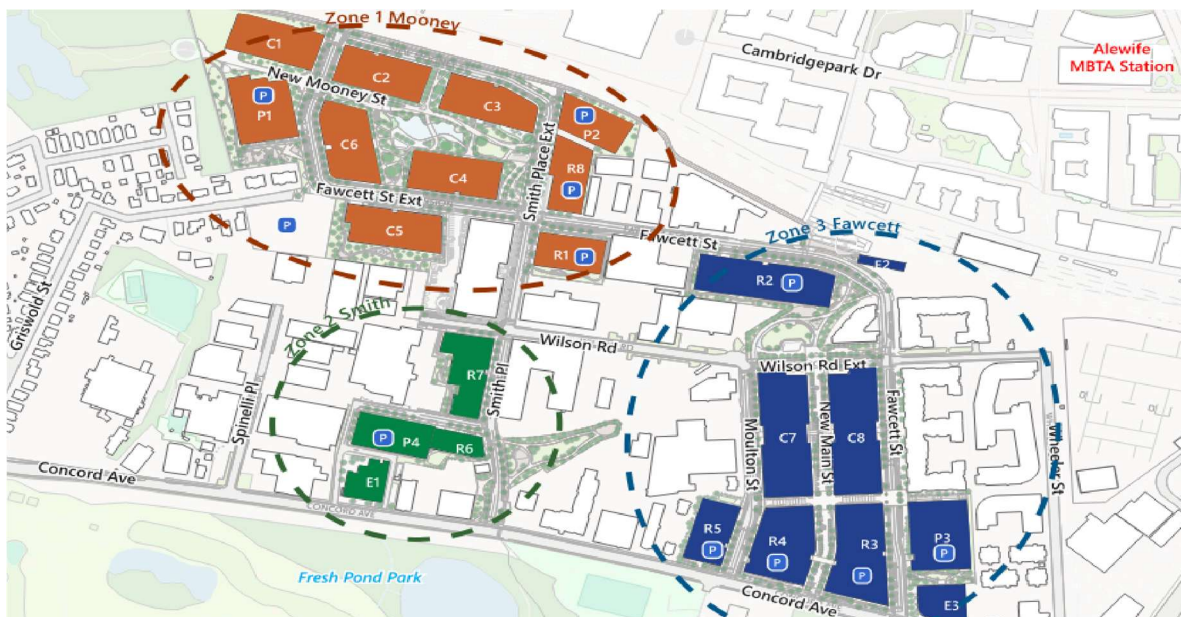


Exhibit 1 - Shared Parking Analysis Zones

Table 5 Shared Parking - Time of Day Distribution

Use	Development Program		Parking Ratio	Unadjusted/ Unshared Parking Demand	6:00 AM		9:00 AM		12:00 PM		3:00 PM		6:00 PM		10:00 PM	
					Adj. for Time of Day	Shared Parking Demand	Adj. for Time of Day	Shared Parking Demand	Adj. for Time of Day	Shared Parking Demand	Adj. for Time of Day	Shared Parking Demand	Adj. for Time of Day	Shared Parking Demand	Adj. for Time of Day	Shared Parking Demand
Private On-Street Parking																
New Main Street				22	100%	22	100%	22	100.0%	22	100%	22	100%	22	100%	22
Wilson Road Extension				9	100%	9	100%	9	100.0%	9	100%	9	100%	9	100%	9
Adley Road				10	100%	10	100%	10	100.0%	10	100%	10	100%	10	100%	10
Parking adjacent to cul-de-sac				10	100%	10	100%	10	100.0%	10	100%	10	100%	10	100%	10
Total				51		51		51		51		51		51		51
Zone 1 Mooney																
Municipal Service Facility	35	KSF	-	14	100%	14	100%	14	100.0%	14	100%	14	100%	14	100%	14
General Office	882	KSF	1.00	882	14%	122	76%	669	99.4%	877	77%	683	22%	198	7%	59
Technical Office / R&D	882	KSF	0.80	705	14%	98	76%	535	99.4%	701	77%	546	22%	158	7%	47
Residential – Shared		Units	0.75	0	84%	0	60%	0	57.0%	0	62%	0	81%	0	95%	0
Residential - 100% Reserved R1/R8	421	Units	0.75	316	100%	316	100%	316	100.0%	316	100%	316	100%	316	100%	316
Retail (Employee)	7	KSF	1.5	2	10%	0	75%	2	100.0%	2	100%	2	95%	2	40%	1
Retail (Patron)				9	1%	0	35%	3	95.0%	9	90%	8	95%	9	30%	3
Total				1928		550		1539		1919		1569		697		440
Zone 2 Smith																
Residential - 40% Shared R6/R7	166	Units	0.75	125	84%	105	60%	75	57.0%	71	62%	78	81%	101	95%	119
Residential - 60% Reserved R6/R7	250	Units	0.75	187	100%	187	100%	187	100.0%	187	100%	187	100%	187	100%	187
Retail (Employee)	0	KSF	1.5	0	10%	0	75%	0	100.0%	0	100%	0	95%	0	40%	0
Retail (Patron)				0	1%	0	35%	0	95.0%	0	90%	0	95%	0	30%	0
Existing to Remain, easement adjacent to 725 Concord (reserved)				15	100%	15	100%	15	100.0%	15	100%	15	100%	15	100%	15
Existing to Remain Medical Building (Employee with sharing)				143	14%	20	76%	109	100.0%	143	77%	111	22%	32	7%	10
Existing to Remain Medical Building (Patients with sharing)				216	14%	30	76%	164	100.0%	216	77%	167	22%	48	7%	14
Total				686		357		550		632		558		383		345
Zone 3 Fawcett																
General Office	379	KSF	1.00	379	14%	53	76%	288	99%	377	77%	293	22%	85	7%	25
Technical Office / R&D	379	KSF	0.80	303	14%	42	76%	230	99%	301	77%	235	22%	68	7%	20
Residential - 100% Shared R3/R4	765	Units	0.75	574	84%	482	60%	343	57%	327	62%	358	81%	462	95%	547
Residential - 100% Reserved R2/R5	694	Units	0.75	521	100%	521	100%	521	100%	521	100%	521	100%	521	100%	521
Retail (Employee)	64	KSF	1.5	18	10%	2	75%	14	100%	18	100%	18	95%	17	40%	7
Retail (Patron)				78	1%	1	35%	27	95%	74	90%	70	95%	74	30%	23
Existing to Remain Retail (with sharing)	4.64			8	14%	1	76%	6	100%	8	77%	6	22%	2	7%	1
Existing to Remain Office (with sharing)				254	14%	35	76%	193	100%	254	77%	197	22%	57	7%	17
Total				2135		1137		1622		1880		1698		1286		1161
GRAND TOTAL				4,800		2,095		3,762		4,482		3,876		2,417		1,997

Unshared
Demand

Shared
Demand

Proposed Parking Supply and Management

Parking Supply

The Project currently assumes a total parking supply of **4,482 spaces**, distributed approximately throughout the parking zones, per Table 6.

Table 6 Proposed Project Parking Supply

Shared Parking Zone	Parcel	Parking Spaces ¹	Anticipated Space Allocation at Peak/12noon
Zone 1 Mooney	P1 Garage	620	620 spaces for C1 and C2 employees
	P2 Garage	856	838 spaces for employees in C3, C4, C5, C6. 10 spaces for C4 retail patrons/employees and 8 spaces for 110 Fawcett retail
	R1 Residential Building	160	150 spaces for R1 residents and 10 spaces for R2 retail
	R8 Residential Building	165	165 spaces for R8 residents
	Municipal Service Facility Project	14	14 spaces for Municipal Service Facility employees
Sub-Total		1,815	
Zone 2 Smith	P4 Garage	635	258 spaces for residents in R6 and R7; 143 spaces for Medical Building employees and 216 for Medical Building patients; 15 spaces ² for easement benefitting 733 Concord and 3 spaces for Mooney retail
Sub-Total		635	
Zone 3 Fawcett	P3 Garage	861	861 spaces for employees in C7, C8 and 10 Fawcett Office building.
	R4 Residential Building	300	300 spaces for R4 residents, R5 residents, R4 retail patrons/employees, C7 employees, C7 retail patrons/employees
	R3 Residential Building	320	320 spaces for R3 residents, R3 retail patrons/employees, C7 employees and C8 retail patrons/employees
	R2 Residential Building	330	330 spaces for R2 residents and retail patrons/employees
	R5 Residential Building	170	170 spaces for R5 residents
Sub-Total		1,981	
	Additional On-Street parking (private)	51	Approximate number of on-street spaces on private ways that are intended to be open to public travel; final space allocation will be confirmed after streets are designed and approved and curbside uses are assigned
Total Spaces		4,482	

1. Proposed building square footages are approximate and reflect a conceptual program for planning purposes. Actual parking counts and final areas will be determined through subsequent design and engineering and are subject to change.
2. The 15 spaces governed by an easement benefitting the 733 Concord Avenue parcel for use by tenants and occupants of 733 Concord Avenue, which are exempt from this PTDM plan.

The proposed parking supply is intended to satisfy the peak (noon time) shared parking demand for the Project of 4,482 spaces. Of this total number, 3,846 spaces are net-new, and 636 reflect existing spaces that would be preserved and relocated from surface lots into structured parking. Vehicle parking plans are provided in Figures 7.1 through 7.31.

Parking Supply Management

Due to the long-time horizon for full build-out of the Project, no detailed parking management system can be proposed at this time. However, the intent is to manage Project garages with state-of-the-art access technology.

The technical office/lab, general office, and retail/neighborhood uses will be provided with a fixed number of parking spaces, no more than the applicable zoning maximums for such use, subject to the allowances for Buildings E1 and E3 as described in the Plan Overview. Employee, customer, client, and patient parking will be limited to the number of spaces in the approved Interdepartmental Parking Facility Registration form for each applicable parking facility. If the garage reaches capacity for any user group, the gate system will alert the driver that they are not permitted to park in the garage, this alert will be visible from the street to eliminate queuing at garage entrances.

Residential parking will be leased separately from each residential unit, and it is anticipated that some standalone residential buildings with on-site parking will accommodate reserved spaces without sharing with the non-residential side.

It is anticipated that a number of short-term, on-street parking spaces will be made available as part of the reconstruction of Fawcett Street, Moulton Street, Smith Place, Mooney Street and Wilson Road and construction of New Main Street, as detailed in Section 10.f of the Certified TIS. New Main Street, Wilson Extension, Adley Road and Open Space parking adjacent to cul-de-sac will remain private ways open to public travel; the balance of streets within the Development Parcel are intended to be public.

Curbside loading opportunities will be included at strategic locations to support deliveries and passenger loading activities that may not require the use of a loading dock. The exact location of such zones and appropriate signage will be coordinated with the City's Department of Transportation ("DOT") at a later date.

Existing Transit Services

Public Transit Services MBTA

Bus and Rapid Transit Services

The Quad is served by two MBTA bus routes that operate along Concord Avenue: Route 74 and Route 78.

The Alewife MBTA train station, the northern terminus for the MBTA Red Line, is within $\frac{3}{4}$ -1 $\frac{1}{4}$ -mile walk from the Development Parcel. The tracks used by the Fitchburg commuter rail line separate the Development Parcel in the Quad from direct access to the Alewife MBTA train station, currently requiring a walk via Concord Avenue and Alewife Brook Parkway to access the station. Bus routes that serve the Alewife MBTA train station include Routes 62, 67, 76, and 350.

The Red Line rapid transit (subway) service operates between Alewife in Cambridge and Braintree or Ashmont (and Mattapan) in Boston. It serves the Cities of Cambridge, Quincy, Braintree, and the Boston neighborhoods of Downtown, South Boston, Dorchester, and Mattapan. The MBTA Red Line runs approximately every 4-5 minutes (within the trunk section) on weekdays. The span of service is from 5:15 AM to 12:30 AM.¹

¹ Winter 2024 Red Line Schedule. Schedules have been changing as the MBTA implements its capital and operational improvements, with an objective to return to 3.0 minute headways during peak periods.

Transit stops and stations closest to the Development Parcel are shown in Figure 2 – Existing Public Transportation Services. Daily weekday ridership, as well as operating hours and peak-hour headway data, are provided in Table 7 for the Red Line and area bus routes.

Table 7 MBTA Services (Existing Conditions)

Route	Origin/Destination	Weekday Service Period ¹	Average Weekday Ridership ^{2,3}	Peak Hour Headways
Concord Avenue Services				
Route 74	Belmont Circle – Harvard Station	5:10 AM – 1:28 AM	1,037	≈ 20–30 minutes
Route 78	Arlmont Village – Harvard Station	5:35 AM – 12:55 AM	1,143	≈ 25-35 minutes
Services at Alewife Station				
Route 62	Bedford V.A. Hospital – Lincoln R&D – Alewife Station	5:00 AM – 10:42 PM	726	≈ 20-30 minutes
Route 76	Bedford V.A. Hospital – Lincoln R&D – Alewife Station	6:25 AM – 7:50 PM	275	≈ 20-0 minutes
Route 67	Turkey Hill – Alewife Station	6:00 AM – 8:33 PM	332	≈ 30-40 minutes
Route 350	North Burlington – Alewife Station	5:44 AM – 11:08 PM	1,142	≈ 20-30 minutes
Red Line ⁴	Alewife-Ashmont/Braintree Combined	5:15 AM – 12:30 AM	90,535 (Fall 2023) 93,025 (Fall 2024)	4-5 minutes

Sources:

1. MBTA Schedules, Fall 2025.
2. MBTA, Bus Composite Day data, Fall 2024. Total daily boardings.
3. Massachusetts Department of Transportation Mobility Dashboard, MBTA Rapid Transit Validations by Line, <https://mobility-massdot.hub.arcgis.com>. Average daily calculated from non-holiday weekdays, period of September, October, and through mid-November.
4. Ashmont/Braintree Ridership Data is combined, and it includes all Red Line boardings in both directions.

Private Transit Services

Three Transportation Management Associations (“TMAs”)—the Alewife TMA, 128 Business Council, and Middlesex 3 TMA—operate private shuttle services to/from the Alewife MBTA train station. These non-profit organizations often provide sustainable transportation to various commercial areas/business properties for employees/residents of member organizations. The Alewife TMA directly serves the Development Parcel by providing a shuttle to/from the Quad. The routes of the Alewife TMA are illustrated in Figure 3.

Alewife TMA

The Alewife TMA provides two shuttle services that connect the Alewife MBTA train station to businesses and residential neighborhoods in the area:

- › The TMA shuttle serves ten locations in the Quad and operates approximately every 15 minutes from 7-10 AM and 3-7 PM on weekdays.
- › The TMA also operates a shuttle that connects Alewife train station to the Royal Belmont and Cambridge Discovery Park Shuttle (and Belmont Center upon request), operating during peak commuting hours, approximately 6 AM to 9 AM and 4:20 PM to 7:00 PM.

The TMA operates a fleet of 14- and 18-passenger shuttles.

Table 8 Alewife TMA Shuttle, Quad Service: Weekday Ridership Summary (Fall 2024)

Peak Period	Direction	Average Boardings	Max Boardings
AM Peak 7-10 AM	Inbound to Alewife Sta.	17	25
	Outbound to Quad	3	10
PM Peak 3-7 PM	Inbound to Alewife Sta.	4	11
	Outbound to Quad	10	12

Source: Alewife TMA, TransAction Associates. Data for weekdays in September 2024.

128 Business Council

The 128 Business Council has multiple shuttle lines that connect the Alewife MBTA train station to surrounding regions. Five lines provide service between the Alewife MBTA train station and Waltham, two lines provide service to Lexington, and one line connects the Alewife MBTA train station to the Vox on Two Apartments. The shuttles generally run between the peak periods of 6-10 AM, 4-7 PM.

Middlesex 3 TMA

The Middlesex 3 TMA provides shuttles from the Alewife MBTA stop to Billerica and Bedford, MA. These shuttles run from the Alewife MBTA train station at 7 AM and 8:50 AM and return at 5:30 PM and 7 PM, and they run to Burlington, MA locations at 9 AM and 10:30 AM and return at 4:45 PM and 6:15 PM.

Shared Mobility Services

Bluebikes Bike Share

There are several Bluebikes stations located within the Alewife Quad and the Triangle. Table 9 lists the stations and their capacity/number of docks, and Figure 4 illustrates their location on a plan.

Table 9 Existing Bluebikes Stations

Location	# of Docks
101 Smith Place	23
Smith Place at Wilson Road	19
Concord Ave at Spinelli Place	19
55 Wheeler Street	23
84 Cambridgepark Drive	27
87-101 Cambridgepark Drive	23
Alewif Station at Steel Place	19
Alewif Station at Russell Field	23
Total	176

Source: Bluebikes.com, accessed as of 12/10/24

Carshare

Three (3) Zipcar vehicles are available at the Alewife MBTA train station,² as illustrated in Figure 4.

² Zipcar.com, accessed as of 12/10/24

Existing Pedestrian + Bicycle Connections

South of Concord Avenue is Fresh Pond Reservation, which provides a series of trails and recreation land and consists of 162 acres of open space surrounding and protecting the 155-acre Fresh Pond water supply reservoir. Fresh Pond Perimeter Road (a multi-use trail) allows access for non-motorized vehicles and pedestrians.

The Watertown-Cambridge Greenway travels east of Fresh Pond along Fresh Pond Parkway. At the south portion, the multi-use path continues west of Cambridge Cemetery and terminates at Arsenal Street in Watertown, MA. To the north of Fresh Pond, the Watertown-Cambridge Greenway connects to Concord Avenue providing portions of on-street bike lanes and limited grade-separated bike paths.

Under the existing conditions, most of the Quad, particularly sites located west of Wheeler Street, lacks direct bike and pedestrian connections to major pathways and the Alewife MBTA train station. The majority of sidewalks, if existent, are in poor condition and do not meet accessibility standards. Internal to the Quad, there are no dedicated bike facilities along the roadways. Currently, walk time from the Quad to the Alewife MBTA Station is at least 15-20 minutes (for 1 mile) and 12-15 minutes (for 3/4 mile), where multiple sustainable modes converge including transit riders, bicyclists, and pedestrians.

The Quad also lacks appropriate wayfinding signage to direct pedestrians and bicyclists to nearby infrastructure and major multimodal hubs.

Existing pedestrian and bicycle connections are illustrated in Figures 5.1 and 5.2.

As part of the Project, the Proponent is committed to enhancing pedestrian and bike connections within the Quad to ensure safety and accessibility to users. Proposed pedestrian and bicycle connectivity is illustrated in Figures 6.1 and 6.2.

Project Travel Characteristics

A TIS was developed for the Project, as part of the PUD Development Plan process. TIS mode shares were established in conjunction with the City's DOT. Table 10 summarizes the final mode shares as used in the TIS.

The mode shares discussed below in Table 10 assume that the Proposed Bridge connection between the Quad and Triangle, as discussed above, is in place alongside a future commuter rail station and support these refined mode shares, which were identified in the City's Scoping Determination.

Table 10 Proposed Mode Shares

	Drive Alone	Carpool	Transit	Walk	Bike	Micro-mobility	Tele-commute
Residential ¹	31.8%	4.7%	29.2%	8.5%	3.8%	0.5%	21.5%
Technical Office / Office ²	40.0%	4.4%	17.8%	6.3%	6.3%	0.4%	24.8%
Retail / Neighborhood Use ³	30.0%	7.2%	28.9%	25.1%	6.4%	0.5%	1.8%

1. Per the City's DOT, residential use mode shares: 2022 and 2023 PTDMs for sites in the Alewife area include PB254, PB270, PB272, PB279, PB292, and PB255. The City's DOT estimates SOVs in the Quad will become closer to SOVs in the Alewife Triangle, with the Proposed Bridge and a potential new commuter rail station.
2. Per the City's DOT, office/technical office use mode shares: 2022 and 2023 PTDMs for office/technical office sites in the Kendall Square area include F11, F14, F2, F27, F47, F51, F8, PB150, F61, and PB147. Adjustments made by the City's DOT based on expected reduction overtime from the average 35.69% telecommute in 2022 and 2023 by 10% (shifted 8% to SOV and 2% to HOV) and rounded up final SOV estimate from 39.13% to 40% to align with City's 40% SOV goal for the Alewife area. The City's DOT estimates telecommute will continue to be high into the future. 40% SOV assumes the construction of the Proposed Bridge, a potential commuter rail station, limited parking spaces, and robust TDM measures and PTDM Plan.
3. Per the City's DOT, retail/neighborhood use mode shares: 2022 and 2023 PTDMs for sites with retail employees and patrons in Cambridge include F51, F58/F59, PB294, PB310, F23, F30/PB179, F41, and PB66.

Mode Share Commitments

The Proponent is committed to making reasonable efforts to achieve the mode split commitments presented in Table 11 below.

All non-residential groups that are eligible to park in a parking facility within the Development Parcel are subject to PTDM Ordinance requirements. These groups will be surveyed annually and be required to implement TDM measures.

This PTDM Plan applies to all technical office/office employees. In addition, it applies to, retail/neighborhood use employees, provided that, for all of those employees, they work in spaces over 2,000 SF and work a minimum of thirty-seven and a half (37.5) hours or more per week at the Development Parcel. As noted, several TDM programs and accommodations listed in this PTDM Plan will also be available to patrons/customers, patients, and clients of the retail/neighborhood use tenants. The PTDM Plan does not apply to residents. Residential TDM will be detailed in the Planning Board's PUD Special Permit decision for the Project.

The City's definition of "employee" includes anyone engaged in the business of the entity that occupies a site within the Development Parcel, but not people who come in to provide service at that site. Therefore, as an example, any contract employees who work at a site within the Development Parcel will be subject to this PTDM Plan, but a cleaning crew that services the facility will not be subject to this PTDM Plan.

Table 11 **Mode Split Commitment by Population Group**

Population	SOV Mode Split Commitment (not to exceed)	Decision Method
Technical Office/Office Employees	40%	Consistent with TIS mode share assumptions
Retail/Neighborhood Use Employees	40%	Consistent with Envision Alewife mode share assumptions
Retail/Neighborhood Use Patron	29%	When combined with Retail/Neighborhood Use Employees, consistent with TIS mode share assumptions

Transportation Demand Management

The Proponent will support a program of TDM actions to reduce automobile trips generated by the Project. The goal of the Project's TDM plan is to reduce SOV commuting by encouraging carpooling and vanpooling, commuting by bicycle and walking, and increasing use of the area's public transportation system and other sustainable modes by employees and visitors. This PTDM Plan was developed to satisfy the requirements of the City's PTDM Ordinance.

The Proponent is committed to supporting a balanced multimodal transportation system to serve its commuters and visitors and to providing a balanced mixed-use development that reduces dependency on the private automobile.

Employee-related TDM programs will be available to all employees of non-residential tenants regardless of land use, except where noted.

The requirement for tenants to offer the PTDM programs to their employees and visitors, as well as participate in monitoring requirements will be incorporated into the tenant lease language.

Applicable TDM measures will be in place before a final certificate of occupancy is obtained for any building within the Development Parcel unless otherwise noted.

Transportation Coordinator

The Proponent will designate a Transportation Coordinator ("TC") to manage the implementation of the PTDM programs and monitoring. As a condition of a lease, tenants will be required to designate a liaison to work with the TC to promote and implement the PTDM Plan program with their employees, customers, patients, and clients. The TC will be an employee of the Proponent, its property management company, or an independent provider of such service.

The TC will market and promote transportation alternatives and be available to assist tenant employees with their commuting needs. The TC will develop and implement the PTDM programs, making best efforts to meet the PTDM target mode share commitments. In addition, the TC will be the liaison between the employees and transportation organizations including, but not limited to, area TMAs, the MBTA and the City. The TC will also participate in any PTDM or TC training offered by area TMAs or the City.

The TC will compile and provide to all tenants up-to-date transportation information explaining all commute options. Tenants who are relocating their existing employees to a site within the Development Parcel will distribute these packets to all relocating employees ahead of their move. All tenants will distribute these packets to all new employees as part of their orientation.

Marketing and Promotion

The TC will provide and maintain a transportation website which will be available to tenant employees at the Development Parcel. The website will have links to the key services that cover the Alewife area. Information to be posted will include, but not be limited to, the following:

- › Links to the MBTA bus and rail lines that serve the Alewife area, carpool matching providers, car-sharing services, the City's website, area TMAs, and the Bluebikes website
- › MBTA maps, schedules and fares
- › TMA shuttle maps and schedules
- › Bicycle parking locations and routes
- › Pedestrian routes
- › Newsletters and announcements of TDM programs and services

To disseminate sustainable transportation information, an accurate real-time information screen showing public transit, shuttles, and bikeshare availability will be provided in the following locations:

- › In a central location in each office/technical office building, and
- › In locations where retail/neighborhood use patrons and clients can see them without entering a building.

Specific locations will be determined during the Design Review process.

The TC will hold an annual employee transportation information event in each shared parking zone. The events may be combined with other events such as health fairs, appreciation days, or benefits fairs. The event may also be held in conjunction with similar events at the Proponent's properties or be coordinated with the Alewife TMA.

The Proponent will market the availability of non-SOV modes of access to Alewife with signage, on a Project website, and during events with prospective tenants, and existing tenants and their employees.

Lease language will be included to encourage Project tenants to expand employment opportunities to Cambridge residents by working with the Office of Workforce Development to advertise for job openings and participate in job fairs, if invited.

Alewife TMA

The Proponent is committed to continuing their active membership with the Alewife TMA, which works with property owners to help ensure the effective implementation of the PTDM measures. All buildings eligible to park in facilities covered by this PTDM Plan will maintain membership in the Alewife TMA.

Bike Repair Program

The Proponent will provide bicycle repair services in at least one of the following forms: a full-service repair shop, a drop-off point for an off-site full-service repair shop, an on-site "bicycle kitchen," or an on-demand roadside repair service.

Carpool Incentive Program

Separate from the carpool parking discount, Proponent will offer (via membership in the TMA) a subsidy of at least \$25/month to employees who carpool five (5) or more days during the month.

Ride Matching/Carpool/Vanpool

To help employees find appropriate carpool/vanpool partners, the TC will provide ride-matching services to employees either through the Alewife TMA or another service.

Emergency Ride Home

An Emergency Ride Home (ERH) program will be provided through the Alewife TMA. Through the Alewife TMA, emergency rides home will be available for all employees who commute sustainably. When an emergency arises, eligible employees can request a ride from the TMA's ride-hailing partner (currently Lyft) and receive reimbursement for that ride.

Alewife TMA Shuttle Service

The Alewife Loop TMA shuttle currently serves eleven locations in the Alewife Quad from the Alewife MBTA train station, operating approximately every 15 minutes, during peak commuting periods, from approximately 7:00 AM to 10:00 AM and 3:00 PM to 7:00 PM on weekdays.

The Proponent will enhance the existing Alewife Loop TMA shuttle service to accommodate additional Project riders. As TMA shuttle service expands, existing stops and routes may need to be revised. At the start of each phase of the two-phase development, the Proponent will fund a study (up to \$40,000 per phase, for a total of \$80,000), to be managed by the TMA, to consider possible route improvements, stop consolidations, vehicle branding, and other changes to service that will improve the rider experience and encourage shuttle bus use. The study will be funded before the first full building permit in each phase is issued.

To support the expansion and operation of TMA shuttle service, the Proponent will make standard TMA shuttle contributions for each new Project building beginning upon issuance of the final certificate of occupancy for that building. The TMA shuttle contribution is separate from, and in addition to, the Proponent's TMA membership obligations and any shuttle study obligations. The Proponent's total annual TMA shuttle contribution for all Project buildings with final certificates of occupancy shall not be less than the following minimum amounts:

- › Beginning upon issuance of the final certificate of occupancy for the first residential building, the Proponent's annual TMA shuttle contribution shall be not less than \$100,000 per year.
- › Beginning upon issuance of the final certificate of occupancy for the first commercial building, the Proponent's annual TMA shuttle contribution shall be not less than \$200,000 per year.
- › Beginning upon issuance of the final certificate of occupancy for the first commercial building in Phase 2 of the Project, the Proponent's annual TMA shuttle contribution shall be not less than \$400,000 per year.

Notwithstanding the above, the Proponent shall not be required to pay its annual TMA shuttle contribution for any year in which the TMA shuttle fails to be active and operational within the Development Parcel.

This level of support is intended to enable the TMA to run an additional shuttle vehicle during peak times in Phase 1 (starting with the issuance of the final certificate of occupancy of the first general office/technical office building), and to meet the following service targets in Phase 2 (starting with issuance of the final certificate of occupancy for the first general office/technical office building in Phase 2:

- › On weekdays from 6:00 AM to 10:00 AM and 3:00 PM to 9:00 PM, approximately every 8 minutes or better.
- › On weekdays from 10:00 AM to 3:00 PM, approximately every 15 minutes or better.

- › On weekends from 9:00 AM to 9:00 PM, approximately every 20 minutes or better.

Peak operating hours listed here reflect typical office and residential needs. If there is demand for increased frequency during other periods due to lab shift schedules, the shuttle schedule may need to be adjusted.

Shuttle service shall be fare-free and open to the public. Service will be marketed to tenant employees, customers/patrons, clients, patients, and residents of Project buildings.

Charge Market Rate for Parking

As established in the Envision Alewife District Plan, all employees will pay 100% of market rate for parking. Market rate fees are determined by surveying all employee parking facilities and parking available to the public within a radius of a half mile of the Development Parcel, and within the Quadrangle, to determine the median price for parking. The Proponent will conduct this market rate survey during the same month each year to determine whether the rate charged to employees should be adjusted upward; if market rates fall during a given period, employees may continue to be charged at the higher rate at the employer's discretion.

Transit Pass Subsidy

Office/technical office tenants will provide employees with a 100% transit pass subsidy up to the federal transportation fringe benefit limit (\$340/month in 2026). Retail/neighborhood use tenants will provide employees with a 50% transit pass subsidy up to the federal transportation fringe benefit limit (\$340/month in 2026).

Vanpool Subsidy

Office/technical office tenants will provide employees with a 50% vanpool subsidy up to the federal transportation fringe benefit limit (\$340/month in 2026).

Pre-Tax Deduction

The Proponent will include language in leases requiring office/technical office tenants to allow employees to set aside pre-tax funds for any remaining qualifying commuting expenses under the Commuter Choice provision of the Federal Tax Code, including vanpool expenses and park-and-ride parking expenses.

Bluebikes Membership

All tenants will provide employees with an annual Gold-Level Bluebikes membership.

Bicycle and Pedestrian Programs

Bicycle parking will be designed in conformance with the City's Bicycle Parking Guidelines, and elevators leading to bicycle parking will be appropriately sized.

All tenant employees will have access to showers, lockers, and changing rooms to help facilitate sustainable commutes. Showers, lockers and changing rooms will be provided in each new commercial building in a convenient location.

The Proponent will fund the purchase and installation of at least six (6) public bicycle sharing (Bluebikes) stations as described below:

Quantity of Stations and Docks

- › At least six (6) Bluebike station locations with a total of approximately 150 docks. Each station will include at least 19 docks. The Proponent will coordinate with the City during the Design Review process to determine the final size of each station.
- › Payment for each station will be due prior to issuance of the building permit for the building associated with it as defined in the station phasing plan below.

Location and Phasing

To ensure that each area of the Project includes an appropriate number of stations and to accommodate potential changes in phasing, the Proponent will work with City staff during the Design Review process for individual buildings to determine appropriate station locations within the Development Parcel. The Proponent will endeavor to locate each Bluebike station so that each building within the Project has a Bluebikes station within a 1/8-mile (about a three-minute walk), consistent with the citywide goal for Bluebikes access and the expectations established in the Envision Alewife District Plan.

Locations and phasing are planned as follows, with any changes subject to City approval during design review:

- › Two (2) stations in the Northwest/Mooney Zone (Buildings C1, C2, C3, C4, C5, C6, P1, P2, R1, R8): one to be installed upon occupancy of the first new commercial building in this subarea, and a second upon completion of one-half of the approved commercial square footage of this subarea.
- › One (1) station in the Northeast/Bike-Pedestrian Bridge Zone (Buildings E2 and R2, Bike-Pedestrian bridge), to be installed upon occupancy of Building R2.
- › Two (2) stations in the Southeast/Fawcett Zone (Buildings C7, C8, E3, P3, R3, R4, and R5): one to be installed upon occupancy of the first new commercial building in this subarea, and a second upon occupancy of residential Building R3, R4, or R5, whichever occurs first.
- › One (1) station in the Southwest/Smith Zone (Buildings E1, P4, R6, R7), to be installed upon occupancy of the first new residential building in this zone.

Electrification

At least half of Bluebikes stations at the Project will be electrified, with particular locations selected in coordination with, and approved by, City staff during the Design Review process.

License Agreements

If the Bluebikes stations are to be located on private property, a signed license agreement with the appropriate authority (and subject to the City's DOT staff approval) shall be completed before the issuance of a full building permit.

State of Good Repair

License or donor agreements for each station location shall include a contribution to each station's "State of Good Repair" that will, at a minimum, fund the station's replacement by the end of its lifecycle.

Other

A bike repair station with air pump will be provided in each long-term bike parking area.

The Proponent will also install electrical outlets in long-term bike rooms for charging e-bikes, e-scooters, or other small electric mobility devices, as they extend the distance that people can commute on such devices. The number and locations of outlets will comply with the City's Bike Parking Guidelines.

Retail / Neighborhood Use Patron TDM Measures

In addition to measures that are available to all Project users, the following TDM measures will be implemented for customers/patrons, patients, and clients of retail/neighborhood uses:

- › As established in the Envision Alewife District Plan, such users will be charged similar parking fees as charged by other retail and neighborhood uses in the Alewife area. The validated rate shall not be lower than the Alewife Station parking garage. Rates will be reviewed annually.
- › Fees for the Project's privately-owned on-street parking will not be lower than City metered parking rates. Curbside loading and drop-off can be provided free of charge.
- › Preferential, but not discounted, HOV parking will be offered.
- › Make available an air pump and bicycle repair tools near short-term bike parking for use by patrons. At least one air/repair station should be located near each cluster of neighborhood uses.
- › Information on sustainable transportation modes to/from the Development Parcel will be provided when making an online reservation or appointment or booking an event, where practicable.
- › For membership-based uses (such as gyms), a joining fee discount will be offered to such users who arrive by walk, bike, transit, or carpool.

Flexible Work Schedules and Telecommuting

Tenants will be required to allow flexible work schedules and telecommuting within the typical work hours for employees to reduce the peak impacts of commuting, particularly by SOV. Staggered and flexible work hours facilitate employee ability to rideshare through carpools and vanpools. It also allows employees to commute on transit on the shoulders of the peak hours, where more capacity for riders may be available. Providing flexible work hours enhances an employee's ability to balance their work and family responsibilities, enabling them to have more choice in their commuting options. Telecommuting eliminates the need for a commute to the work site; however, not all job functions are able to use these programs.

Preferential Parking

The Project will provide up to 4,482 vehicle parking spaces for employees, customers/patrons, clients, patients, and residents. Approximately five percent (5%) of the employee spaces will be allocated for registered carpools/vanpools, sited in preferential locations near elevators (recognizing that accessible parking spaces and low-emitting vehicle parking spaces will also require preferential locations), and clearly marked with signage. The TC will allocate additional registered carpool/vanpool spaces to meet demand as it is identified. Tenants will charge a discounted rate for employees who carpool to the Development Parcel.

Monitoring and Reporting Plan

To ensure compliance with the City's PTDM Ordinance, as well as utilization of the TDM programs, an annual monitoring program will be conducted with the results submitted to the City's PTDM Officer.

Within one (1) year from receipt of the final certificate of occupancy for the first building subject to this PTDM Plan, the Proponent will provide on an annual basis a monitoring report to document vehicle, transit, pedestrian, and bicycle usage to the Development Parcel.

The annual monitoring program will include the following:

- › Surveys that measure mode split and travel characteristics for all populations covered by this PTDM Plan. Surveys must be provided or approved by the PTDM Officer and meet the City's TDM Program reporting standards for survey reliability.
- › Implementation updates for all required TDM measures.
- › Every two years, vehicle and bike parking occupancy counts, including garage entry and exit counts at each parking facility (hourly 48-hour counts during the survey week) and bicycle parking occupancy according to City's TDM Program reporting standards.

Depending on when the first final certificate of occupancy is issued, monitoring will take place for a one-week period during the months of April, May, September, or October, during a non-holiday week when schools and colleges are in session. Reports will be submitted to the PTDM Officer by the stated deadline, typically June 30 or November 30, depending on the date of such final certificate of occupancy.

Corporate Office Certification

I hereby certify that a commercial parking permit has been obtained for space being used for commercial parking. None of the other existing or proposed parking spaces at this parking facility have been or will be available as commercial spaces until a commercial parking permit has therefor been obtained.

Signed



Rylan Squirrell

Healthpeak OP, LLC

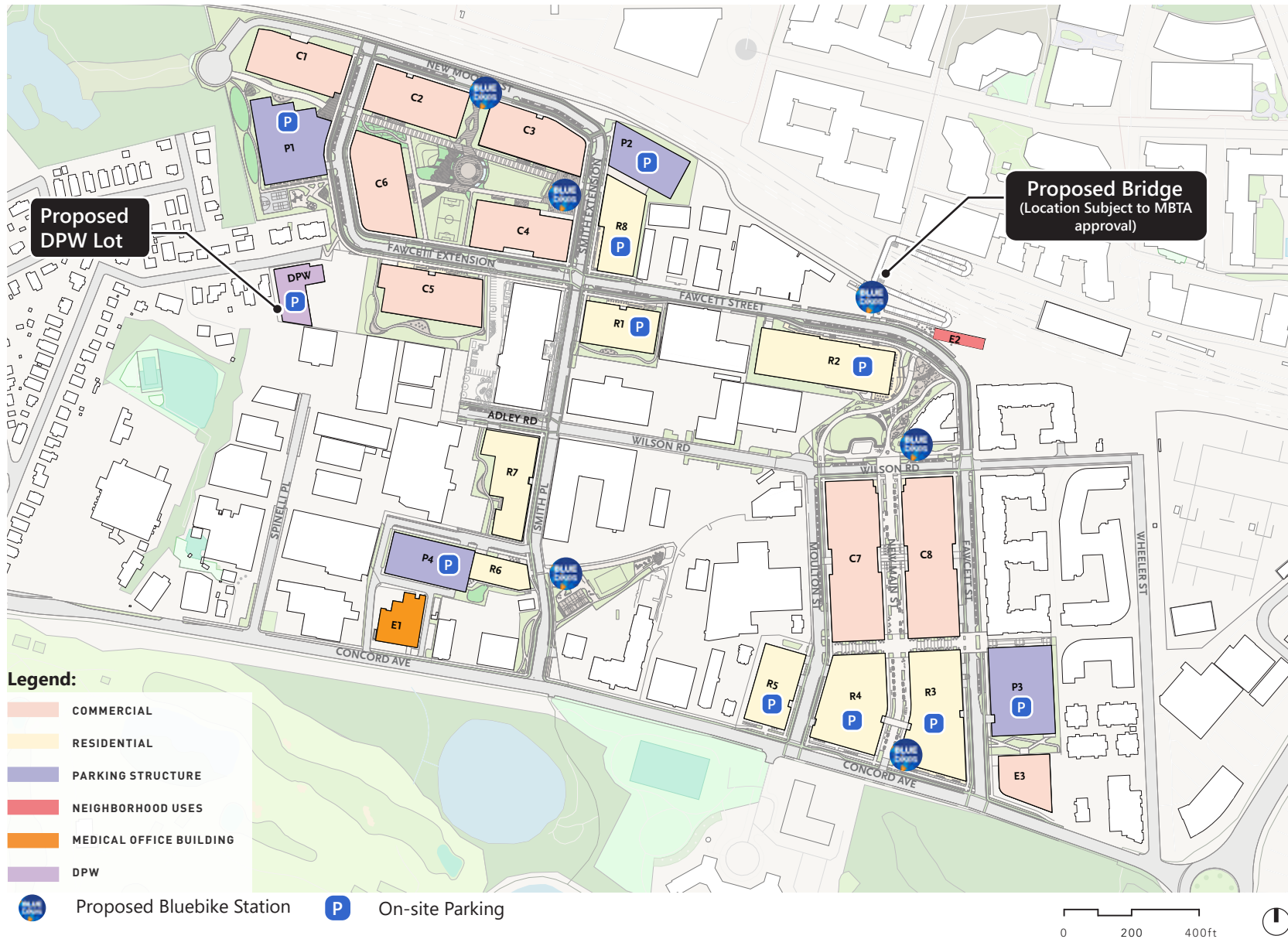
By: Healthpeak Properties Inc.,
its managing member

Date:

8/11/2026

Figure 1: Proposed Site Plan

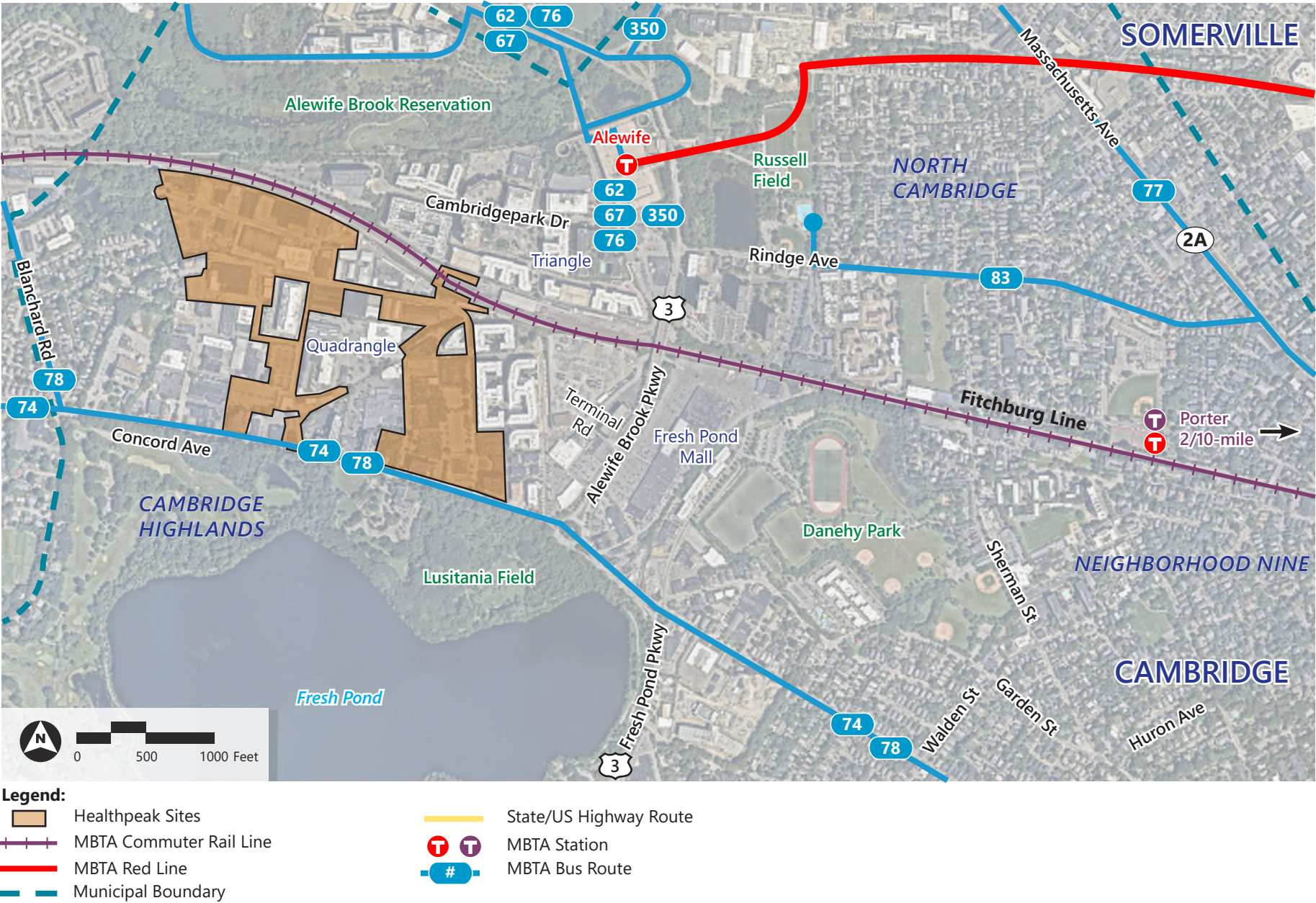
Healthpeak PUD Master Plan | Cambridge, MA



Source: Elkus Manfredi Architects Ltd., 07/01/2026

Figure 2: Existing Public Transportation Services

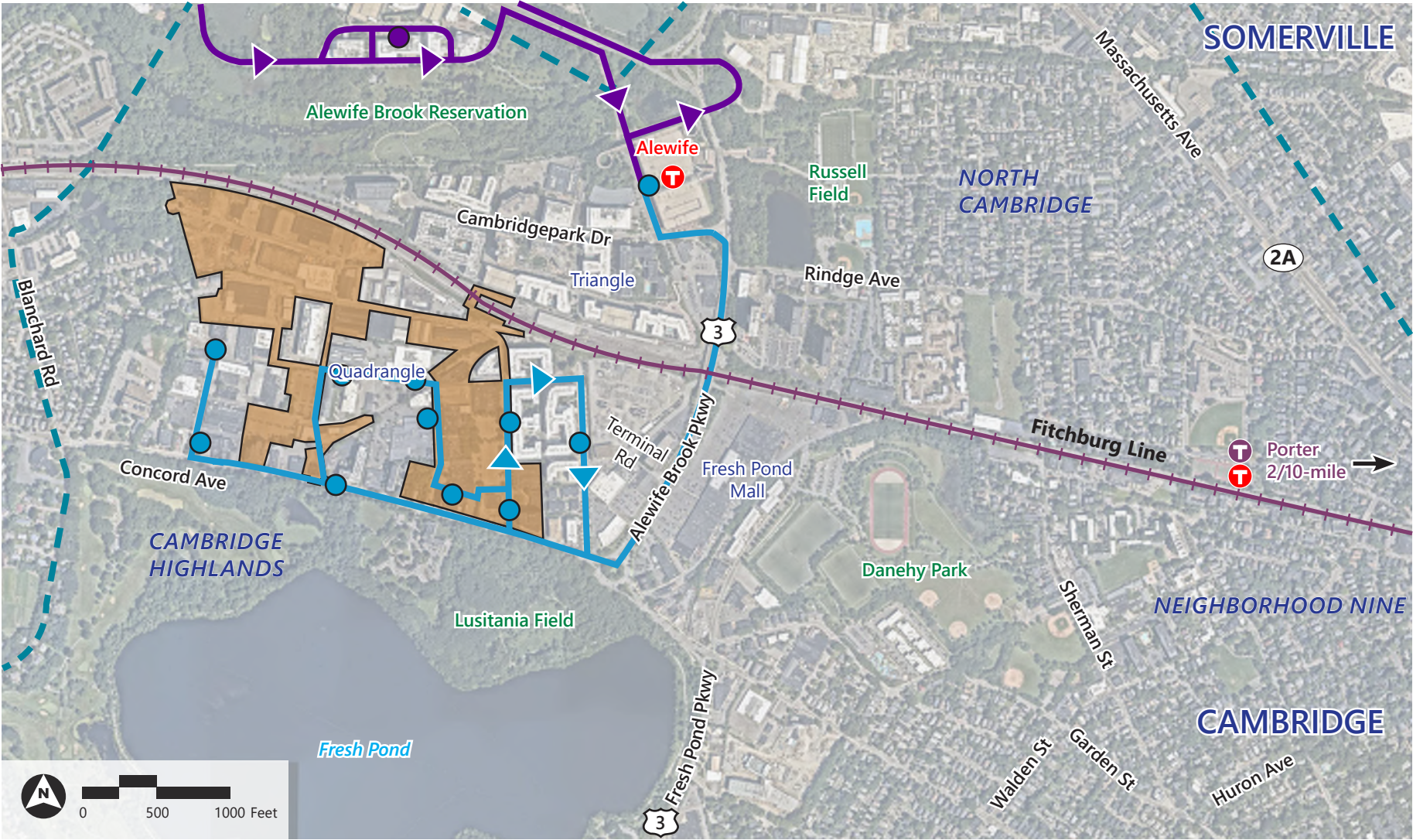
Healthpeak PUD Master Plan | Cambridge, MA



Source: Nearmap Aerial dated 10/19/2024; MBTA System Map 2025.

Figure 3: Existing Alewife TMA Services

Healthpeak PUD Master Plan | Cambridge, MA



- Legend:**
- Healthpeak Sites
 - MBTA Commuter Rail Line
 - MBTA Red Line
 - Municipal Boundary

- MBTA Station
- Alewife Loop Route
- Royal Belmont and Discovery Park Route

- Shuttle Stop
- One-way Circulation

Source: Nearmap Aerial dated 10/19/2024; Alewife TMA.

Figure 4: Existing Bicycle and Car Sharing Services

Healthpeak PUD Master Plan | Cambridge, MA



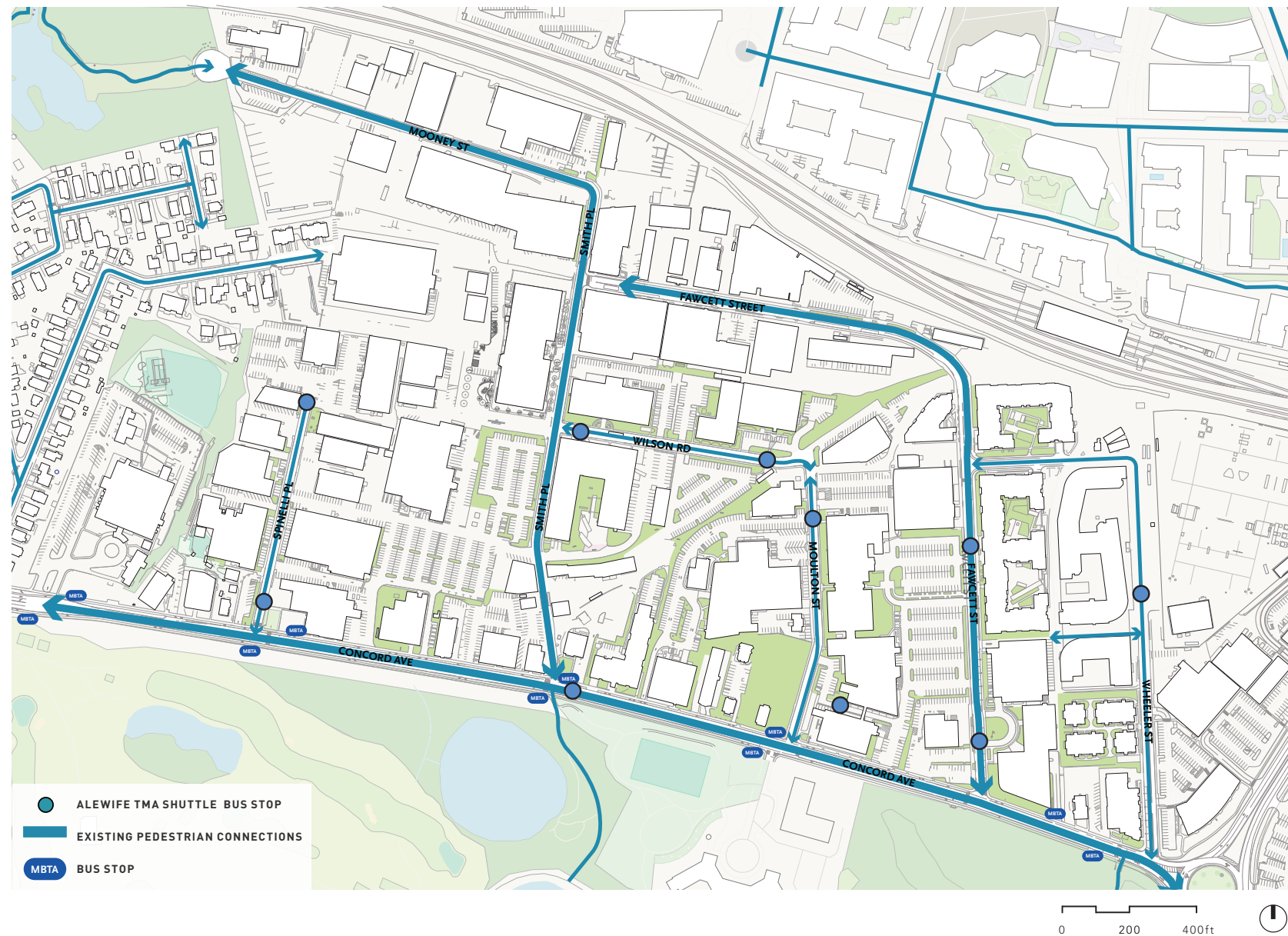
Legend:

-  BlueBikes Station
-  ZipCar Location

Source: Nearmap Aerial, aerial dated 10/19/2024; Bluebikes System Map March 2025, Zipcar System Map 2025.

Figure 5.1: Existing Pedestrian Connectivity Plan

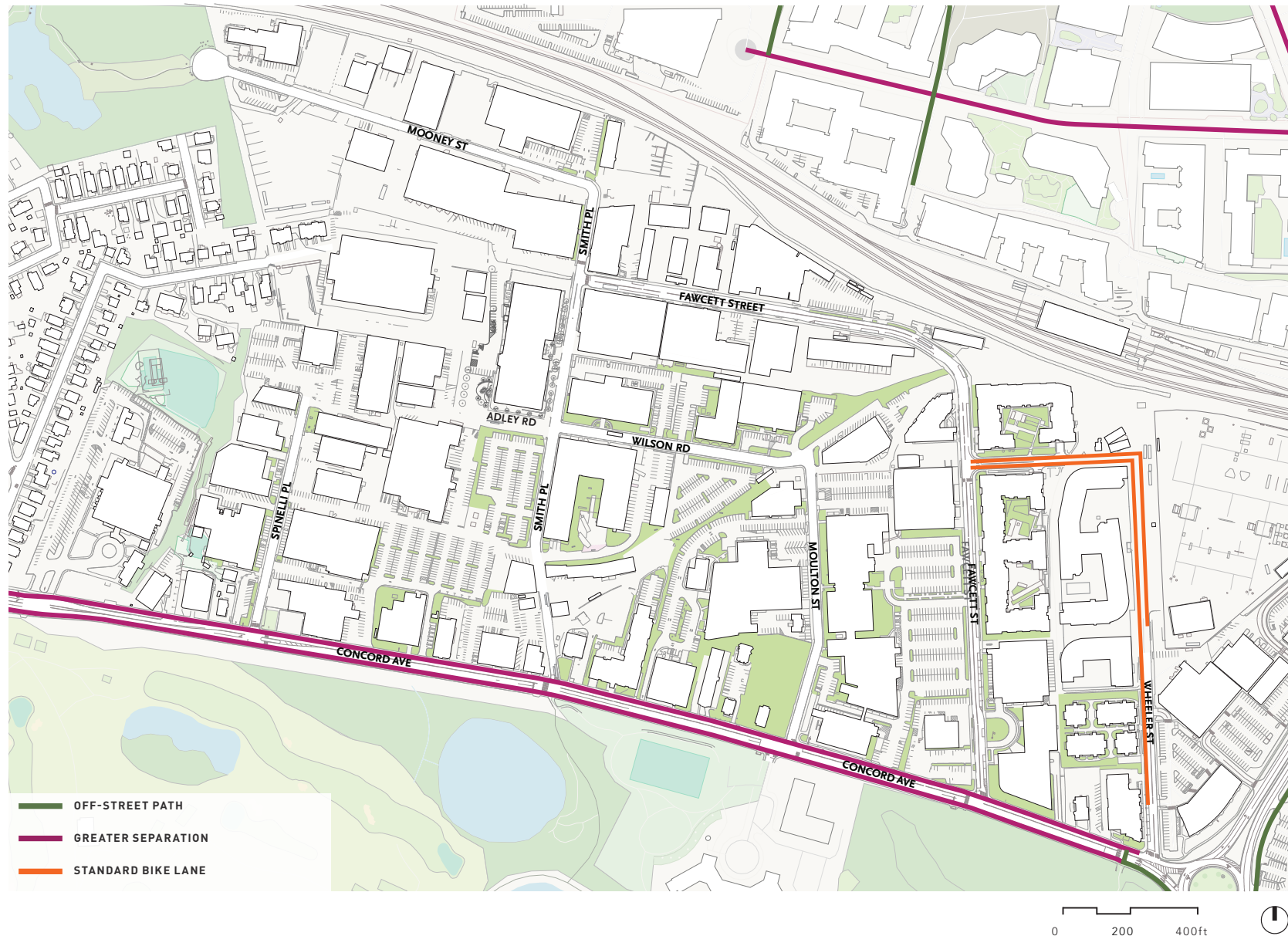
Healthpeak PUD Master Plan | Cambridge, MA



Source: Elkus Manfredi Architects Ltd., 03/11/2026

Figure 5.2: Existing Bicycle Connectivity Plan

Healthpeak PUD Master Plan | Cambridge, MA



Source: Elkus Manfredi Architects Ltd., 03/11/2026

Figure 6.1: Proposed Pedestrian Connectivity Plan

Healthpeak PUD Master Plan | Cambridge, MA

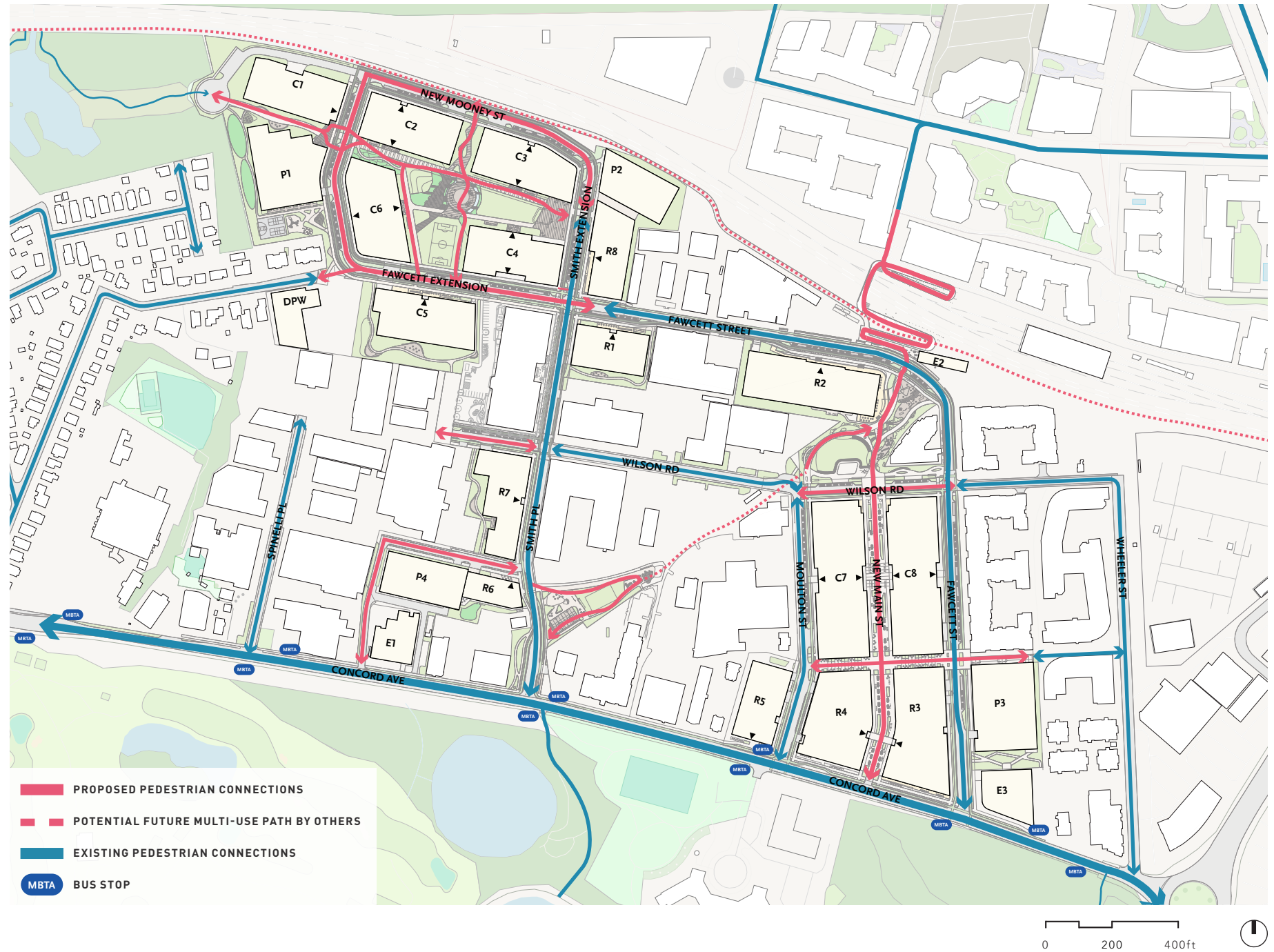


Figure 6.2: Proposed Bicycle Connectivity Plan

Healthpeak PUD Master Plan | Cambridge, MA

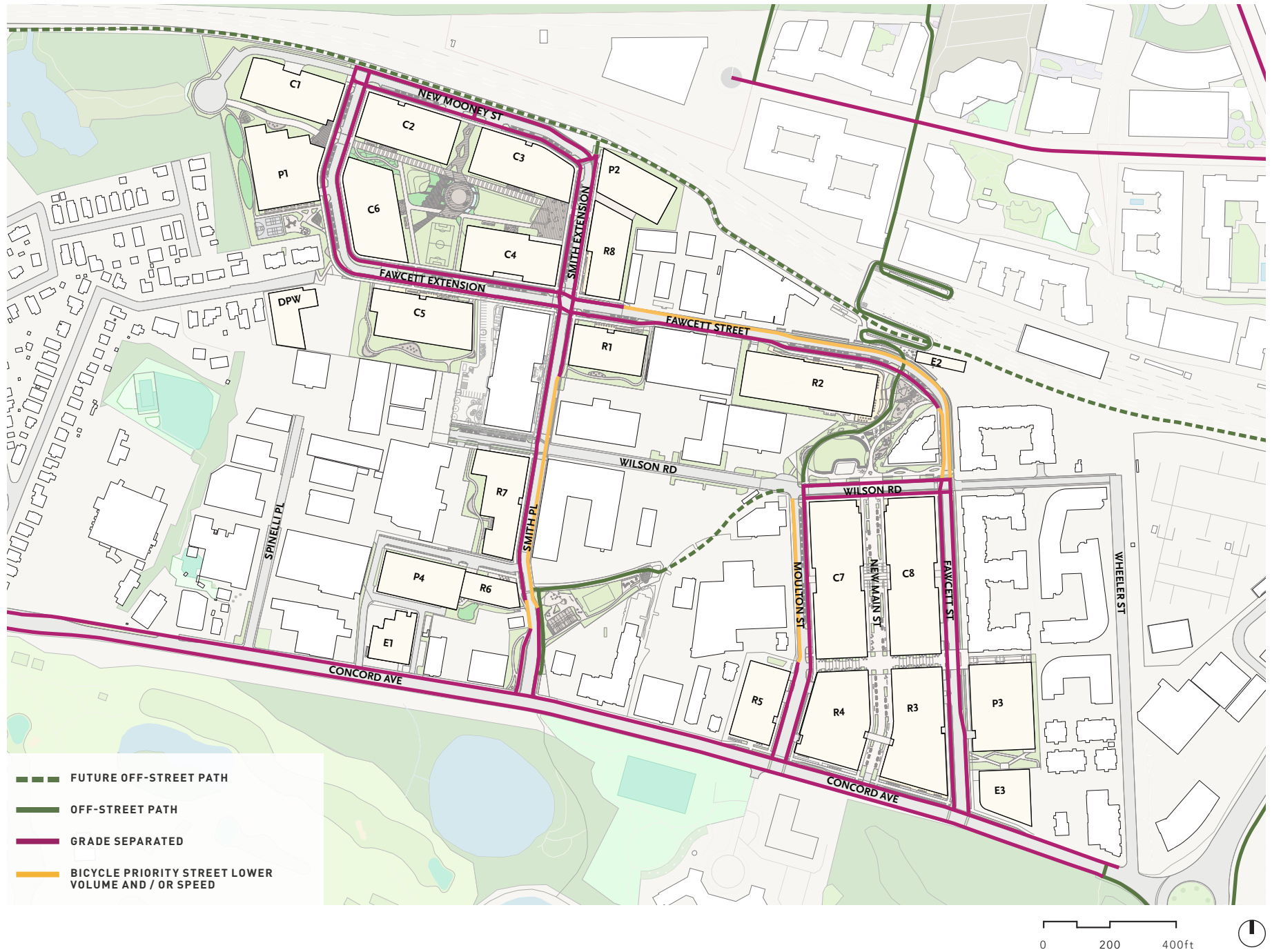


Figure 7.1: Proposed Vehicle Parking Plans - Key Plan

Healthpeak | Cambridge, MA

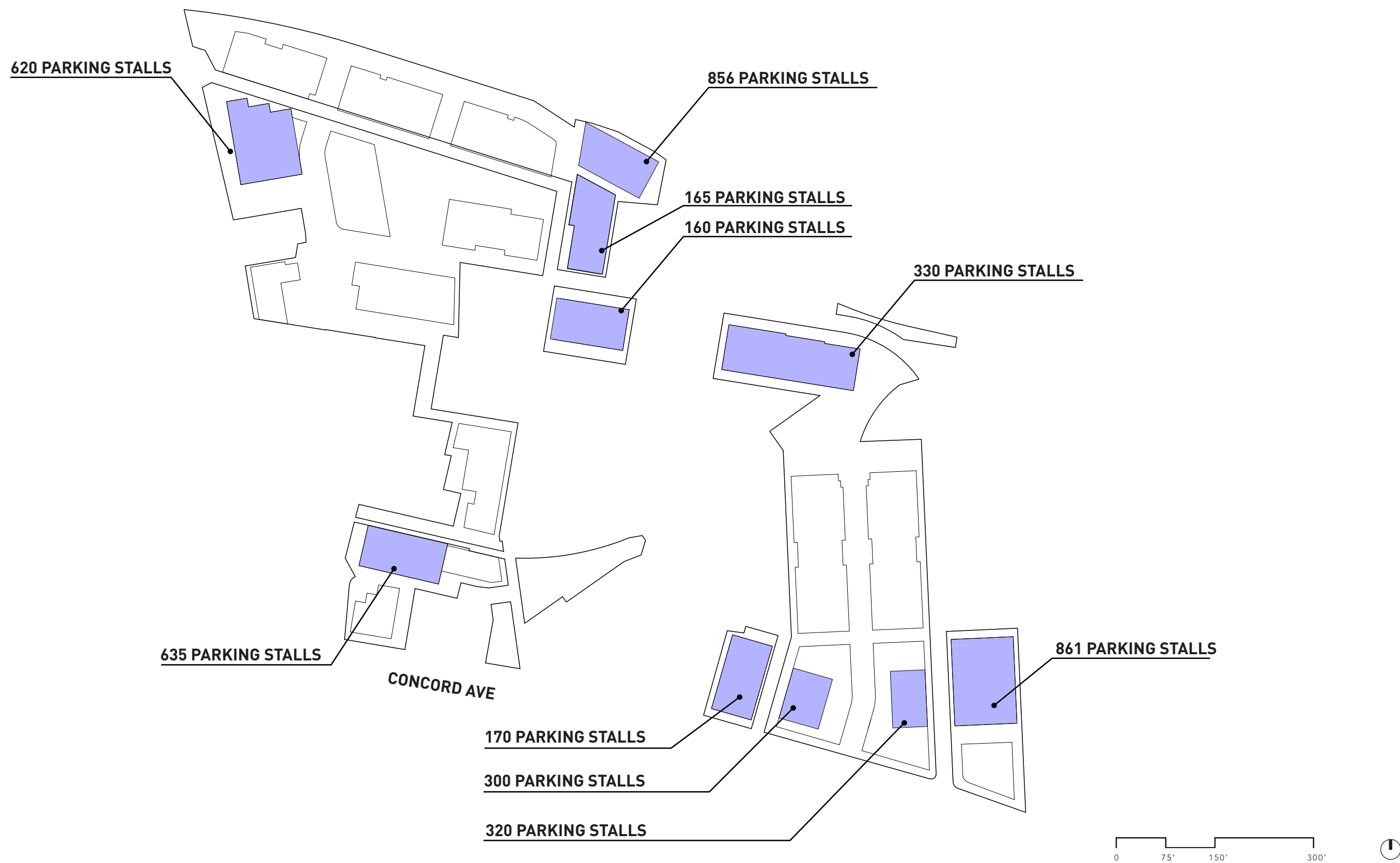
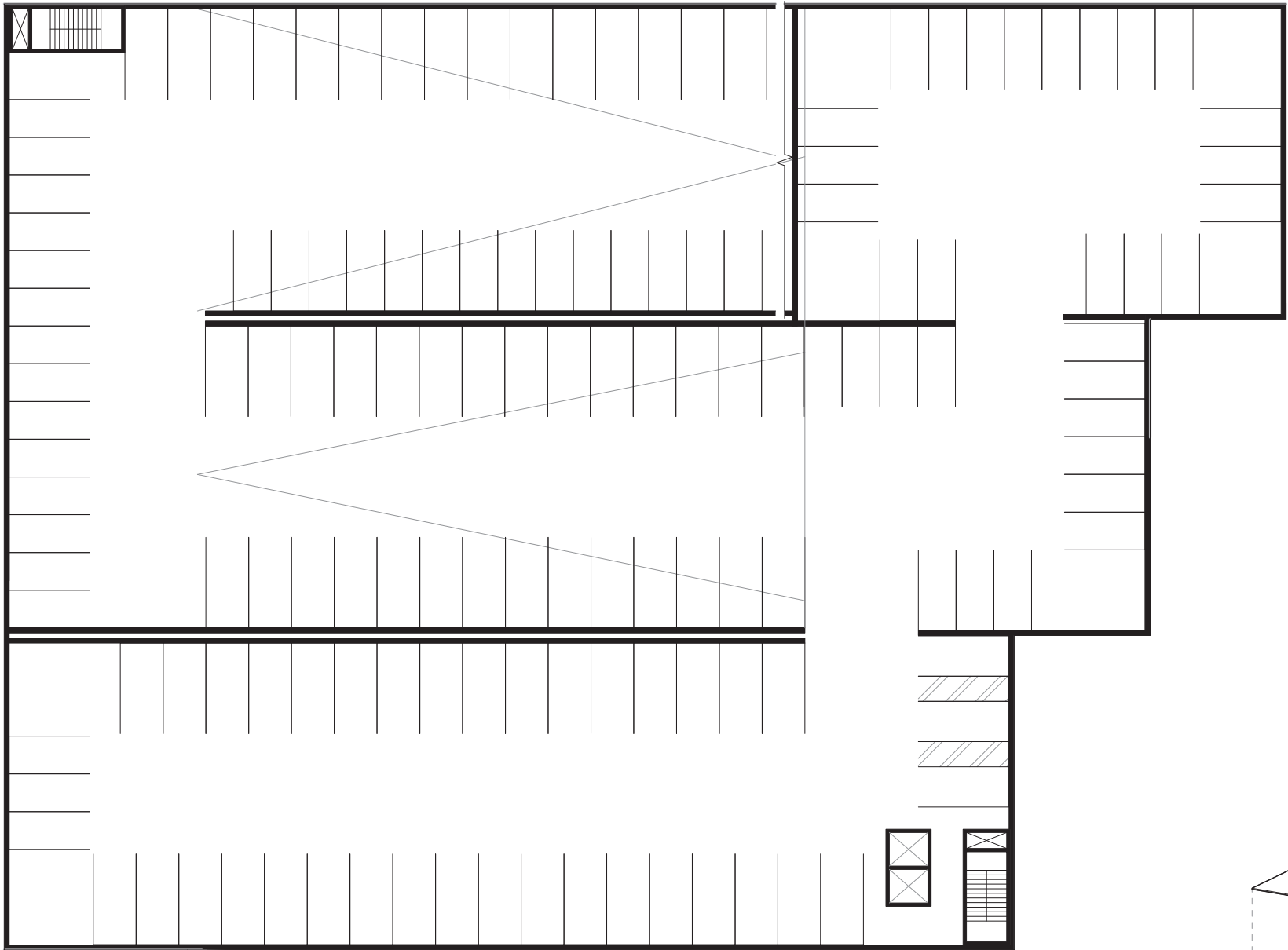


Figure 7.2: Proposed Vehicle Parking Plans - P1 Level B1

Healthpeak | Cambridge, MA



P1 - STRUCTURE PARKING GARAGE

LEVEL B1	145
LEVEL 1	135
LEVEL 2	145
LEVEL ROOF	195
TOTAL	620
STANDARD	421
EV	155
HOV	31

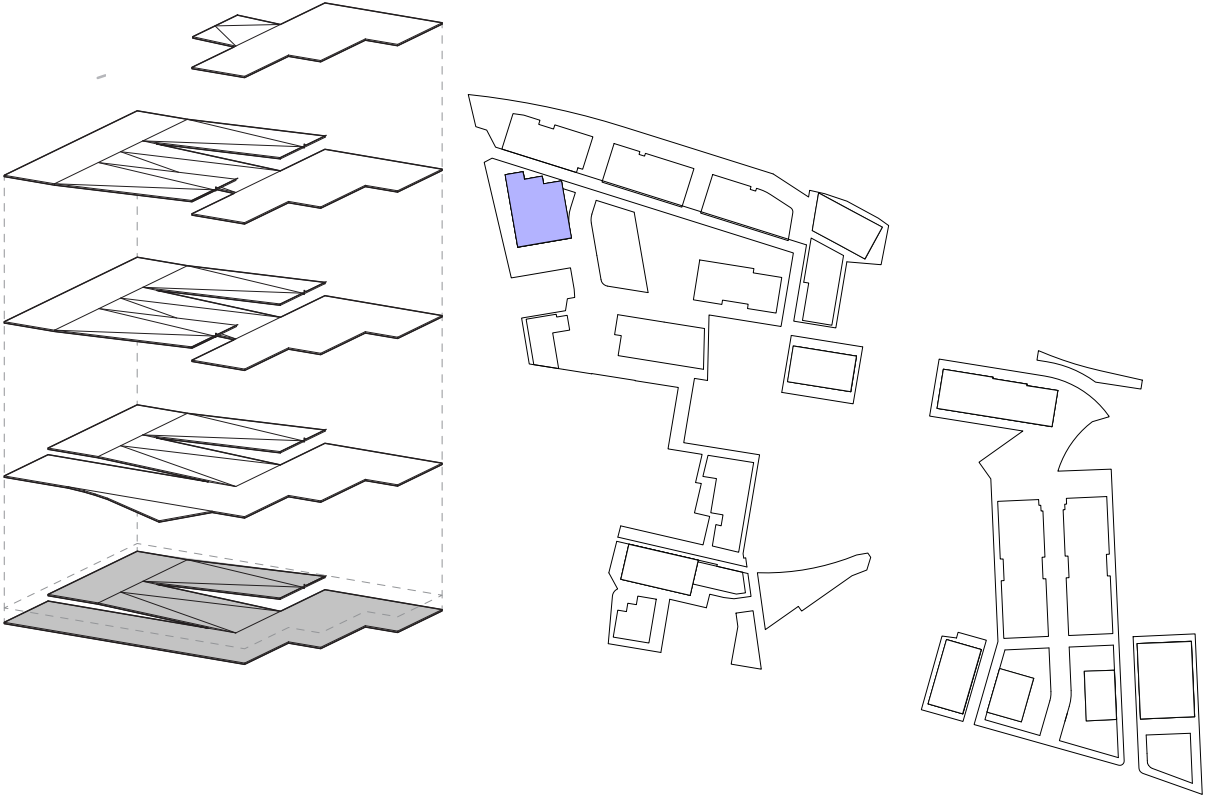


Figure 7.3: Proposed Vehicle Parking Plans - P1 Level 1

Healthpeak | Cambridge, MA



Figure 7.4: Proposed Vehicle Parking Plans - P1 Level 2

Healthpeak | Cambridge, MA

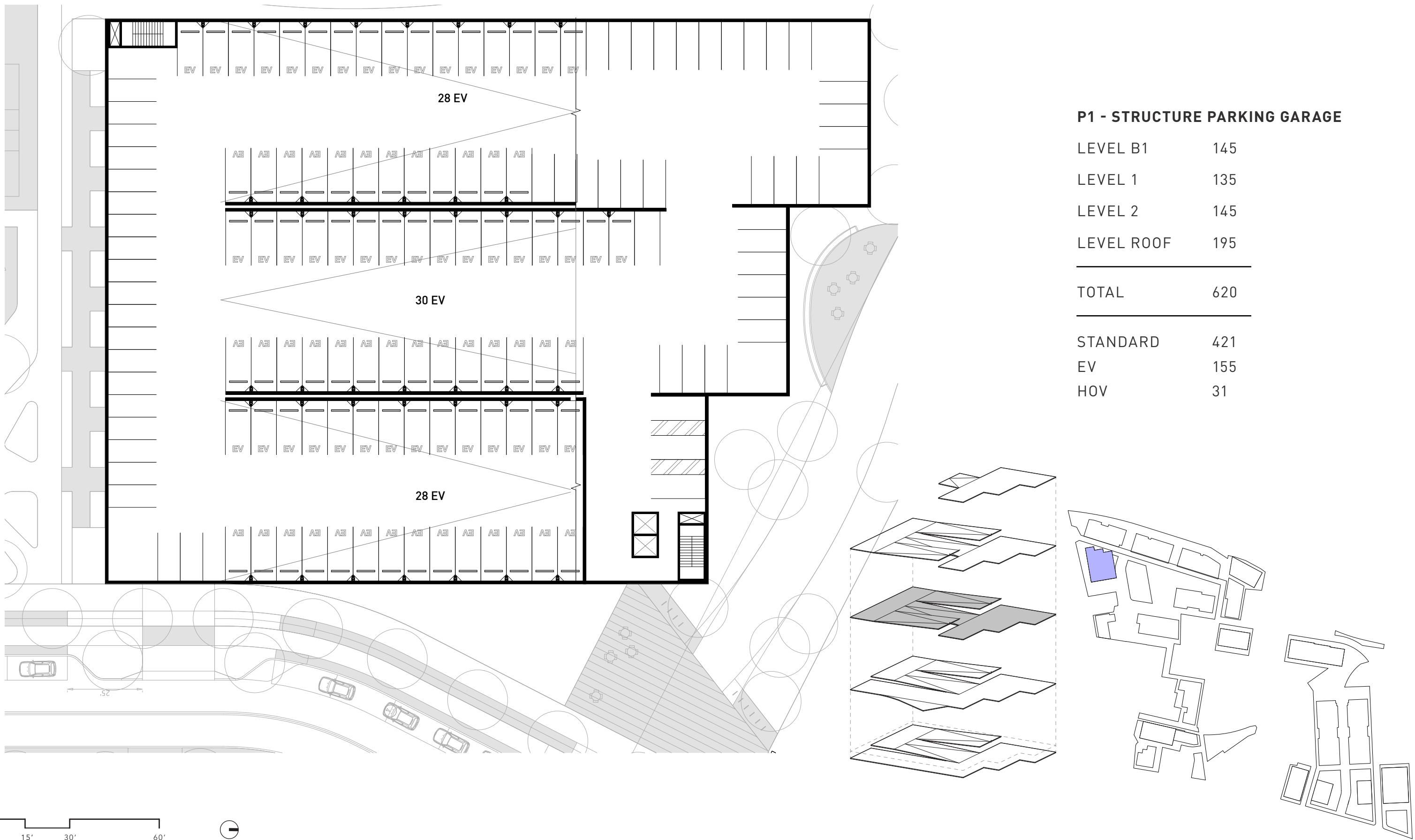


Figure 7.5: Proposed Vehicle Parking Plans - P1 Level Roof

Healthpeak | Cambridge, MA

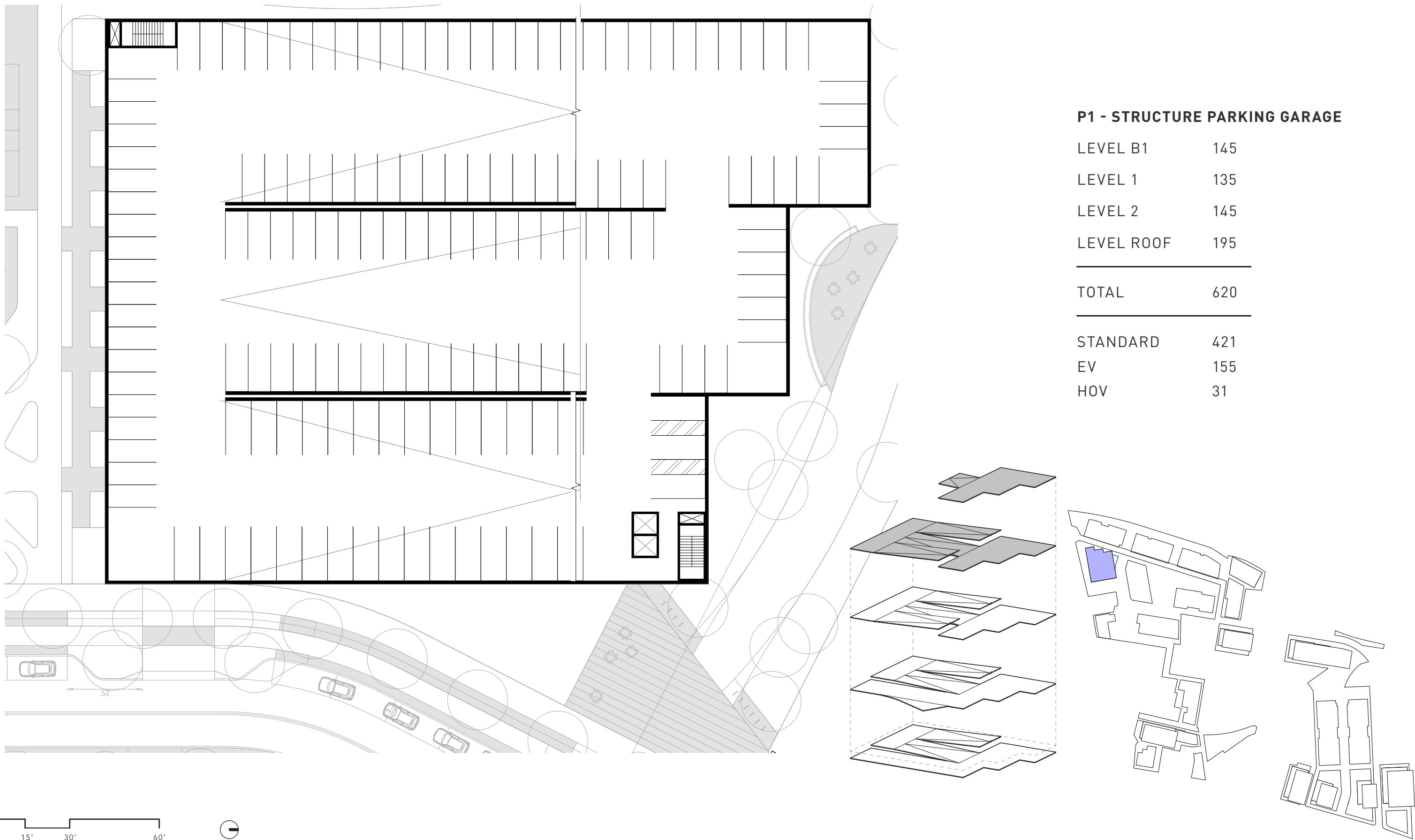


Figure 7.6: Proposed Vehicle Parking Plans - P1 Level Roof

Healthpeak | Cambridge, MA

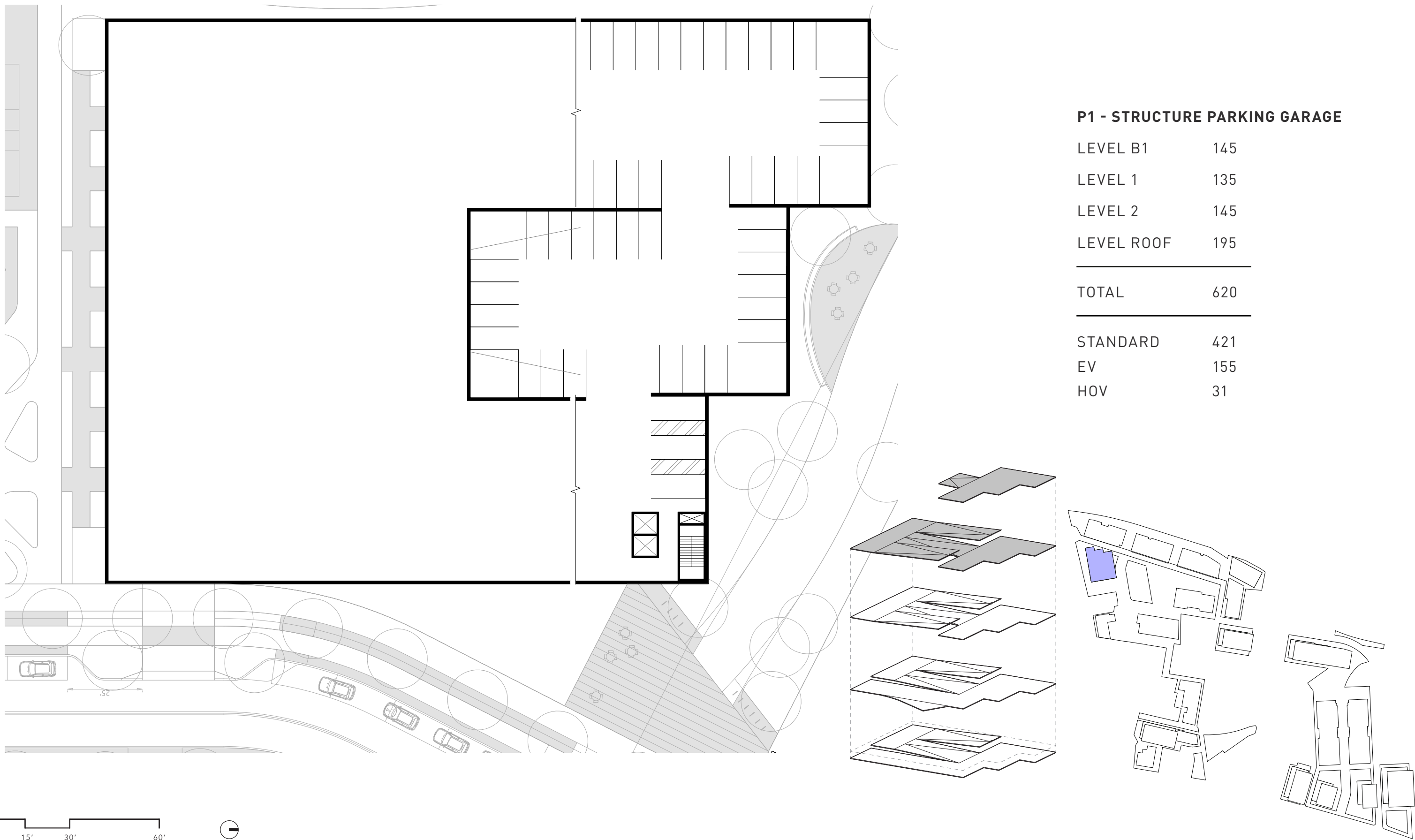
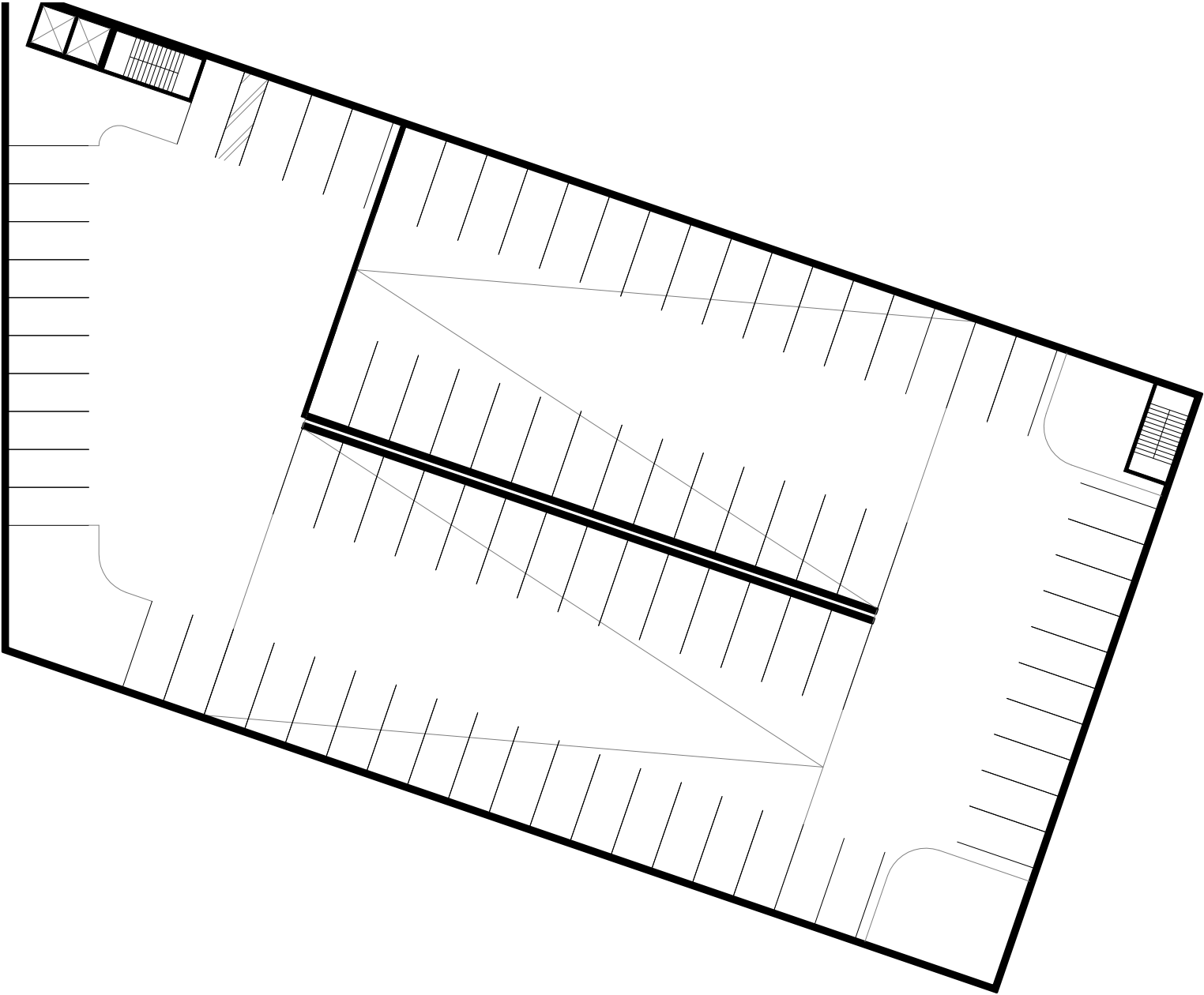


Figure 7.7: Proposed Vehicle Parking Plans - P2 Level B1

Healthpeak | Cambridge, MA



P2 - STRUCTURE PARKING GARAGE

LEVEL B1	86
LEVEL 1	82
LEVEL 2	87
LEVEL 3	87
LEVEL 4	84
LEVEL 5	87
LEVEL 6	87
LEVEL 7	87
LEVEL 8	87
LEVEL ROOF	82

TOTAL	856
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STANDARD	581
EV	214
HOV	43

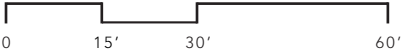
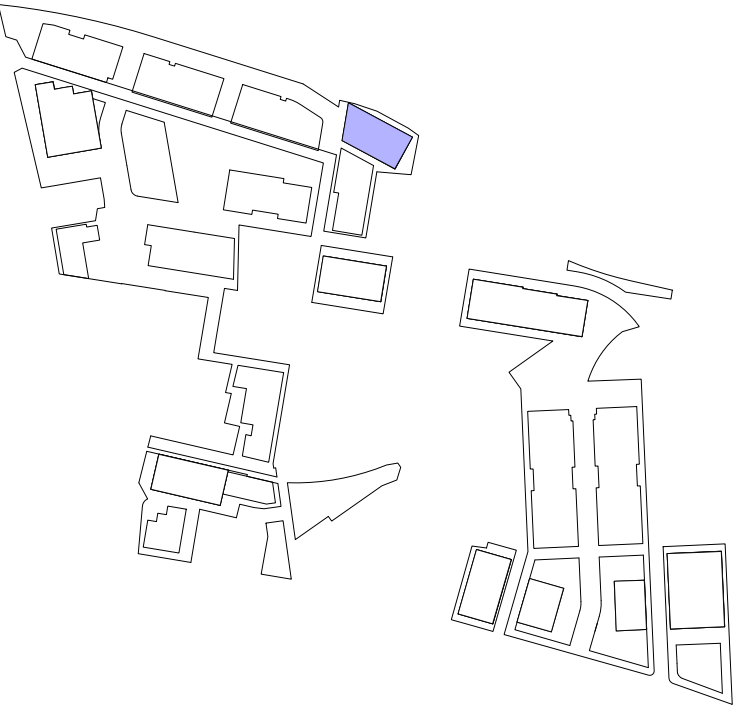
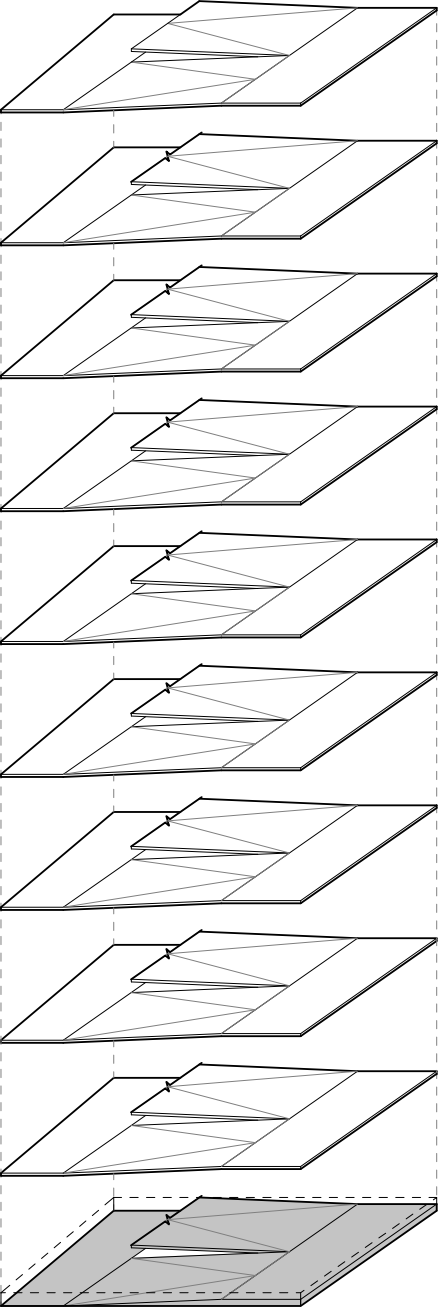


Figure 7.8: Proposed Vehicle Parking Plans - P2 Level 1

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P2 - STRUCTURE PARKING GARAGE

LEVEL B1	86
LEVEL 1	82
LEVEL 2	87
LEVEL 3	87
LEVEL 4	84
LEVEL 5	87
LEVEL 6	87
LEVEL 7	87
LEVEL 8	87
LEVEL ROOF	82
TOTAL	856
STANDARD	581
EV	214
HOV	43

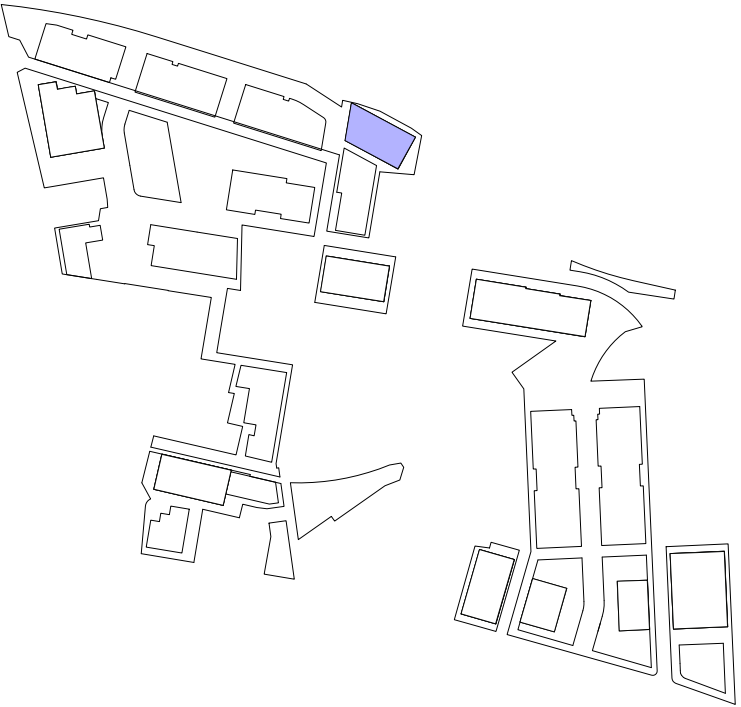
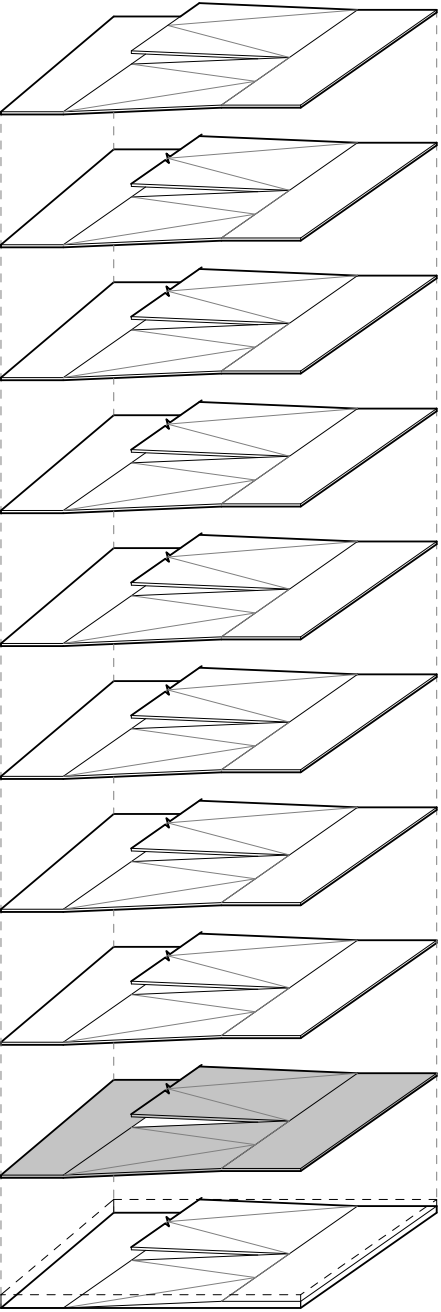


Figure 7.9: Proposed Vehicle Parking Plans - P2 Level 2

Healthpeak | Cambridge, MA

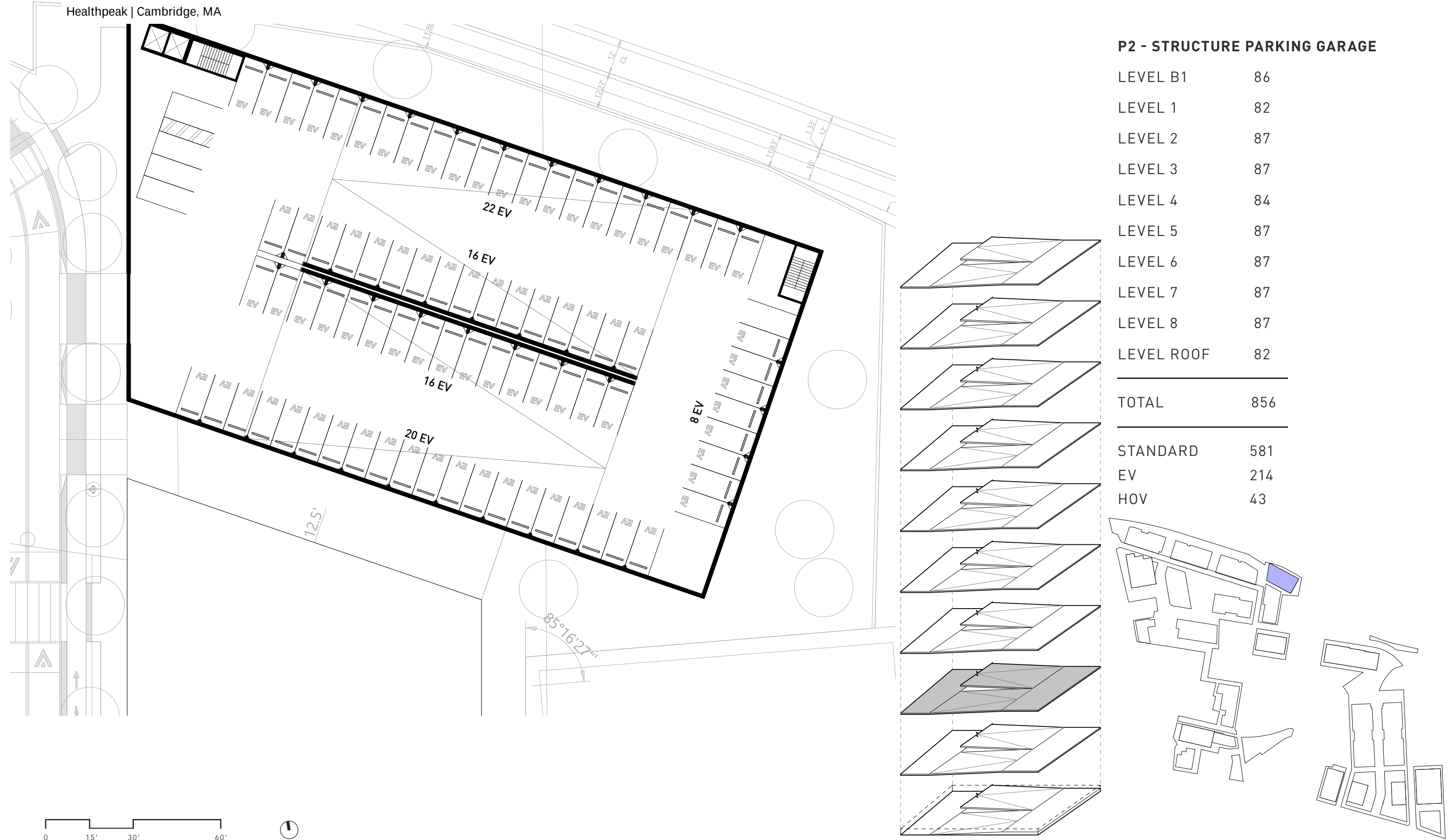


Figure 7.10: Proposed Vehicle Parking Plans - P2 Level 3

Healthpeak | Cambridge, MA

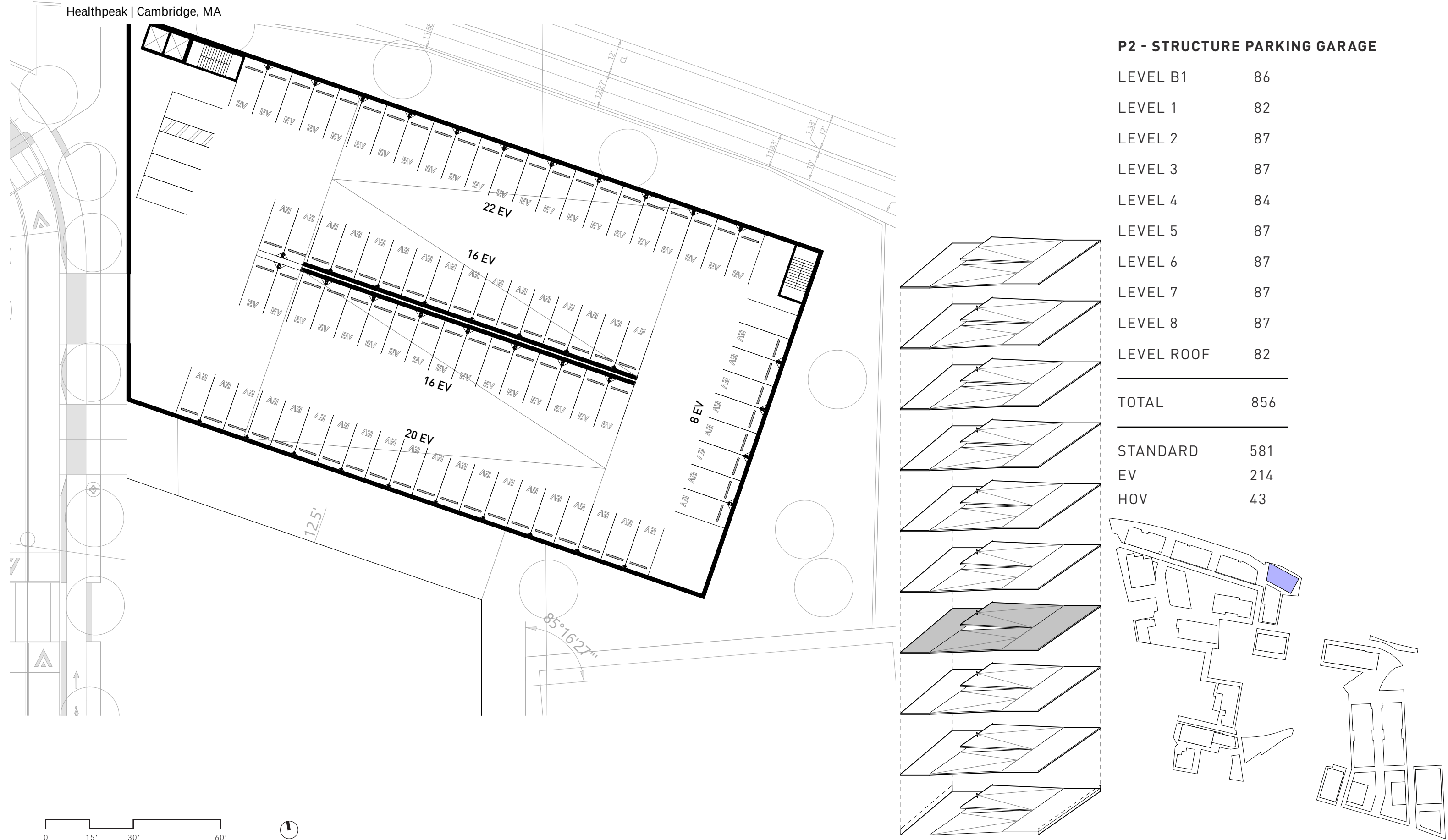


Figure 7.11: Proposed Vehicle Parking Plans - P2 Level 4

Healthpeak | Cambridge, MA

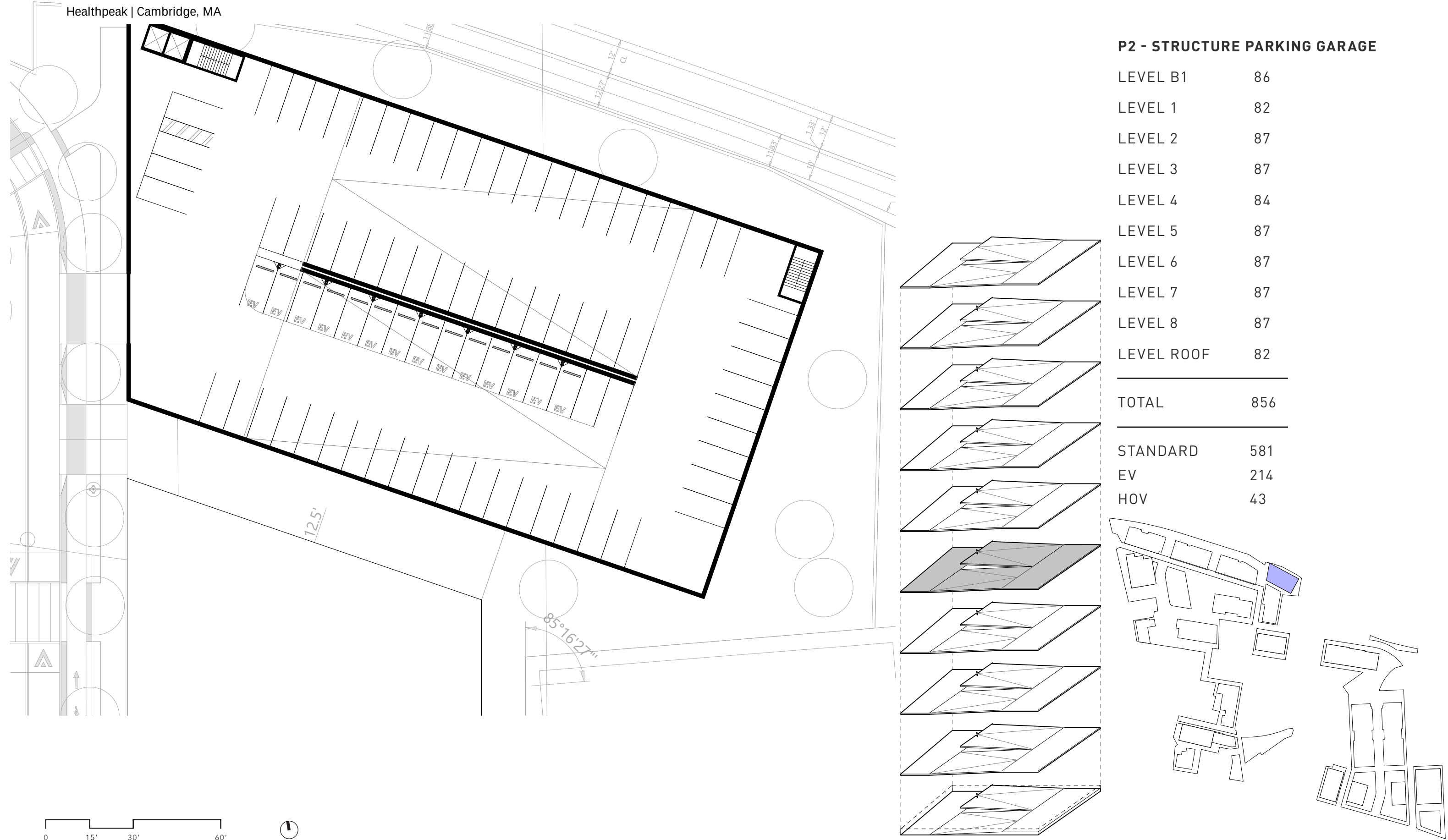


Figure 7.12: Proposed Vehicle Parking Plans - P2 Level 5

Healthpeak | Cambridge, MA

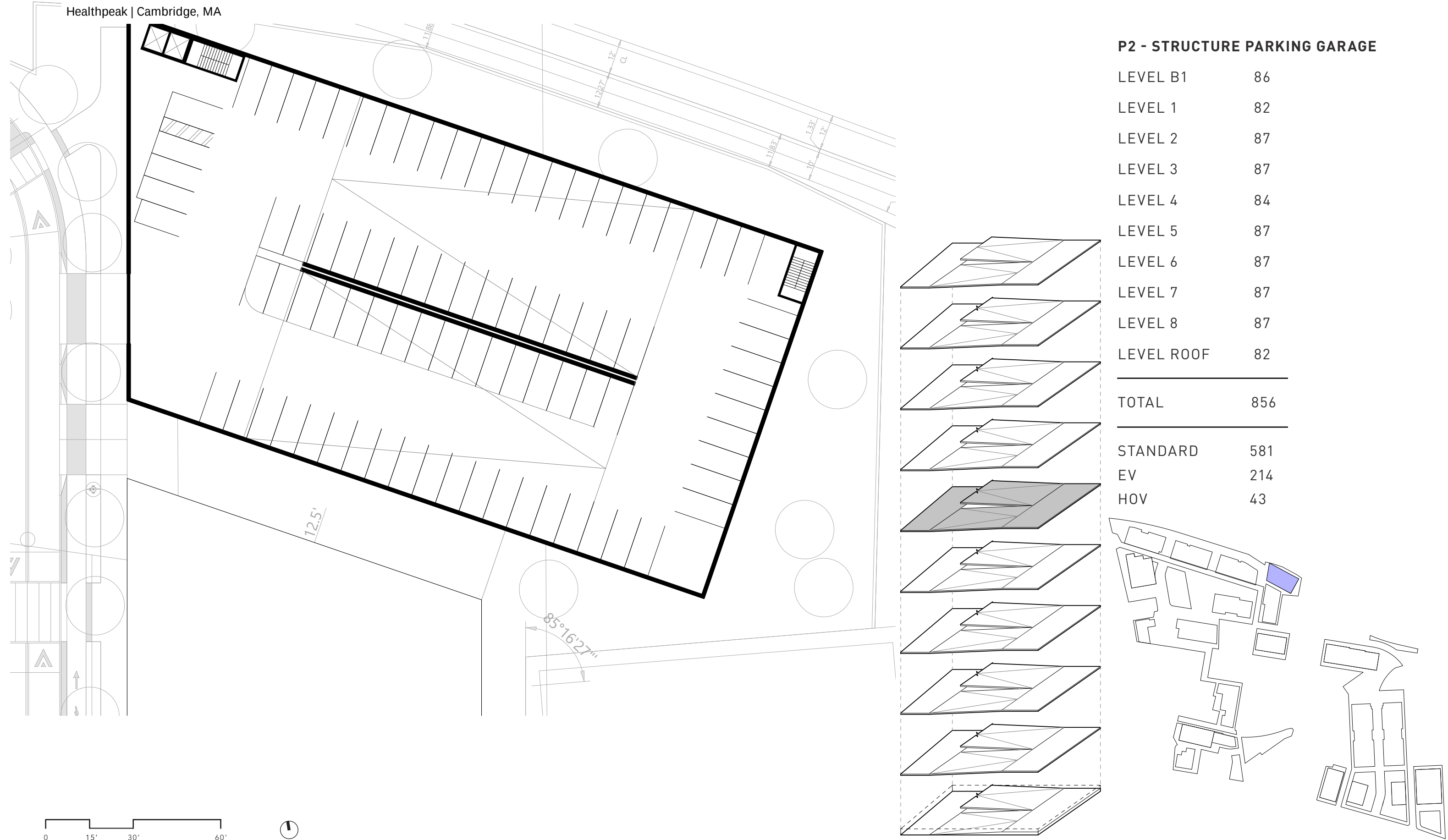


Figure 7.13: Proposed Vehicle Parking Plans - P2 Level 6

Healthpeak | Cambridge, MA

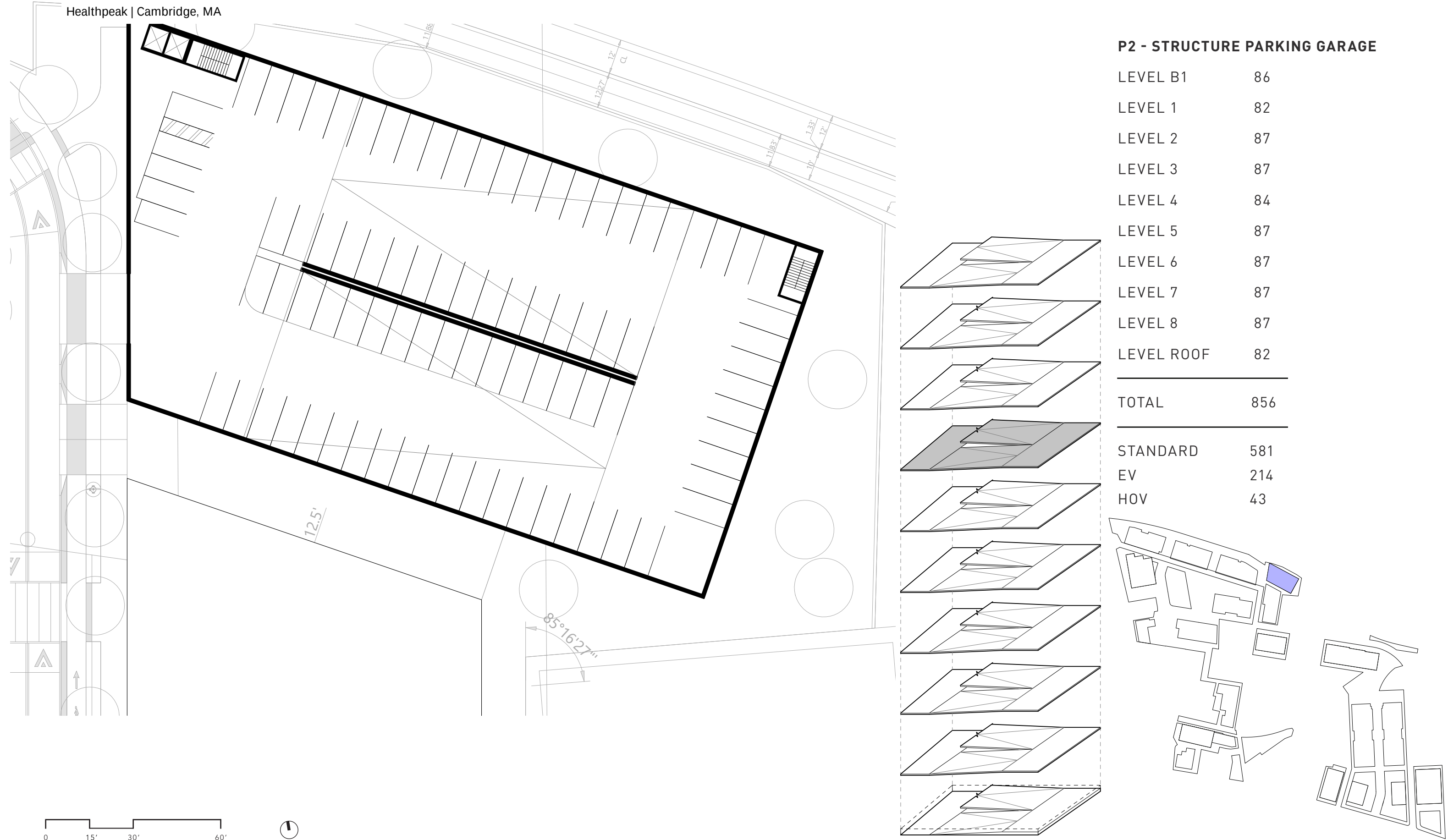


Figure 7.14: Proposed Vehicle Parking Plans - P2 Level 7

Healthpeak | Cambridge, MA

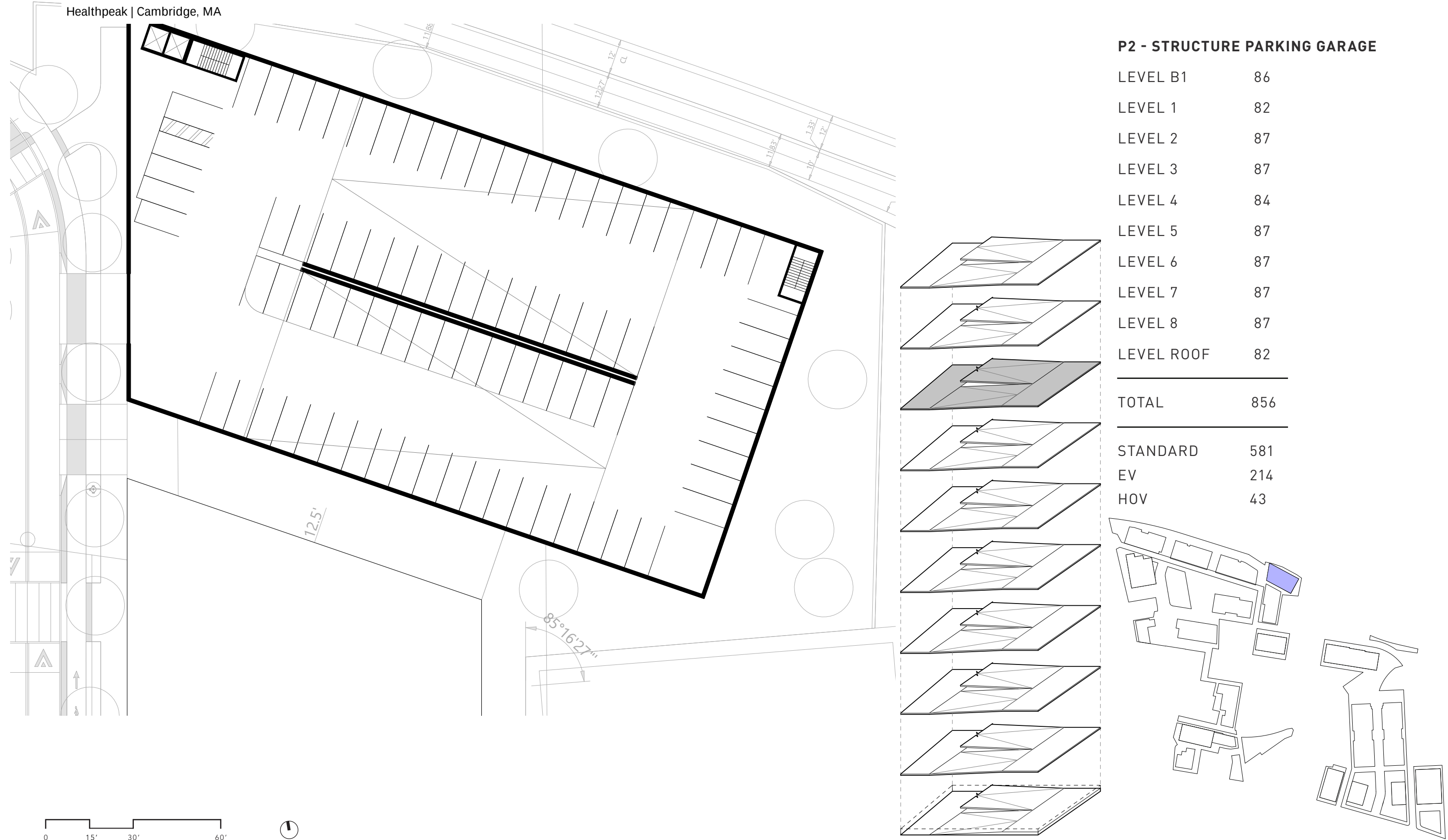
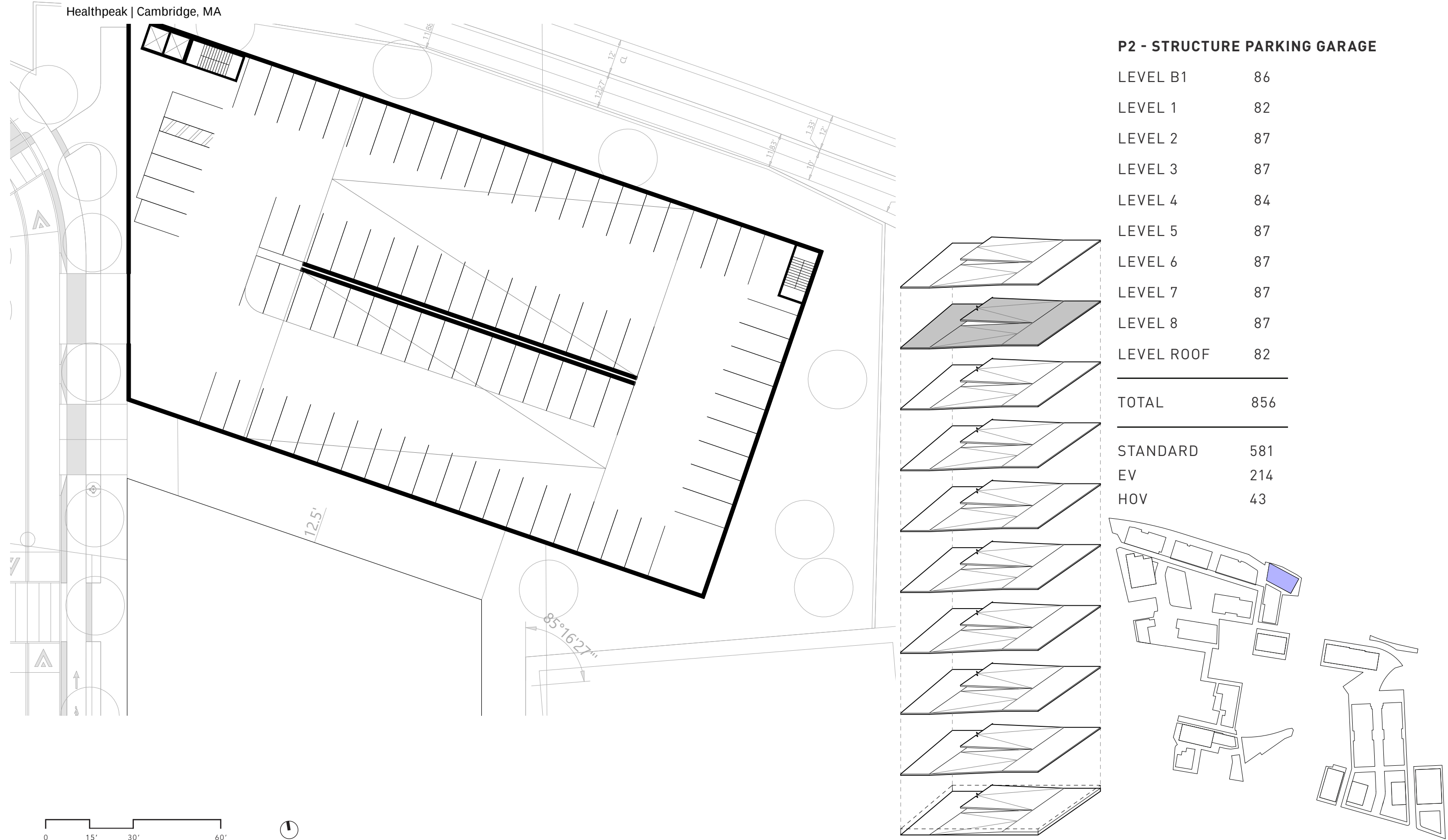


Figure 7.15: Proposed Vehicle Parking Plans - P2 Level 8

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P2 - STRUCTURE PARKING GARAGE

LEVEL B1	86
LEVEL 1	82
LEVEL 2	87
LEVEL 3	87
LEVEL 4	84
LEVEL 5	87
LEVEL 6	87
LEVEL 7	87
LEVEL 8	87
LEVEL ROOF	82
TOTAL	856
STANDARD	581
EV	214
HOV	43

Figure 7.16: Proposed Vehicle Parking Plans - P2 Level Roof

Healthpeak | Cambridge, MA

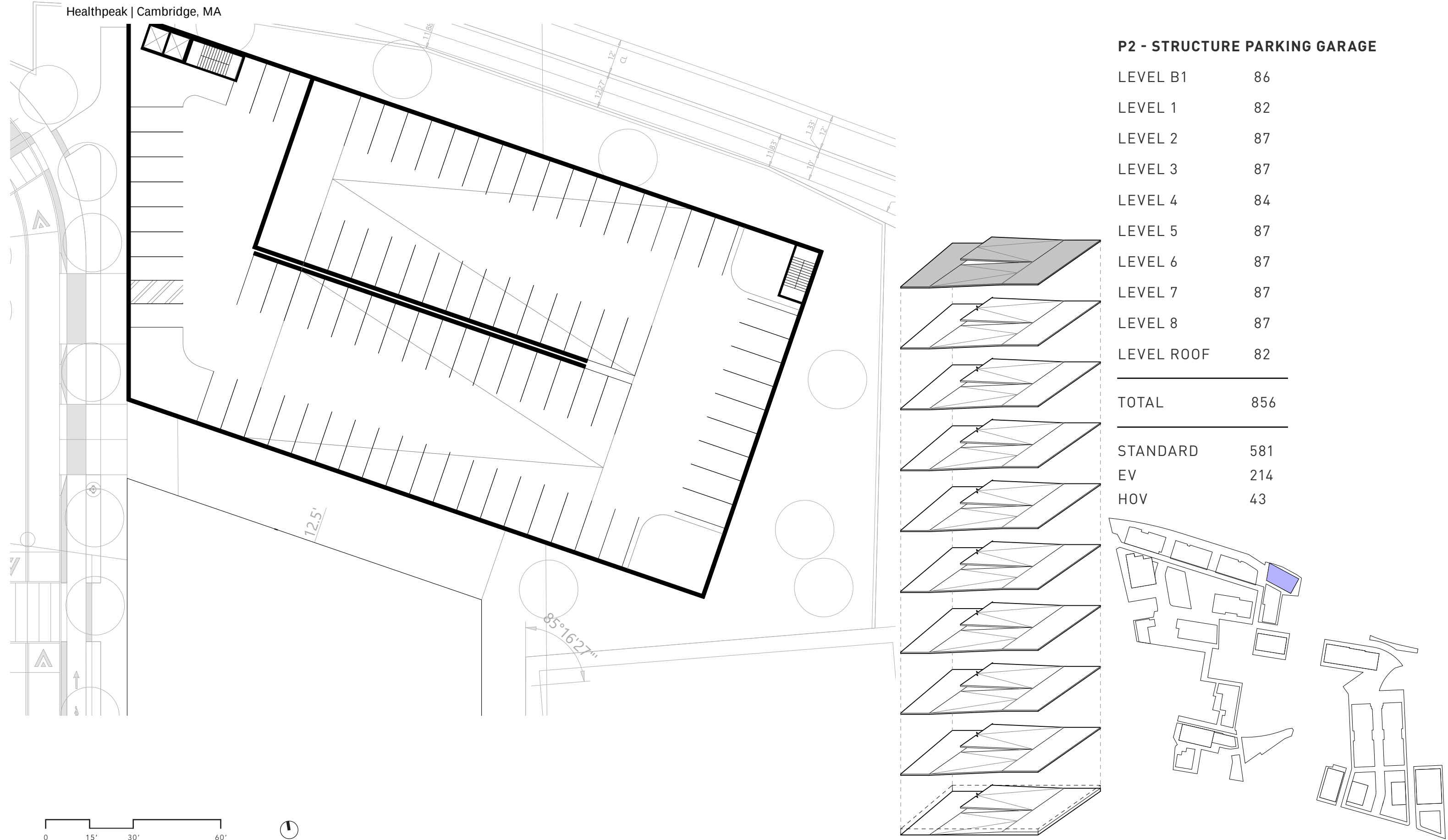
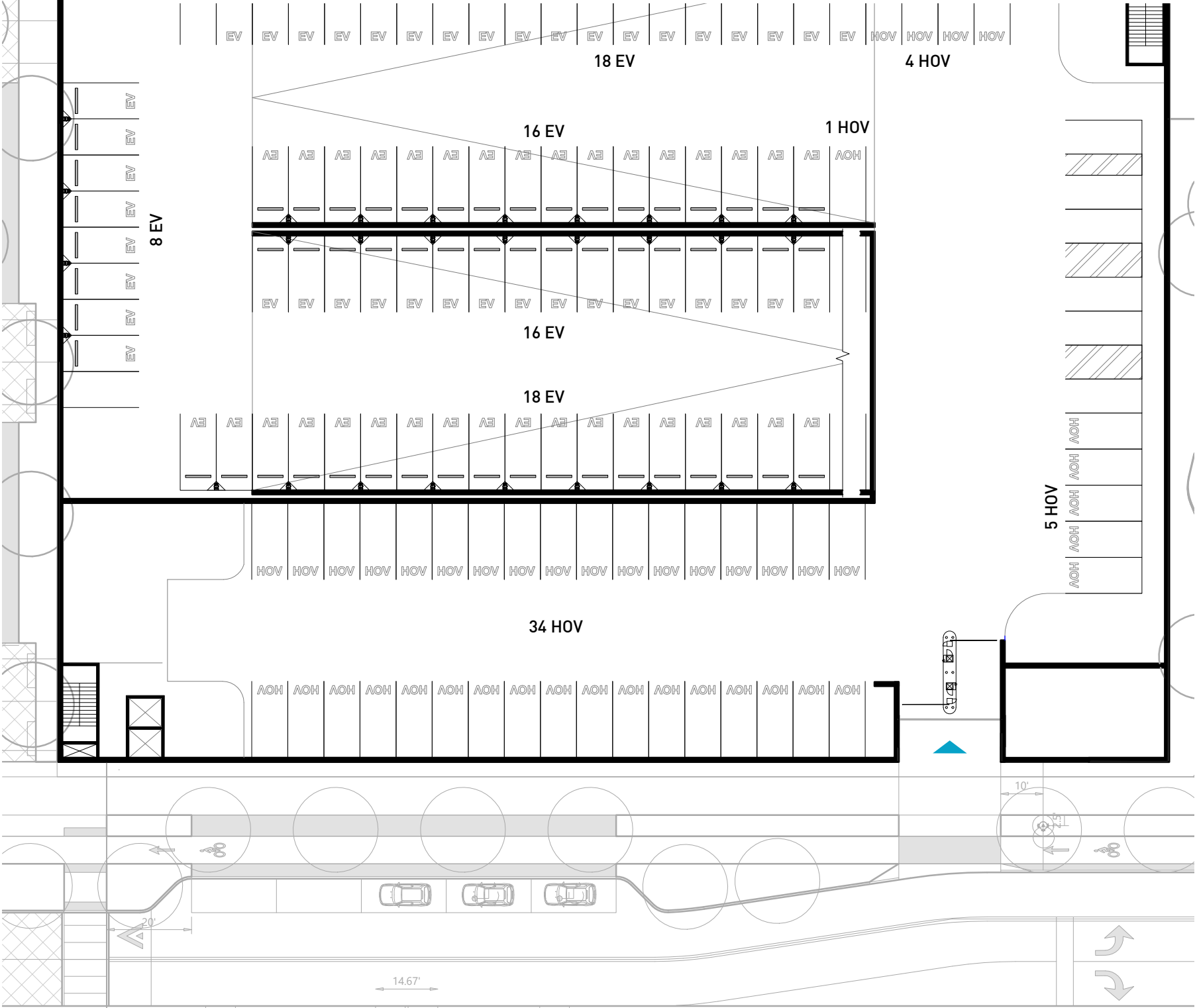


Figure 7.17: Proposed Vehicle Parking Plans - P3 Level 1

Healthpeak | Cambridge, MA



P3 - STRUCTURE PARKING GARAGE

LEVEL 1	128
LEVEL 2	135
LEVEL 3	135
LEVEL 4	135
LEVEL 5	135
LEVEL 6	135
LEVEL ROOF	58

TOTAL	861
-------	-----

STANDARD	583
EV	216
HOV	44

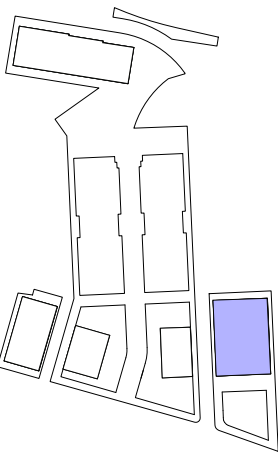
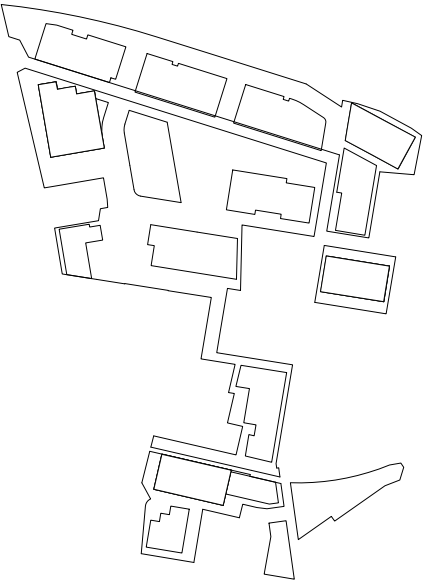
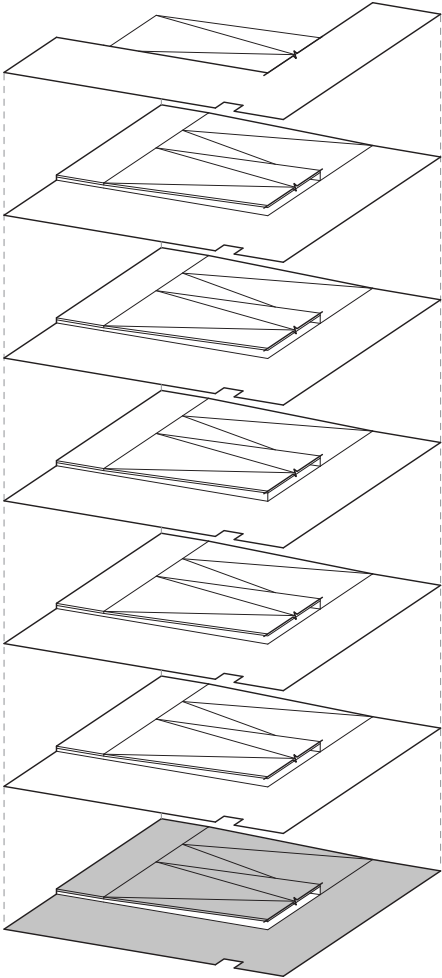
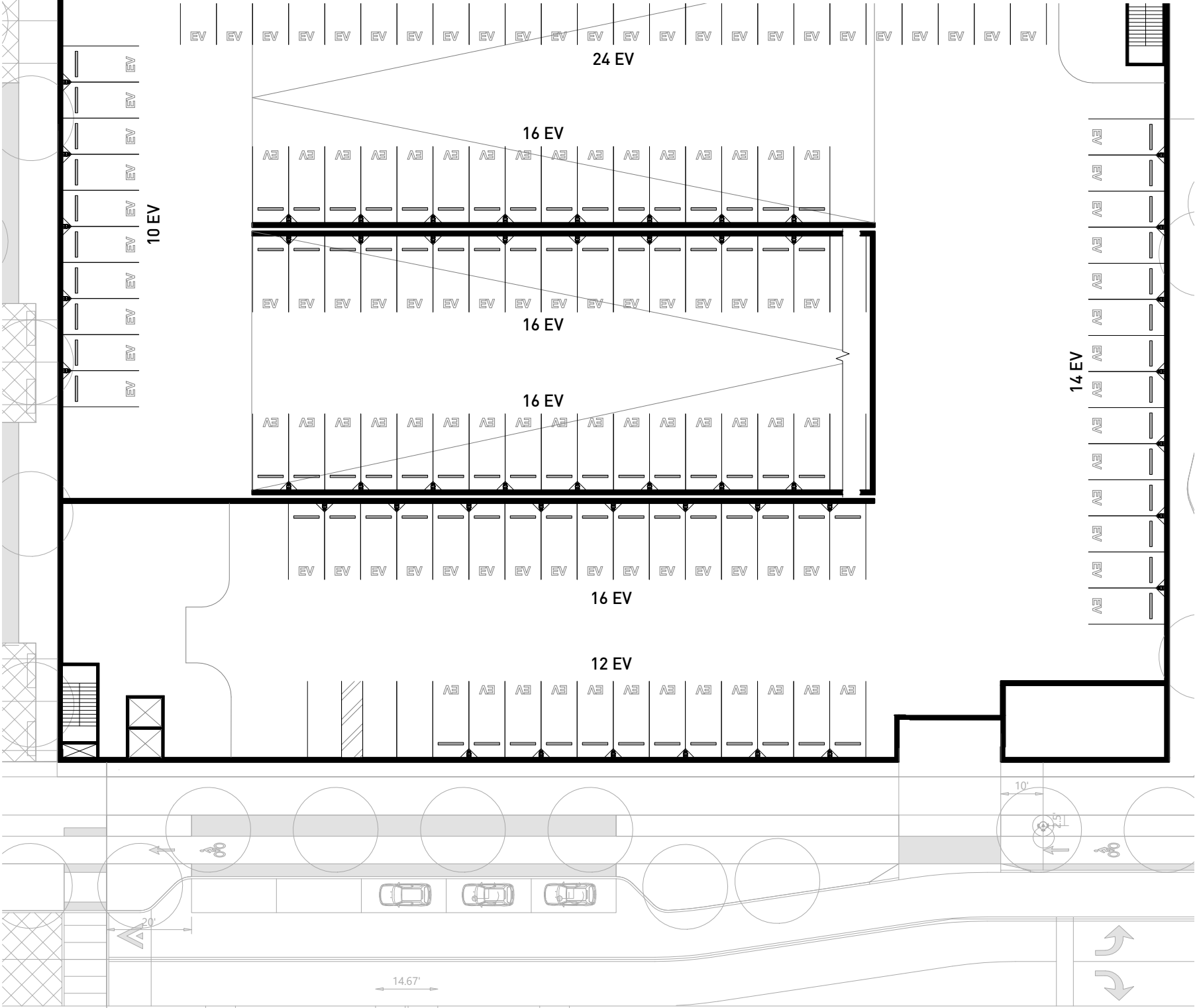


Figure 7.18: Proposed Vehicle Parking Plans - P3 Level 2

Healthpeak | Cambridge, MA



P3 - STRUCTURE PARKING GARAGE

LEVEL 1	128
LEVEL 2	135
LEVEL 3	135
LEVEL 4	135
LEVEL 5	135
LEVEL 6	135
LEVEL ROOF	58

TOTAL 861

STANDARD	583
EV	216
HOV	44

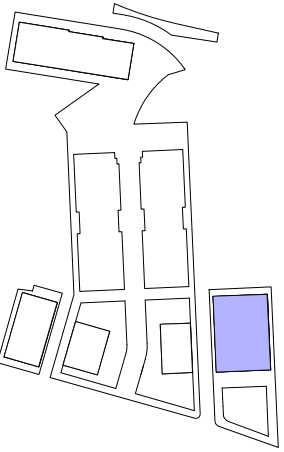
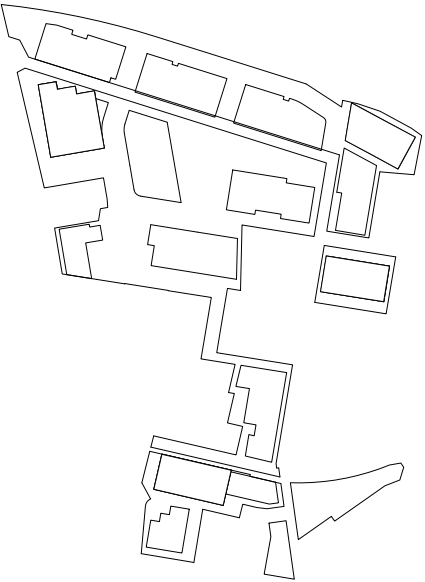
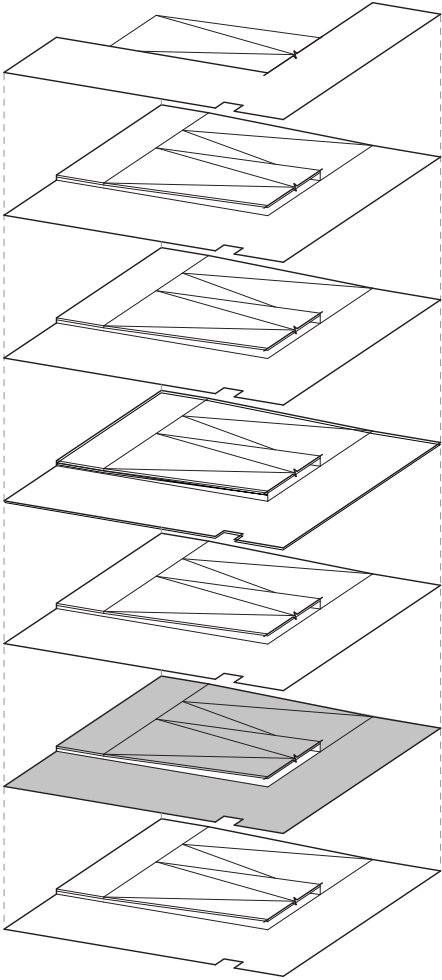
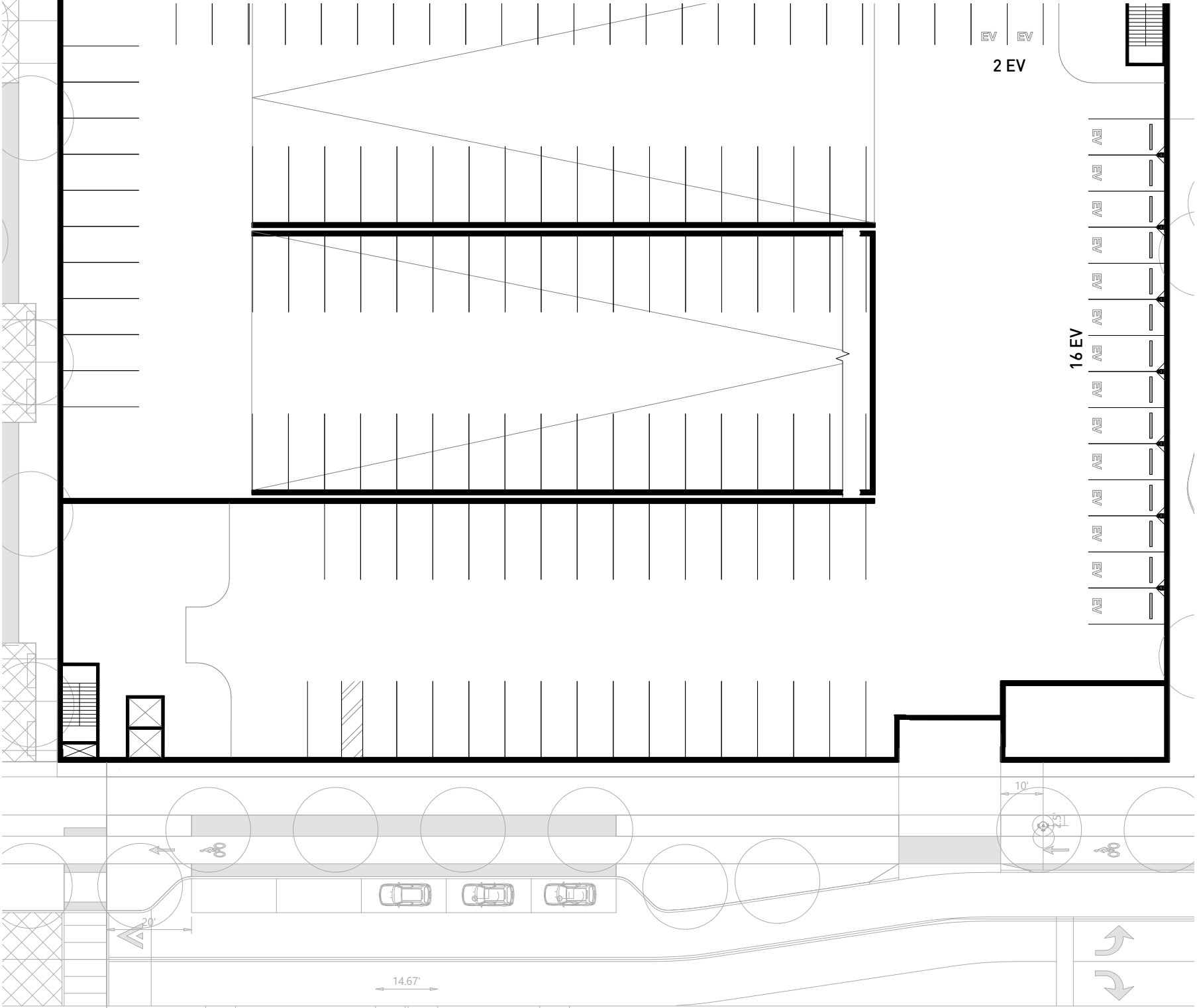


Figure 7.19: Proposed Vehicle Parking Plans - P3 Level 3

Healthpeak | Cambridge, MA



P3 - STRUCTURE PARKING GARAGE

LEVEL 1	128
LEVEL 2	135
LEVEL 3	135
LEVEL 4	135
LEVEL 5	135
LEVEL 6	135
LEVEL ROOF	58

TOTAL	861
-------	-----

STANDARD	583
EV	216
HOV	44

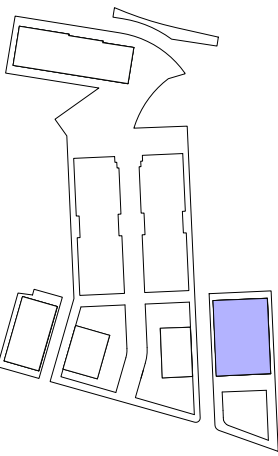
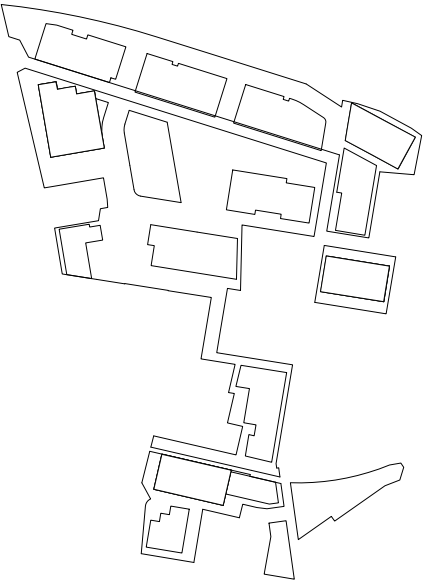
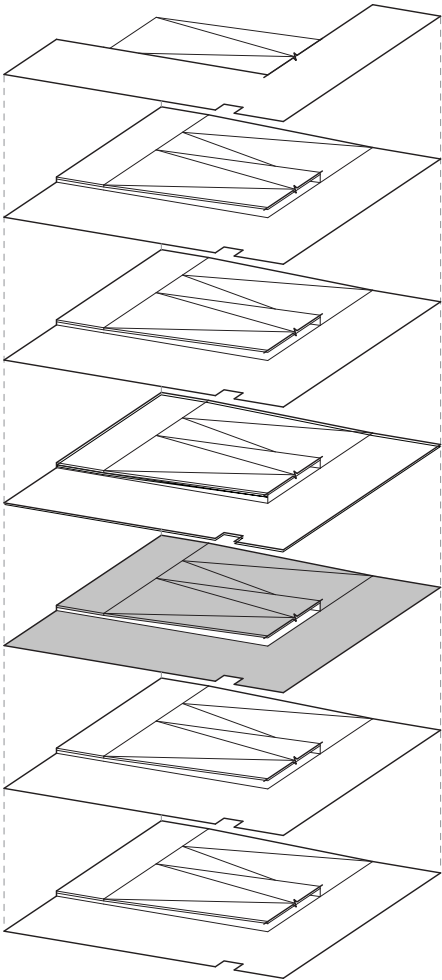
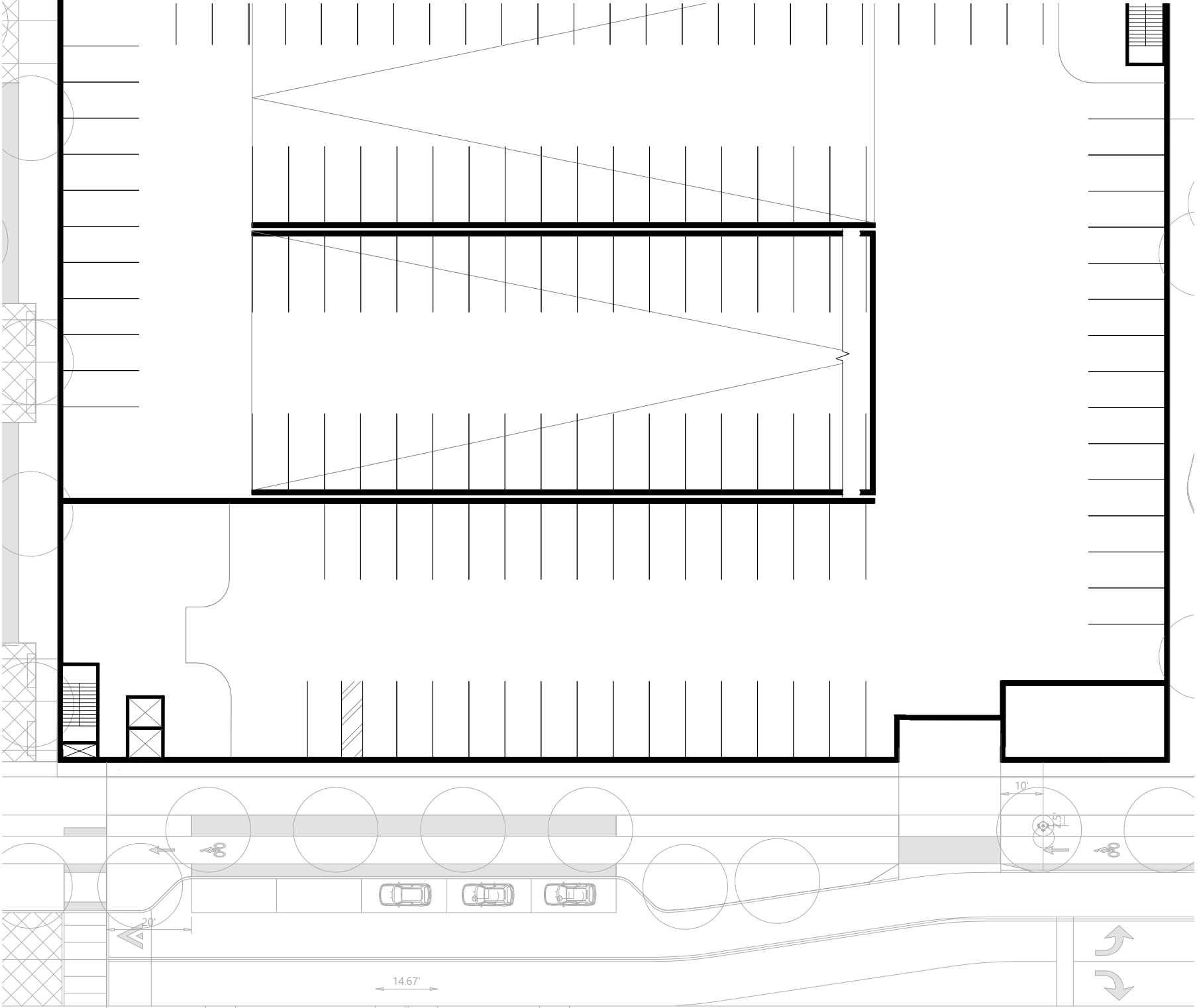


Figure 7.20: Proposed Vehicle Parking Plans - P3 Level 4

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P3 - STRUCTURE PARKING GARAGE

LEVEL 1	128
LEVEL 2	135
LEVEL 3	135
LEVEL 4	135
LEVEL 5	135
LEVEL 6	135
LEVEL ROOF	58

TOTAL 861

STANDARD	583
EV	216
HOV	44

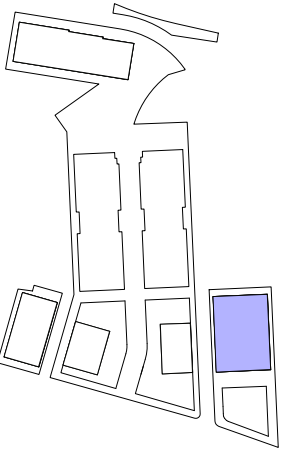
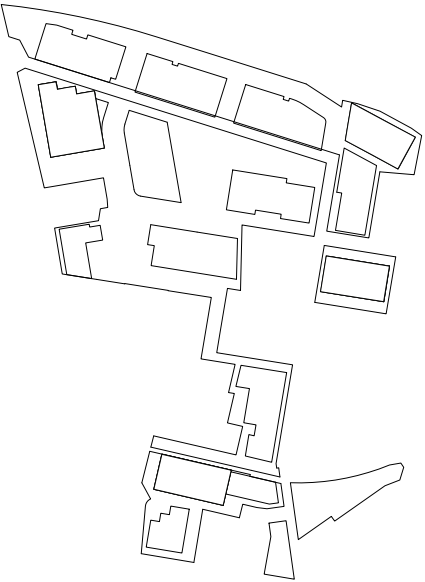
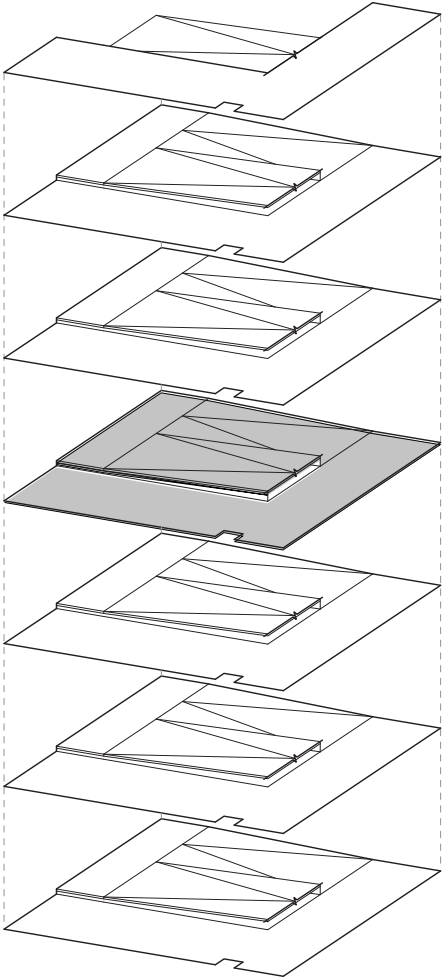
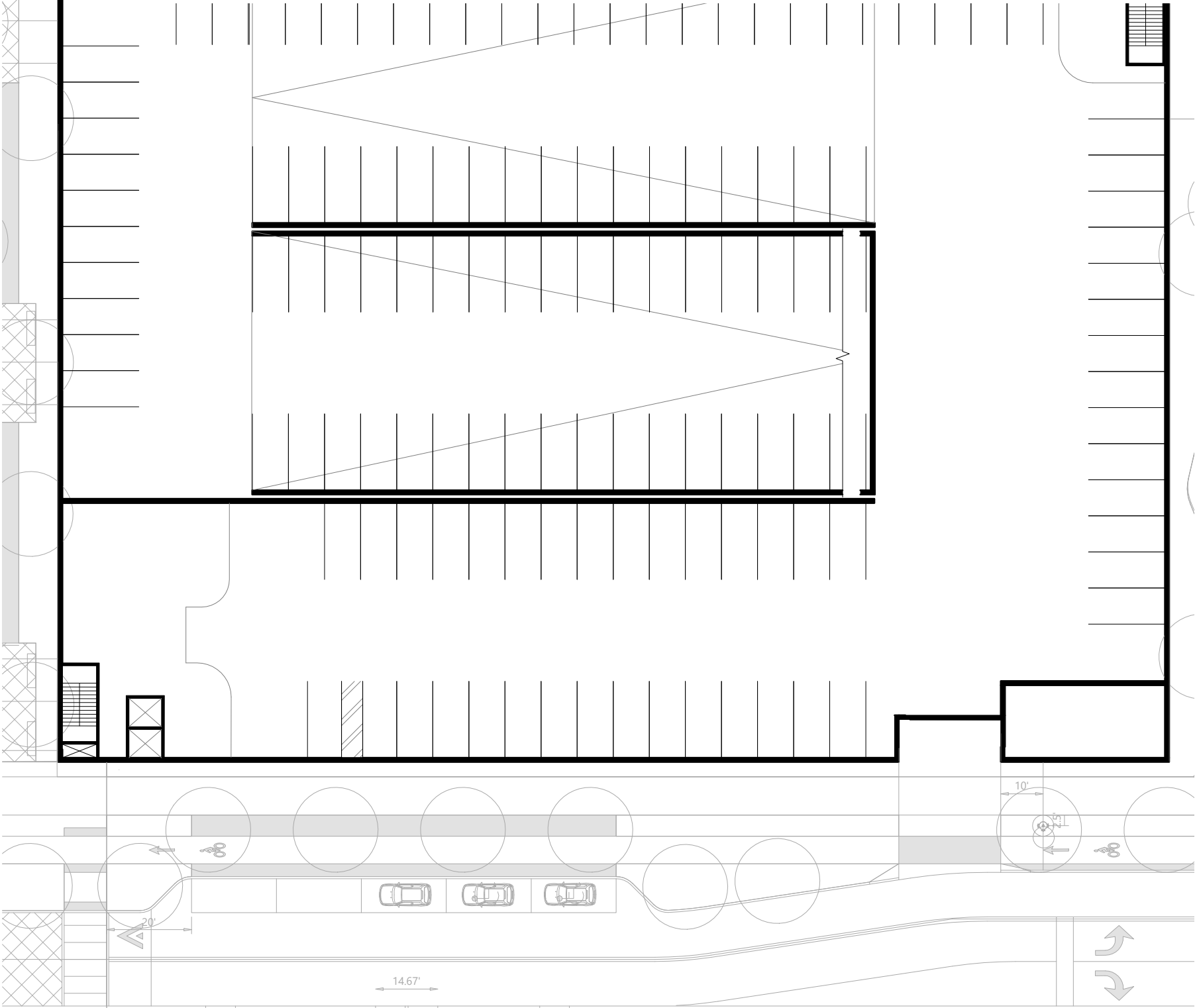


Figure 7.21: Proposed Vehicle Parking Plans - P3 Level 5

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P3 - STRUCTURE PARKING GARAGE

LEVEL 1	128
LEVEL 2	135
LEVEL 3	135
LEVEL 4	135
LEVEL 5	135
LEVEL 6	135
LEVEL ROOF	58

TOTAL 861

STANDARD	583
EV	216
HOV	44

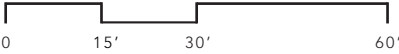
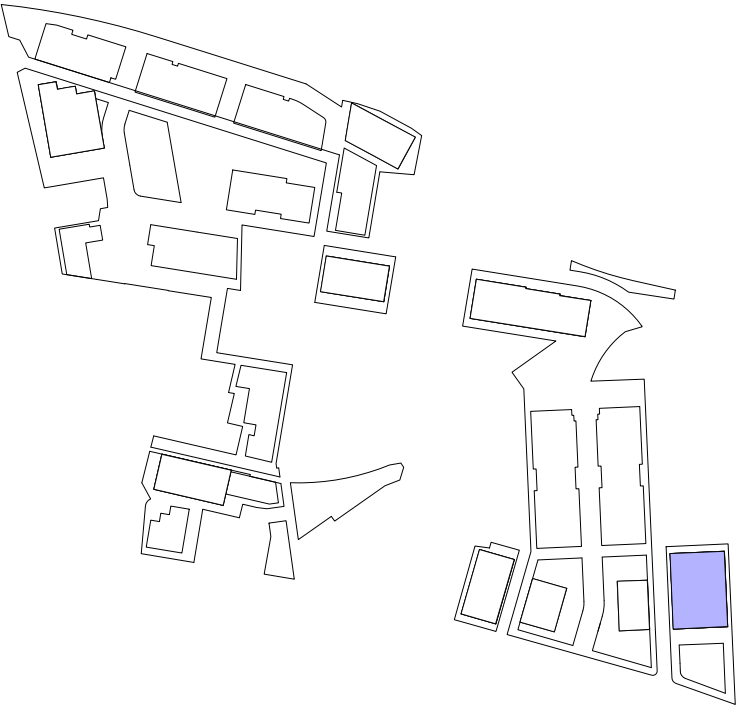
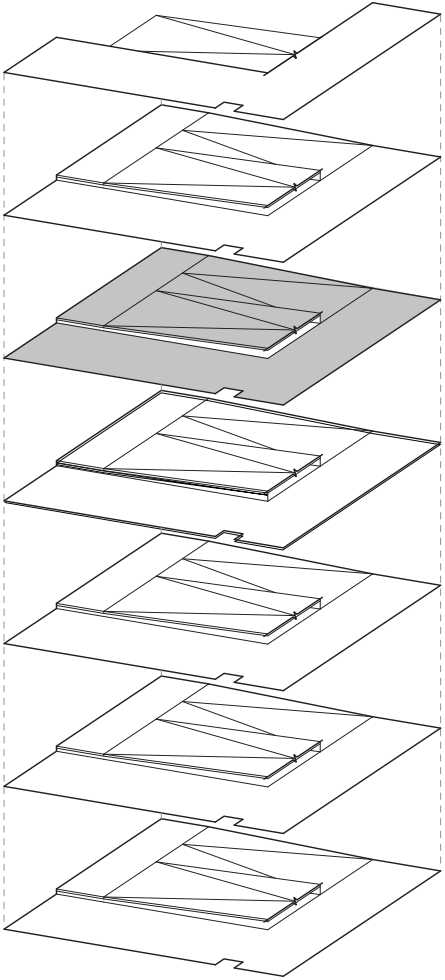
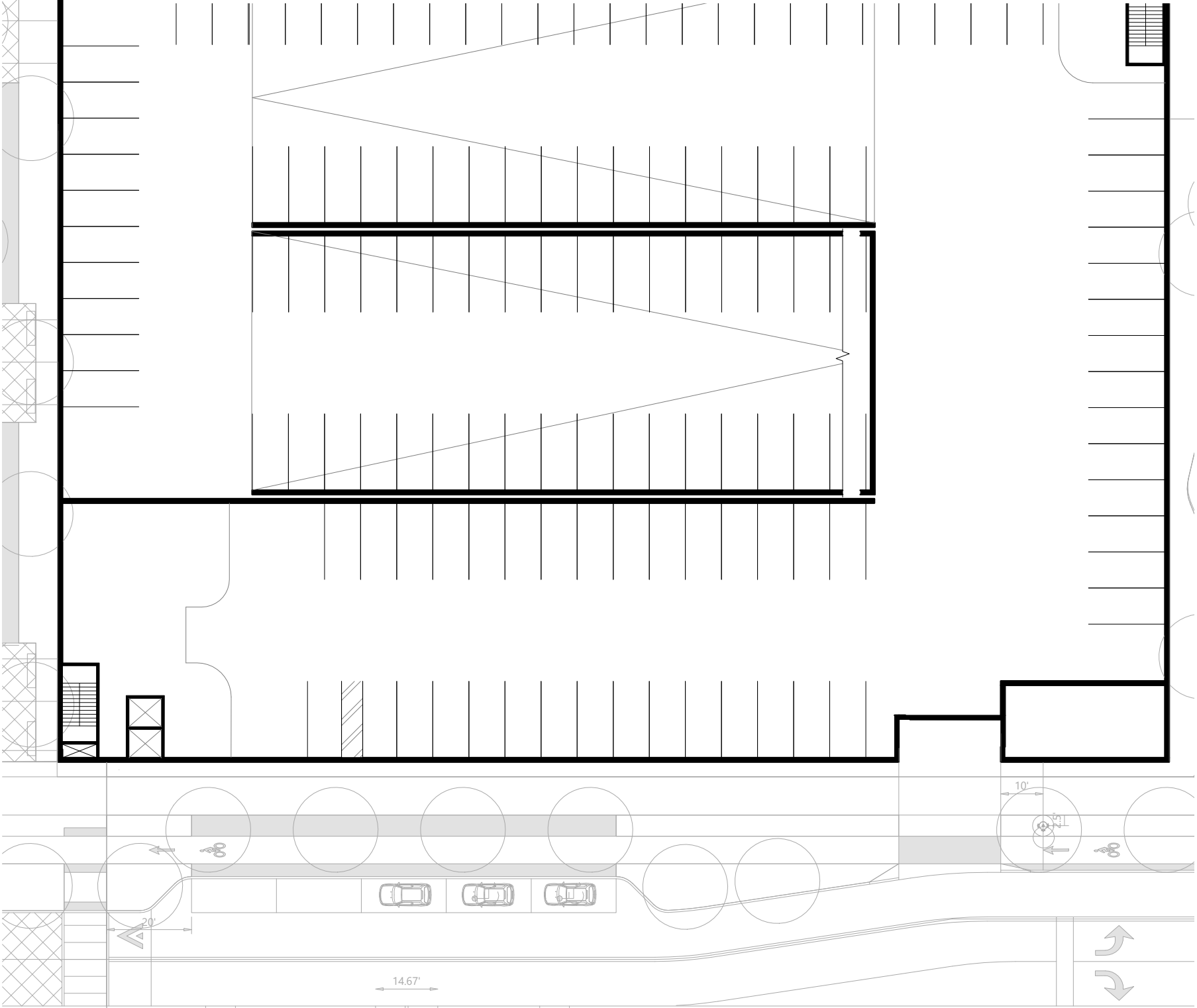


Figure 7.22: Proposed Vehicle Parking Plans - P3 Level 6

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Source: Elkus Manfredi Architects Ltd., 06/29/2026

P3 - STRUCTURE PARKING GARAGE

LEVEL 1	128
LEVEL 2	135
LEVEL 3	135
LEVEL 4	135
LEVEL 5	135
LEVEL 6	135
LEVEL ROOF	58

TOTAL	861
-------	-----

STANDARD	583
EV	216
HOV	44

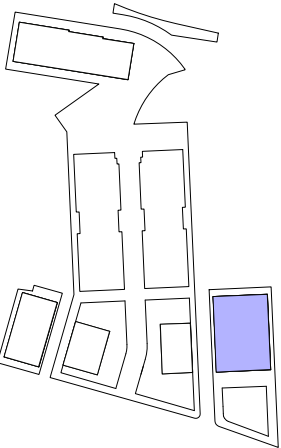
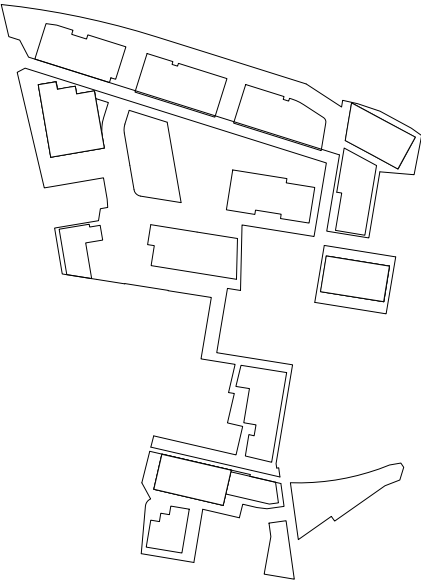
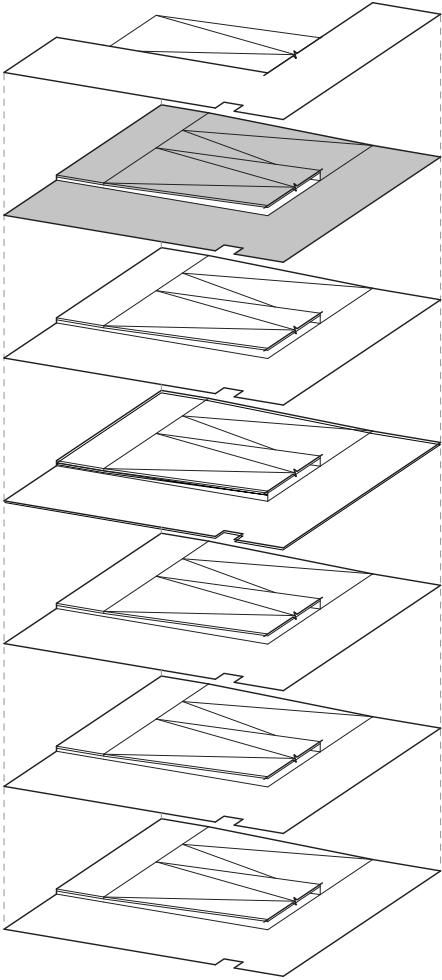
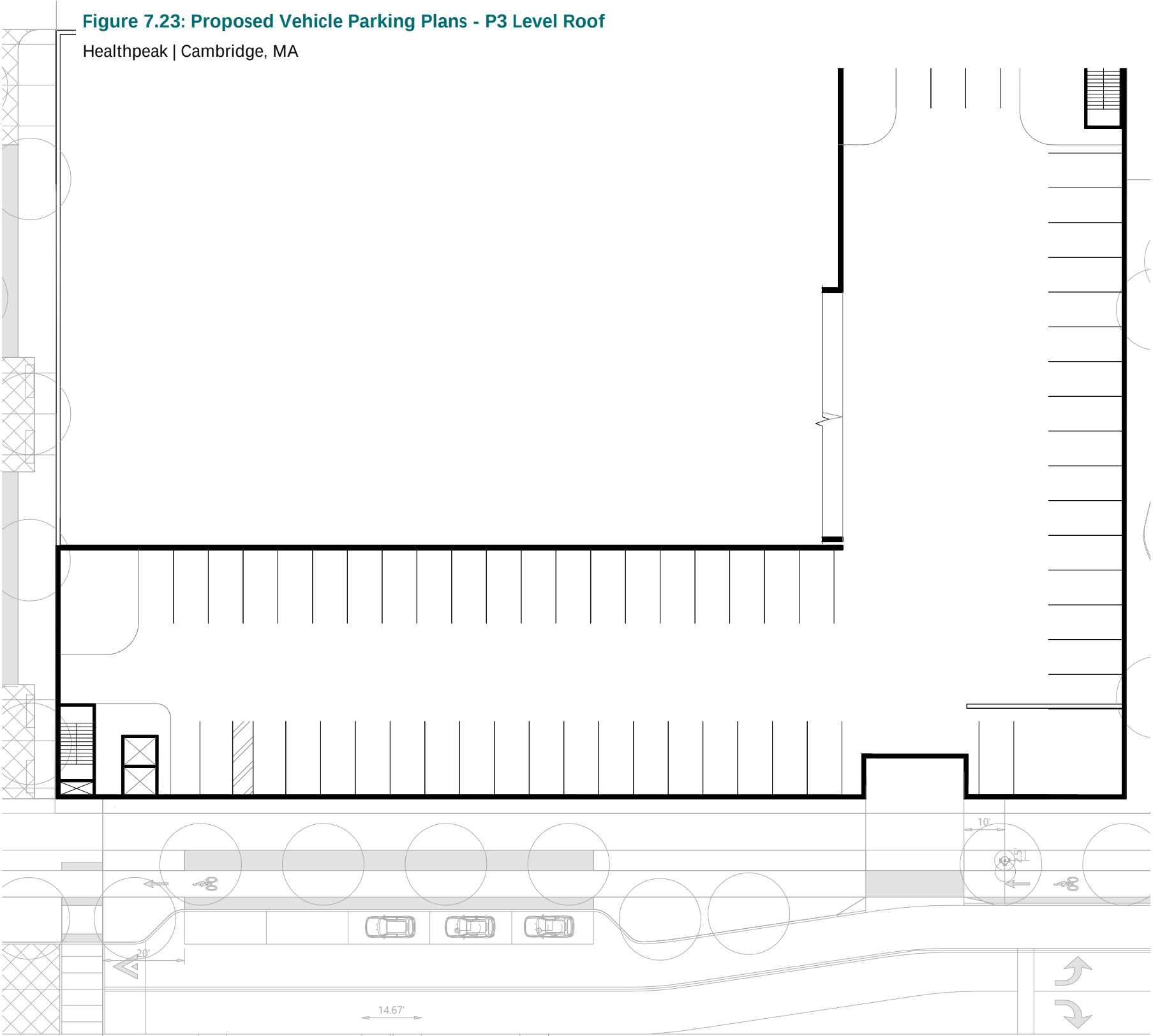


Figure 7.23: Proposed Vehicle Parking Plans - P3 Level Roof

Healthpeak | Cambridge, MA



Source: Elkus Manfredi Architects Ltd., 06/29/2026

P3 - STRUCTURE PARKING GARAGE

LEVEL 1	128
LEVEL 2	135
LEVEL 3	135
LEVEL 4	135
LEVEL 5	135
LEVEL 6	135
LEVEL ROOF	58

TOTAL 861

STANDARD	583
EV	216
HOV	44

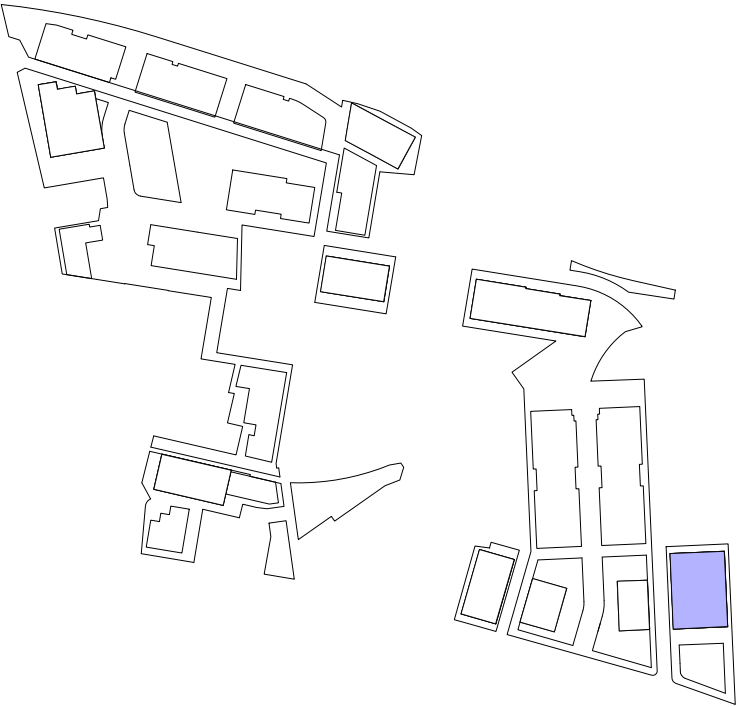
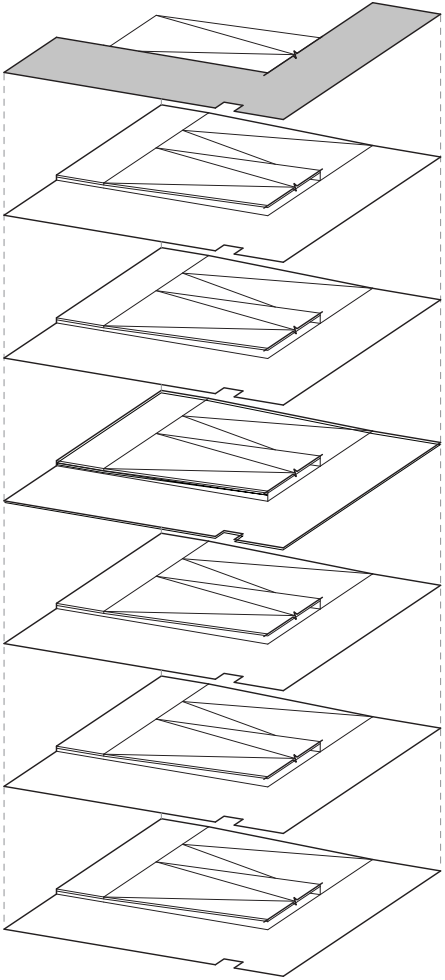


Figure 7.24: Proposed Vehicle Parking Plans - P4 Level 1

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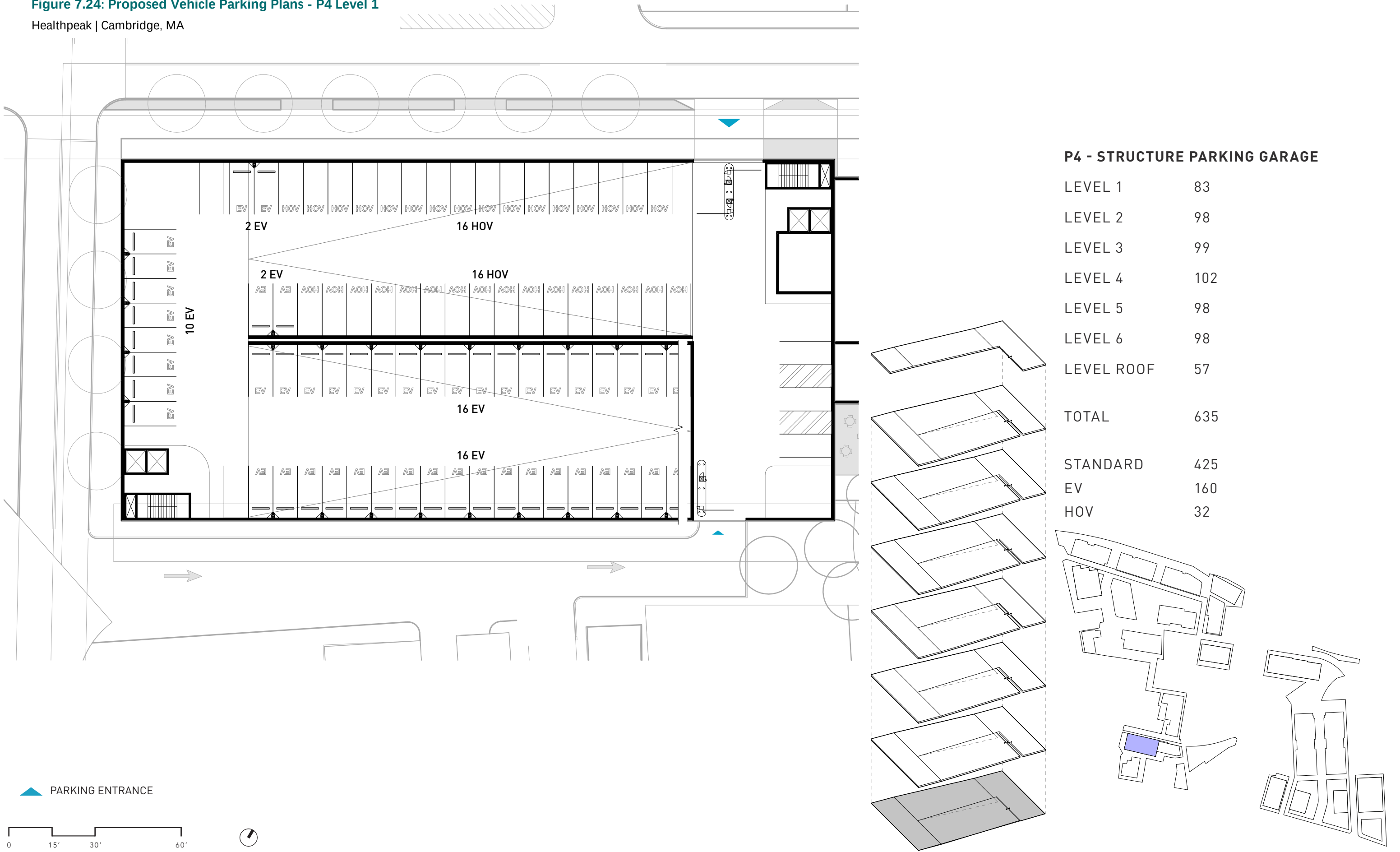


Figure 7.25: Proposed Vehicle Parking Plans - P4 Level 2

Healthpeak | Cambridge, MA

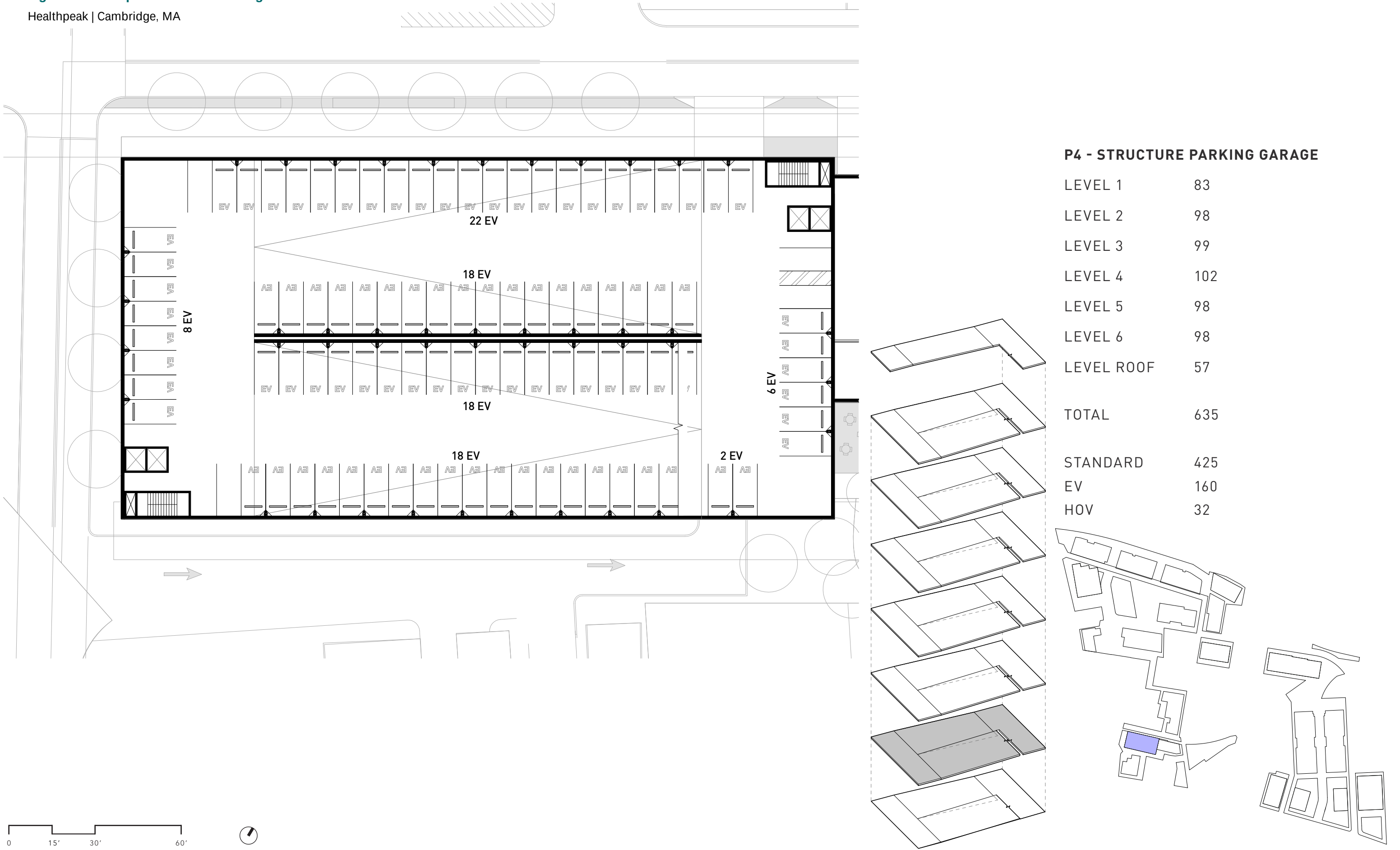
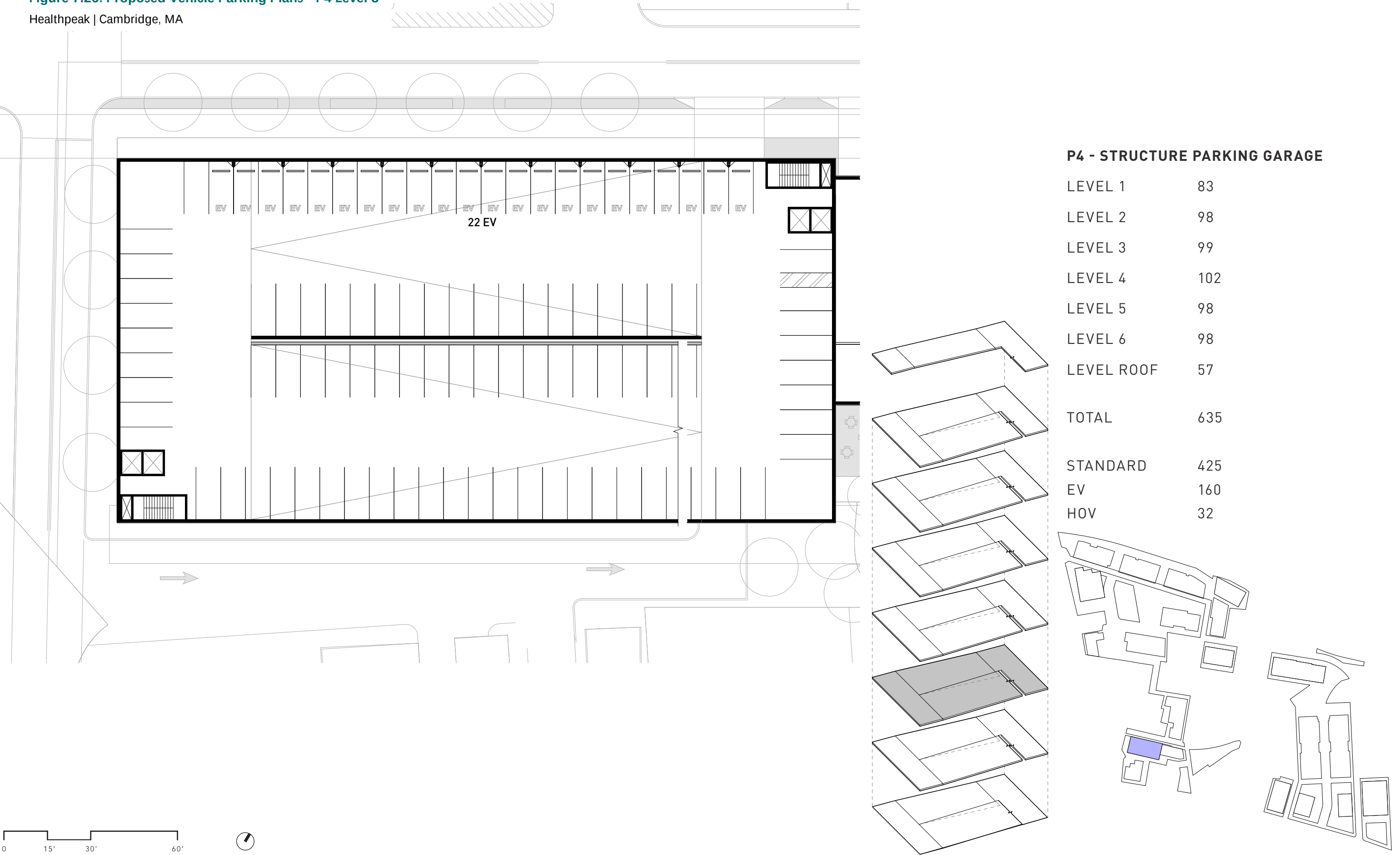


Figure 7.26: Proposed Vehicle Parking Plans - P4 Level 3

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0 15' 30' 60'



Figure 7.27: Proposed Vehicle Parking Plans - P4 Level 4

Healthpeak | Cambridge, MA

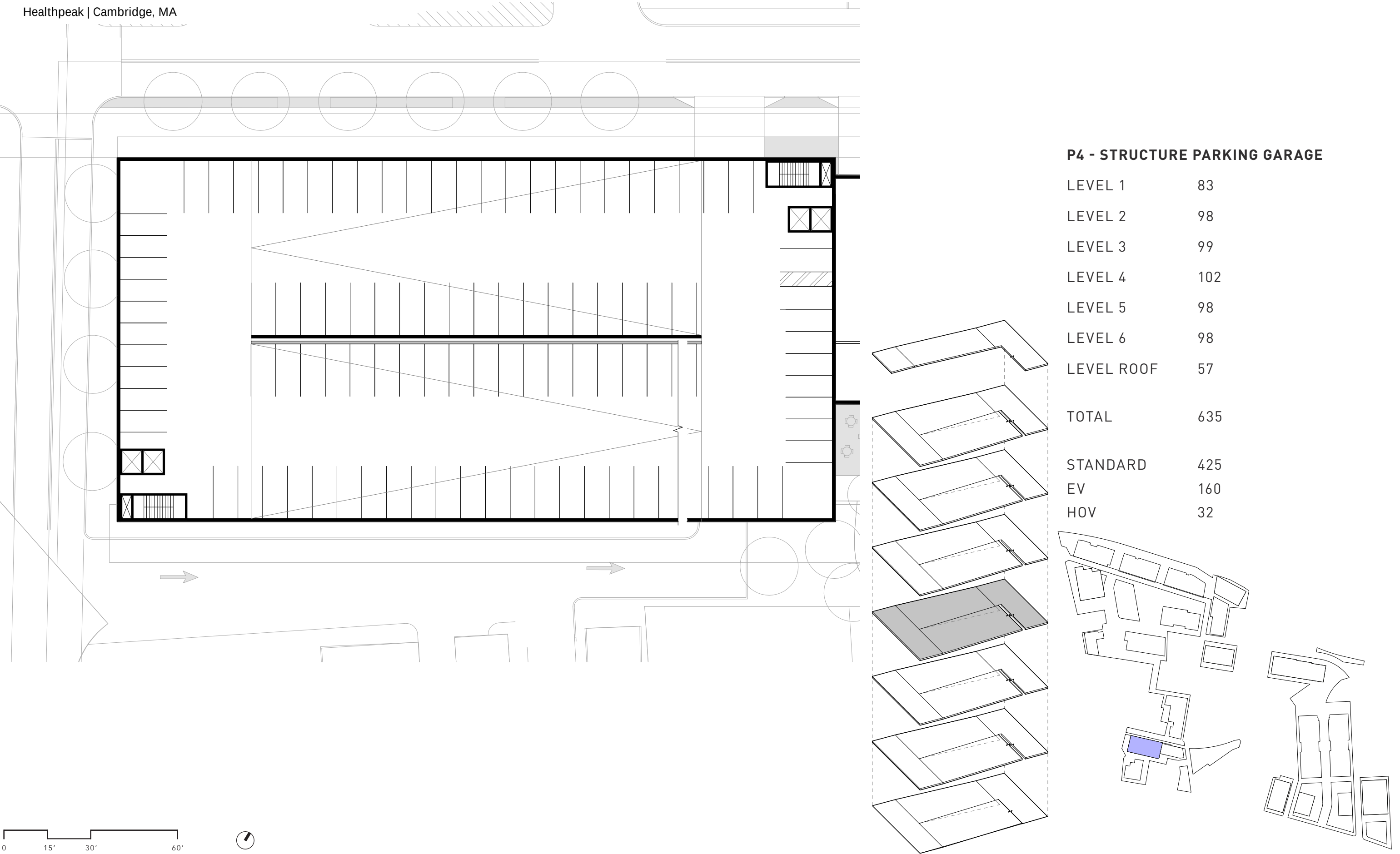


Figure 7.28: Proposed Vehicle Parking Plans - P4 Level 5

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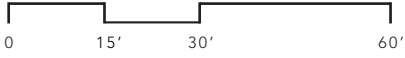
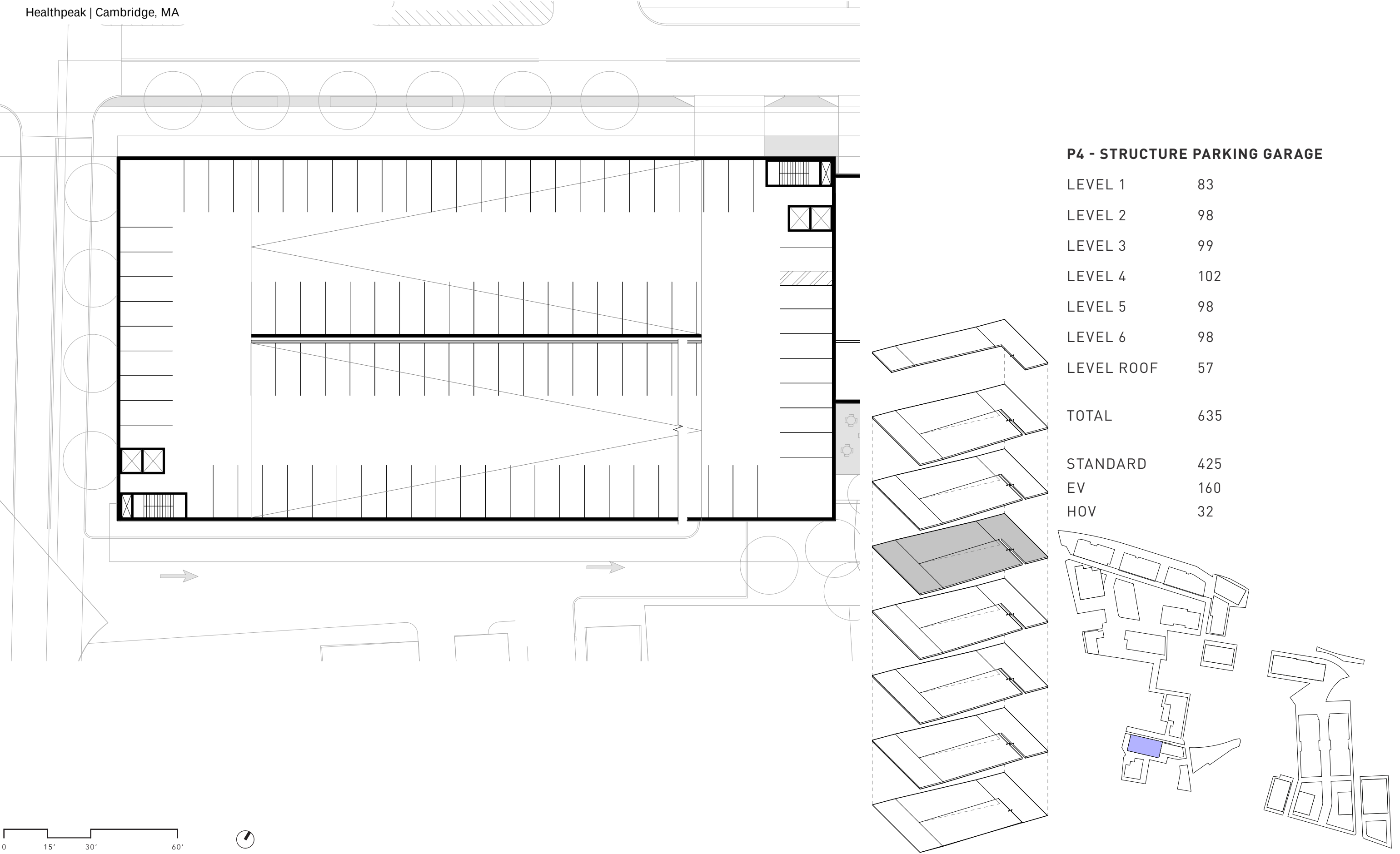


Figure 7.29: Proposed Vehicle Parking Plans - P4 Level 6

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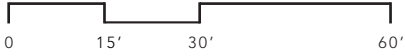
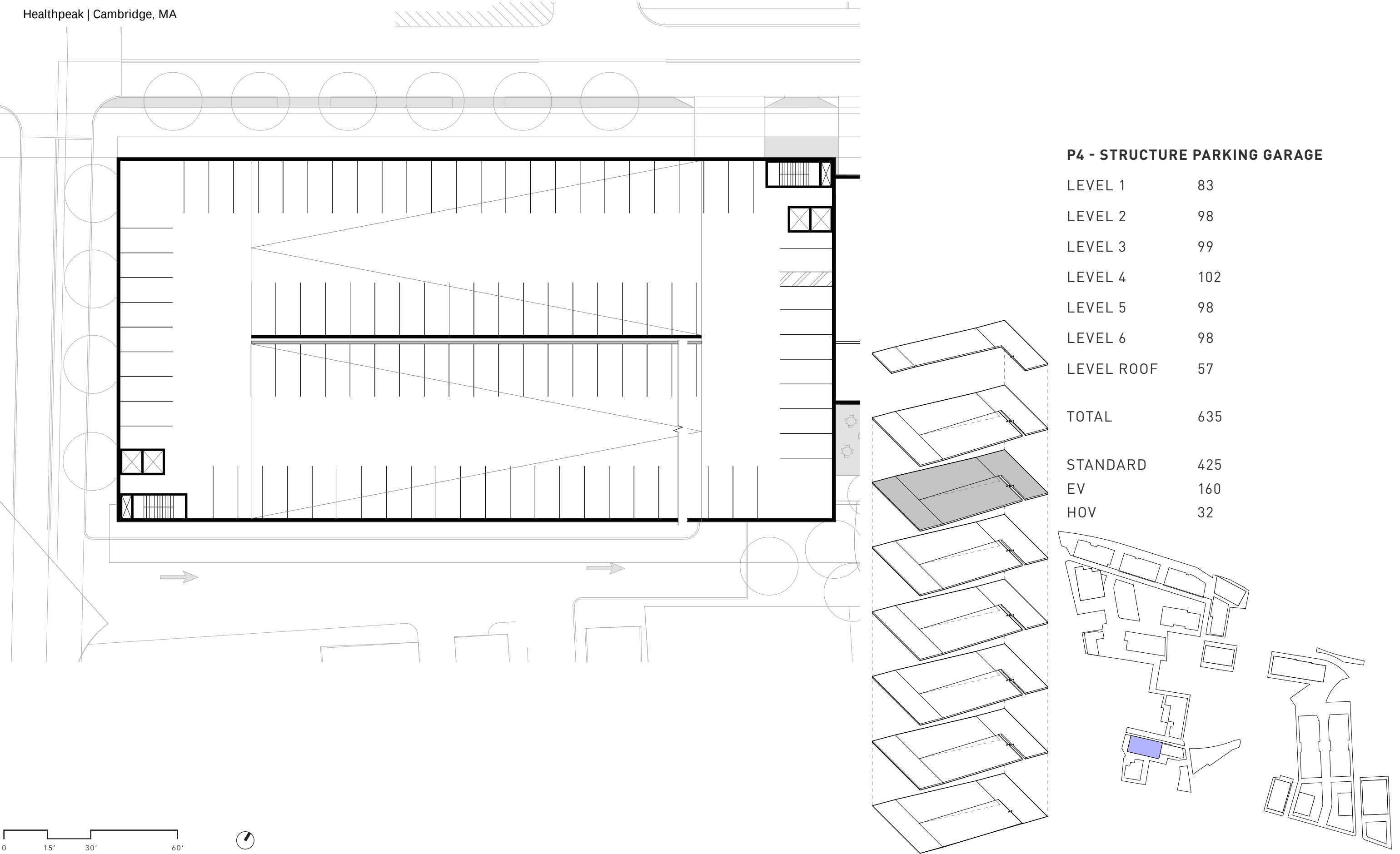


Figure 7.30: Proposed Vehicle Parking Plans - P4 Level Roof

Healthpeak | Cambridge, MA

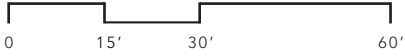
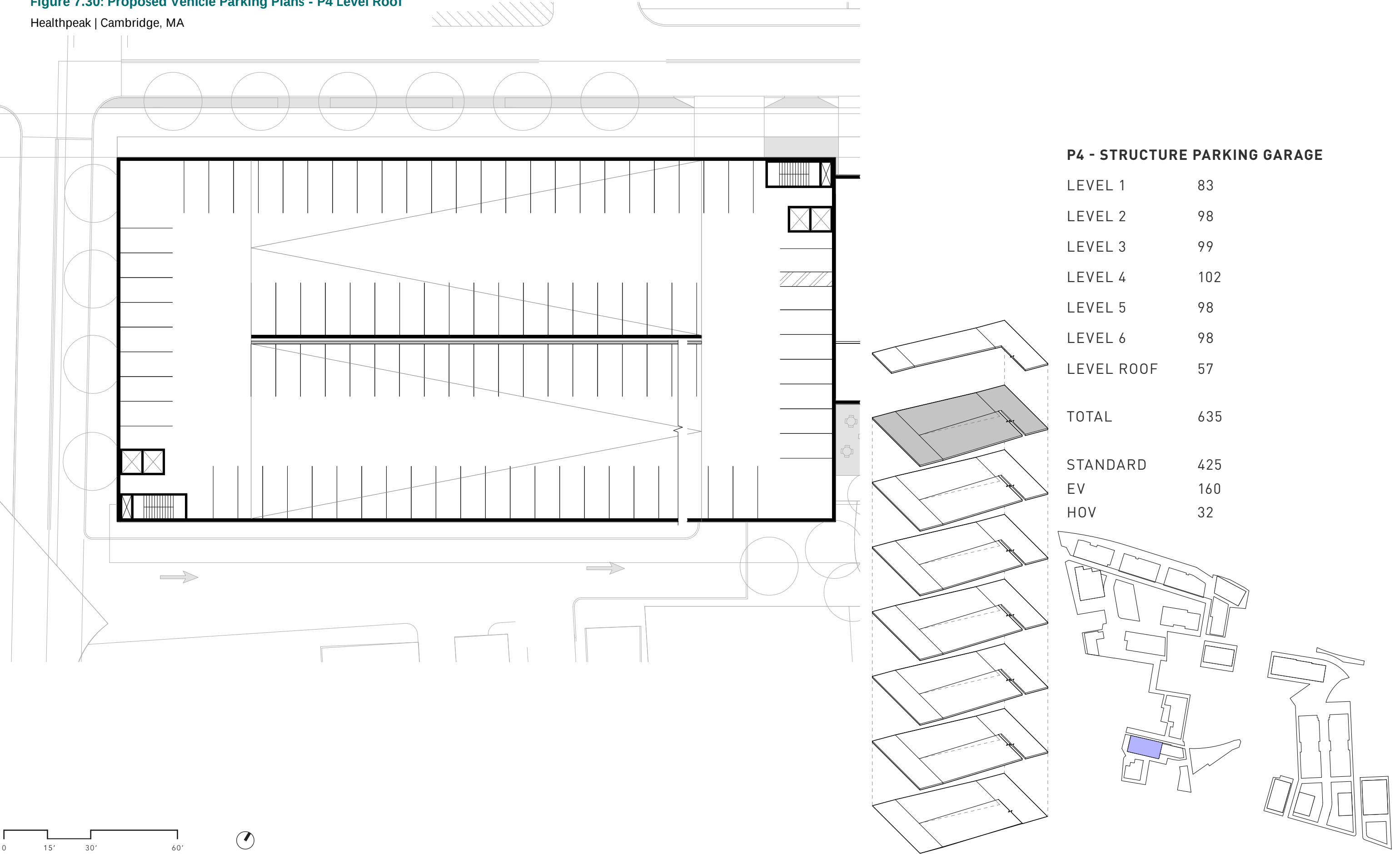


Figure 7.31: Proposed Vehicle Parking Plans - P4 Level Roof

Healthpeak | Cambridge, MA

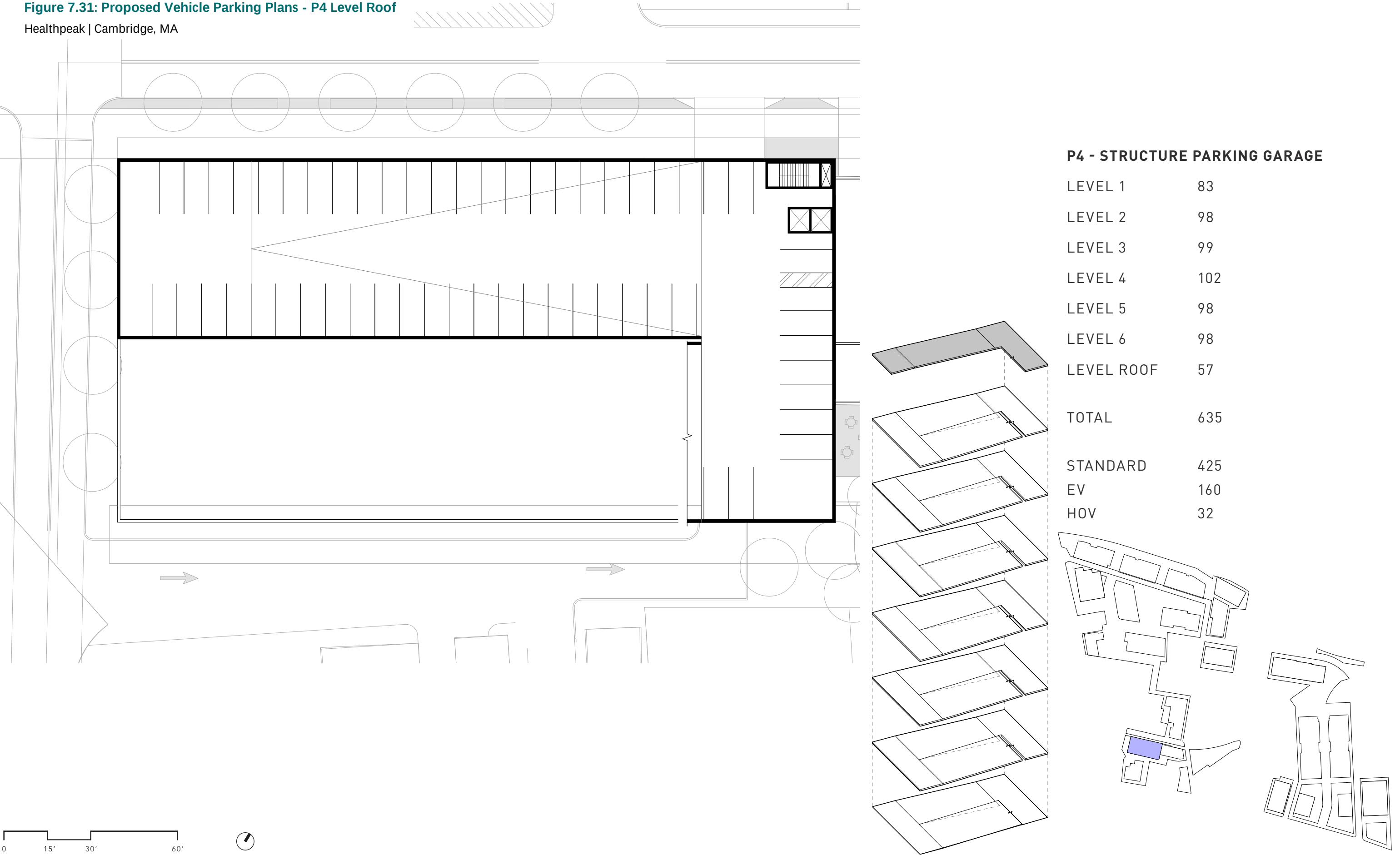
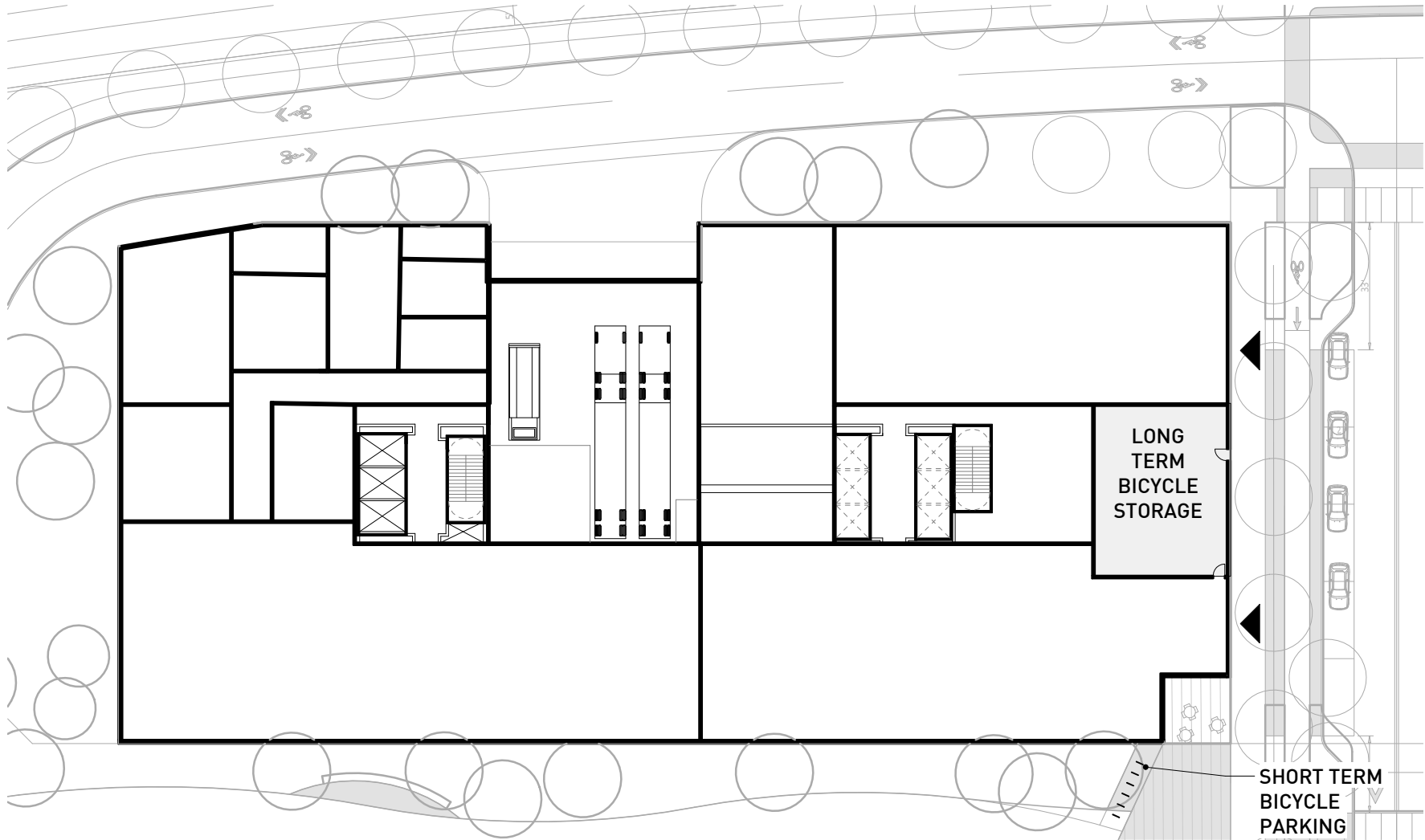
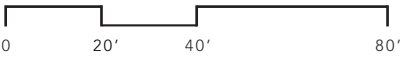


Figure 8.1: Proposed Bicycle Parking Key Plan - C1

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 BUILDING ENTRANCE



C1

C1 LONG TERM BICYCLE PARKING
C1 EXTERIOR BICYCLE PARKING

66
18

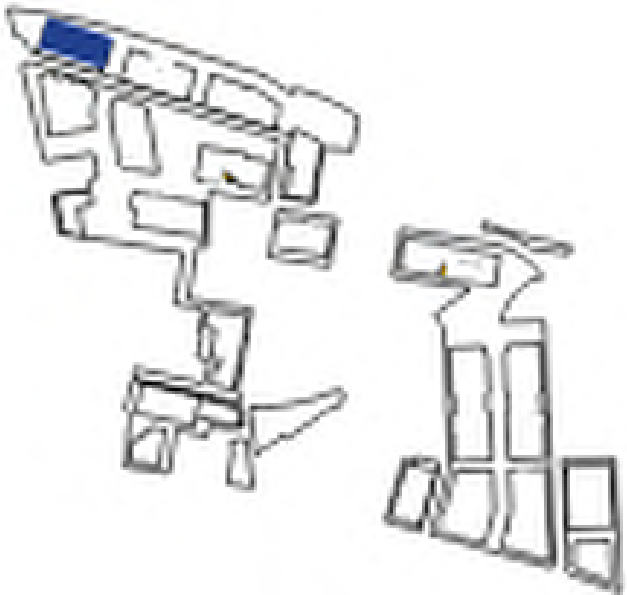
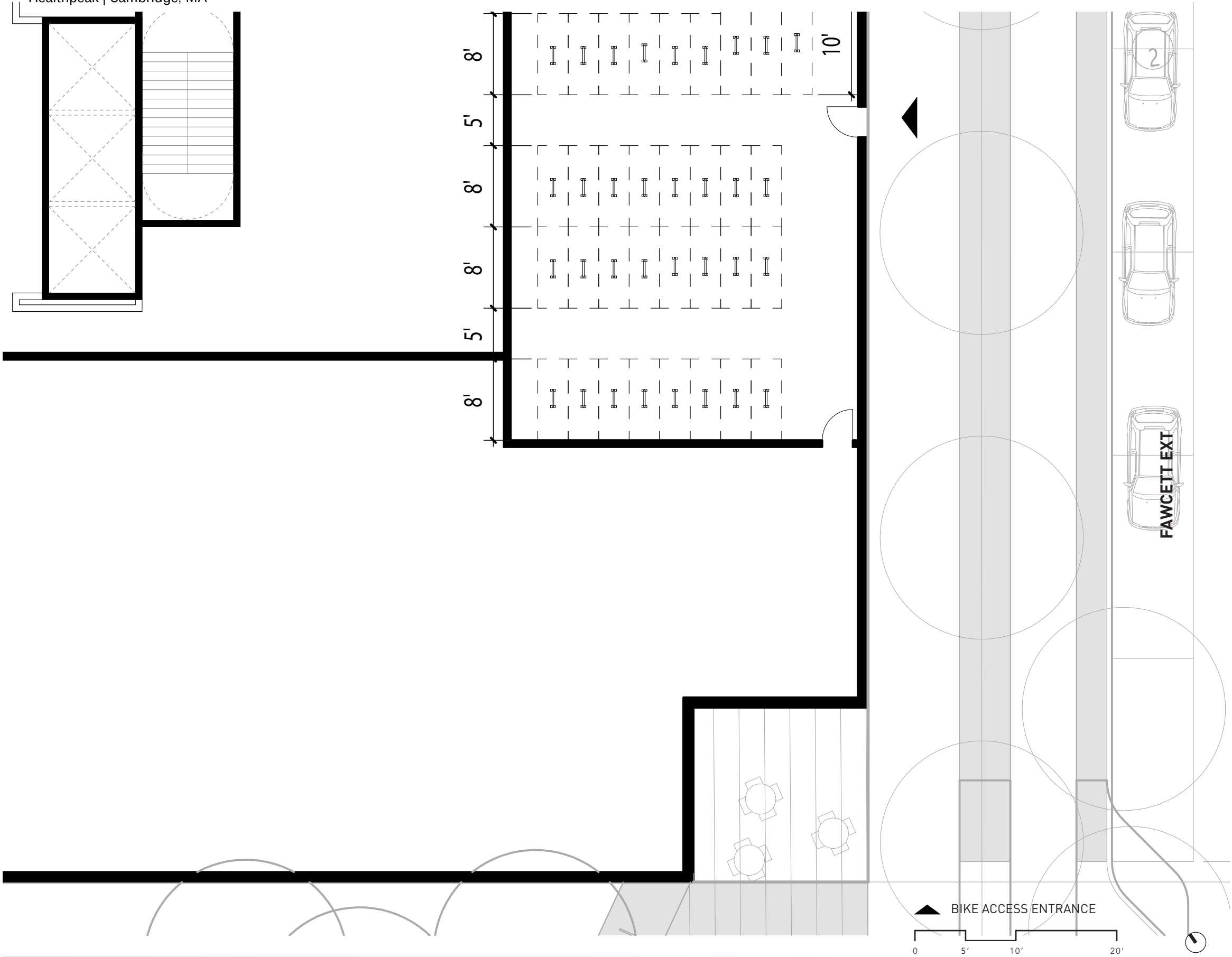


Figure 8.2: Proposed Long-Term Bicycle Parking - C1

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C1 - LONG TERM BICYCLE PARKING

C1 REGULAR	60
C1 TANDEM	6
TOTAL	66

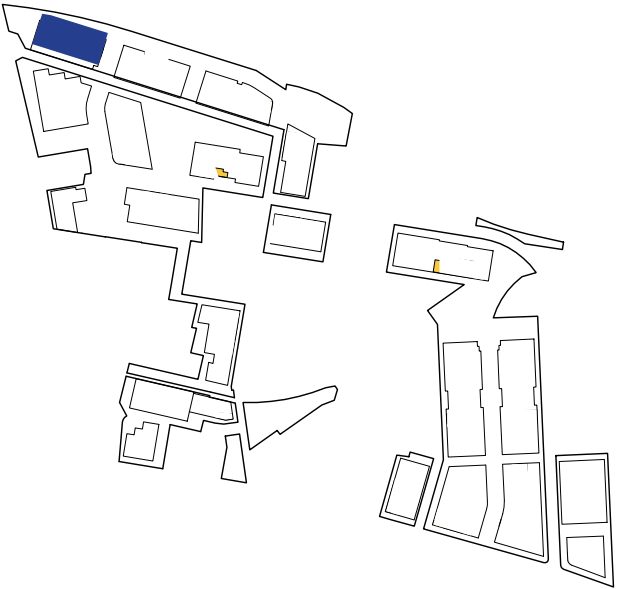
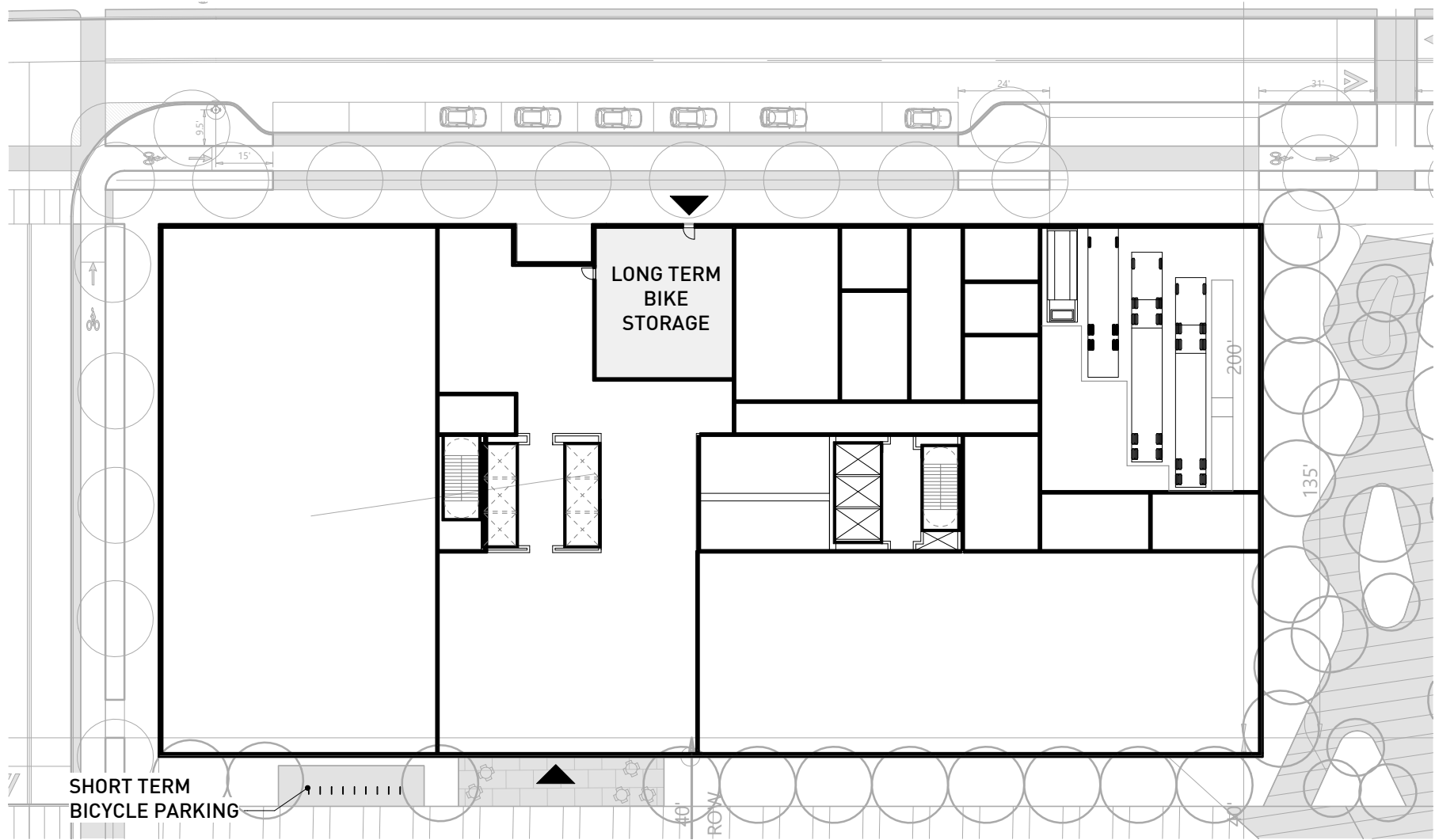


Figure 8.3: Proposed Bicycle Parking Key Plan - C2

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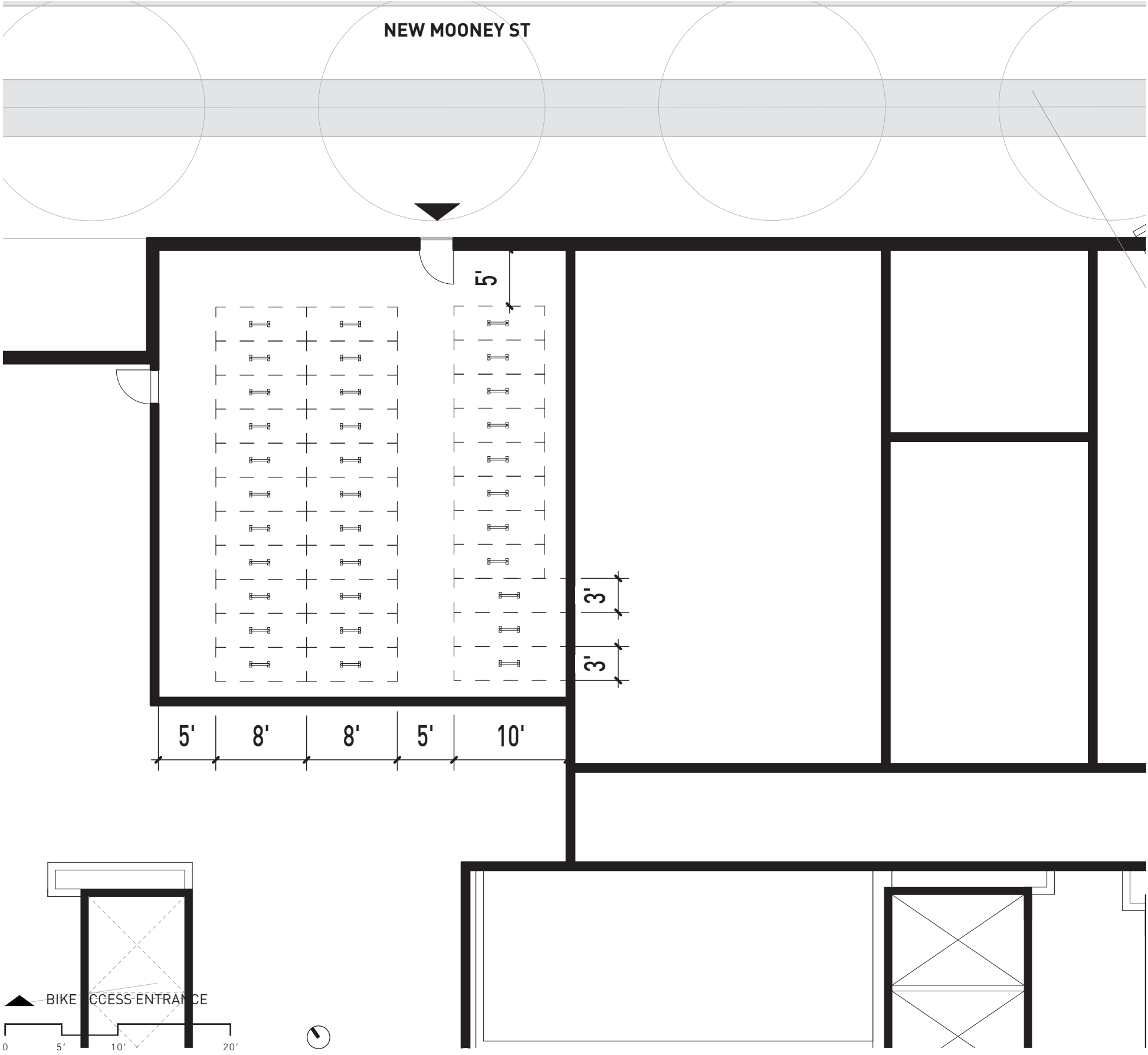
C2

C2 LONG TERM BICYCLE PARKING
C2 EXTERIOR BICYCLE PARKING

66
18

Figure 8.4: Proposed Long-Term Bicycle Parking - C2

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C2 - LONG TERM BICYCLE PARKING

C2 REGULAR	60
C2 TANDEM	6
TOTAL	66

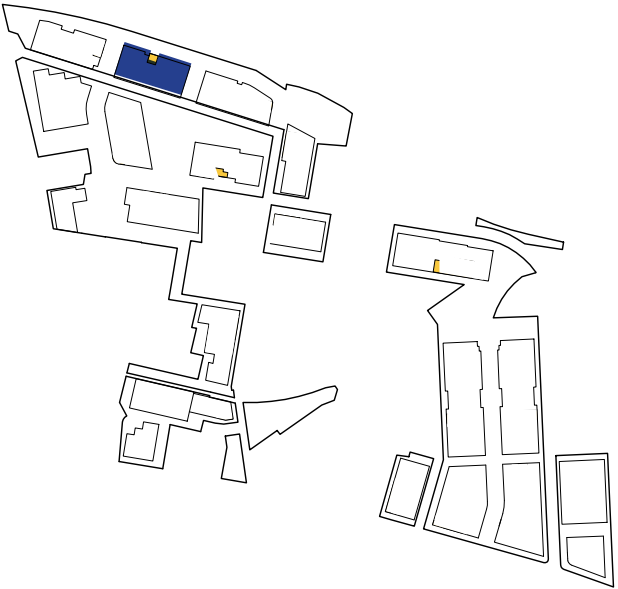
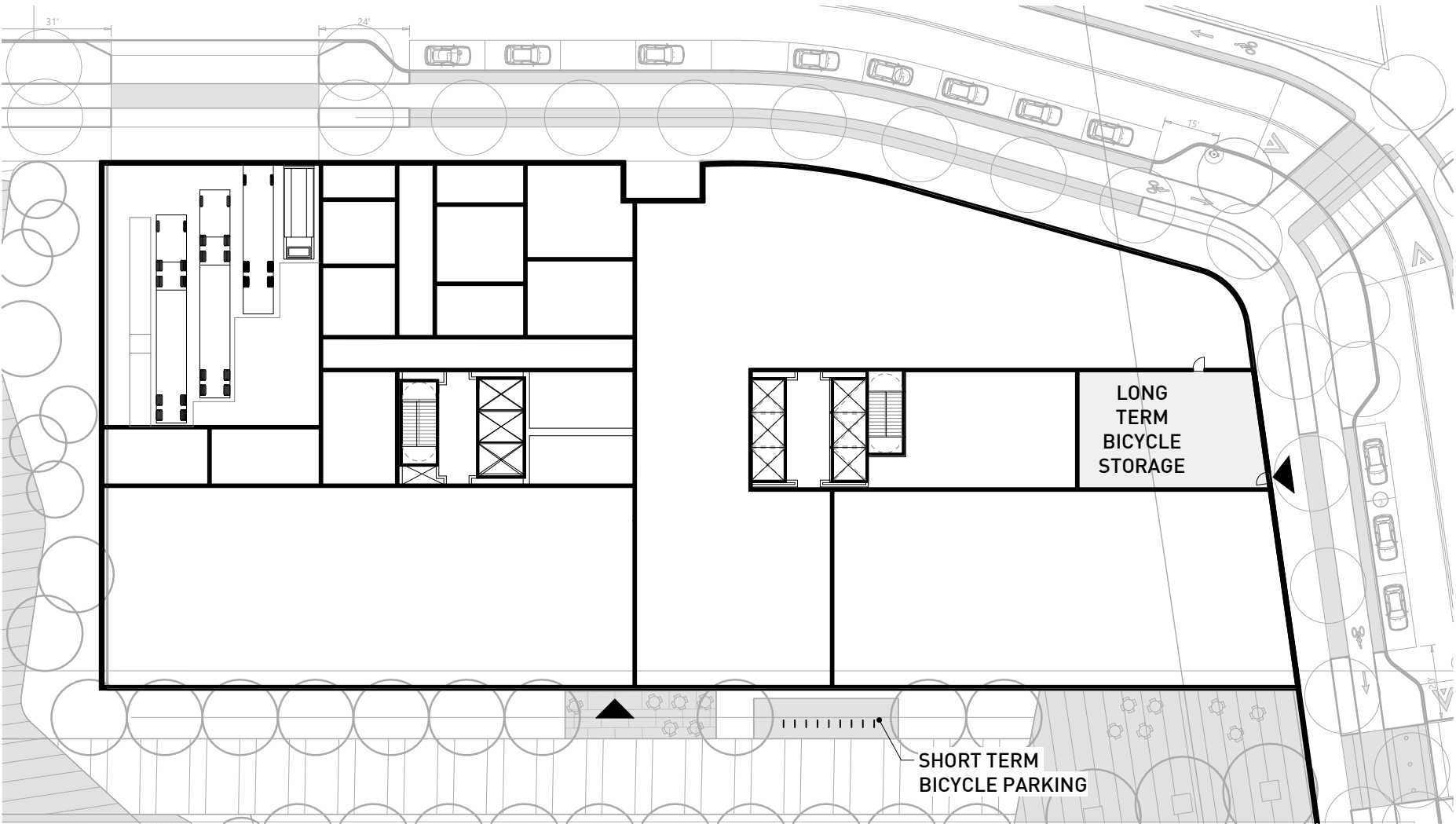
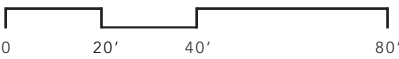


Figure 8.5: Proposed Bicycle Parking Key Plan - C3
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▲ BUILDING ENTRANCE



C3

C3 LONG TERM BICYCLE PARKING	64
C3 EXTERIOR BICYCLE PARKING	18

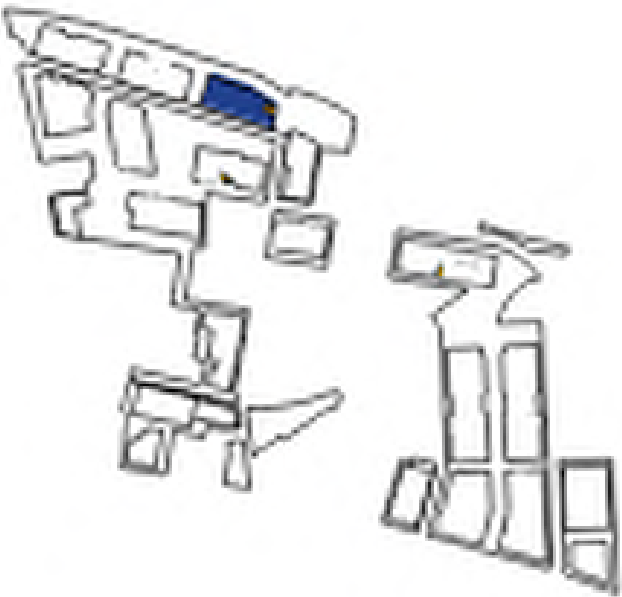
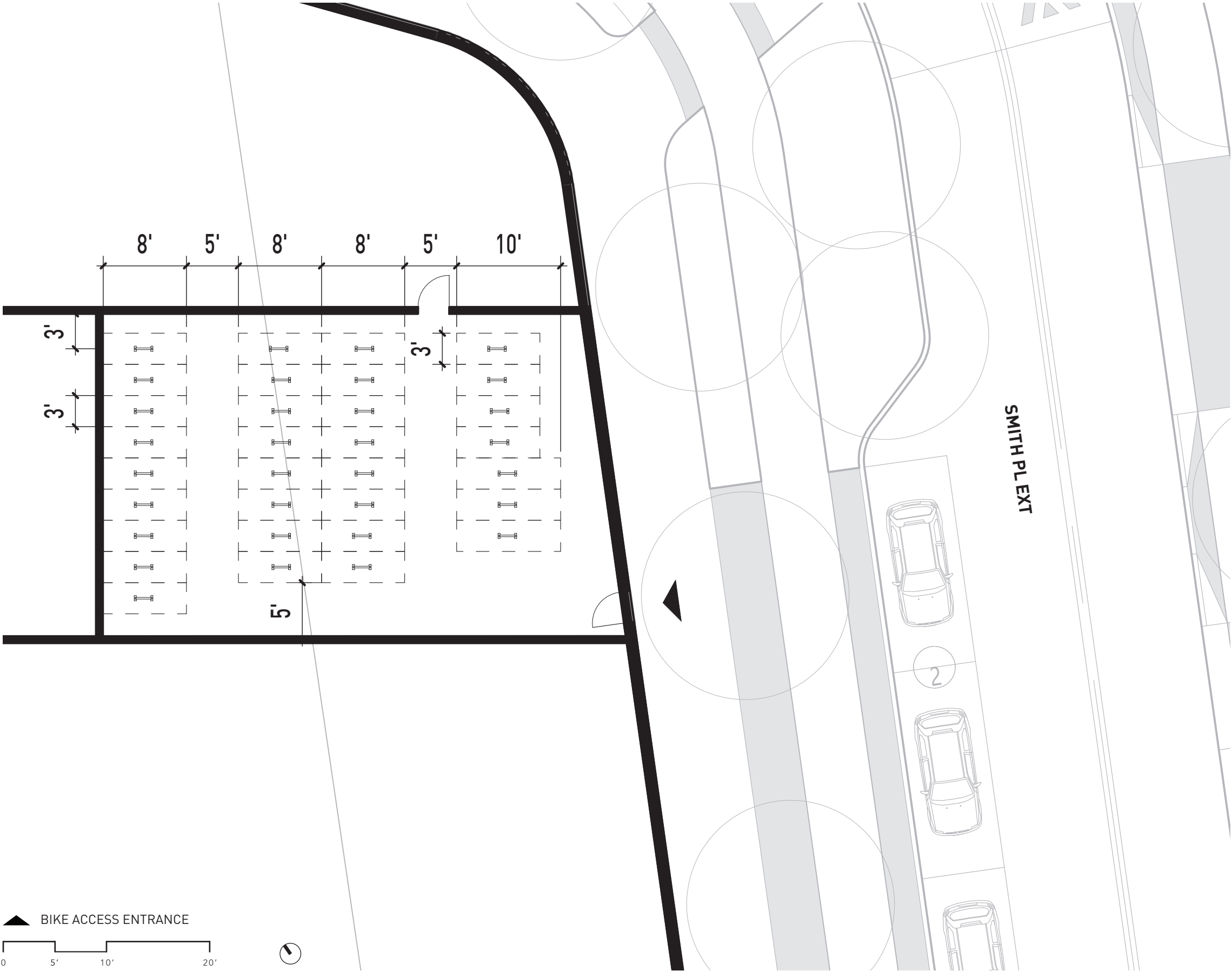


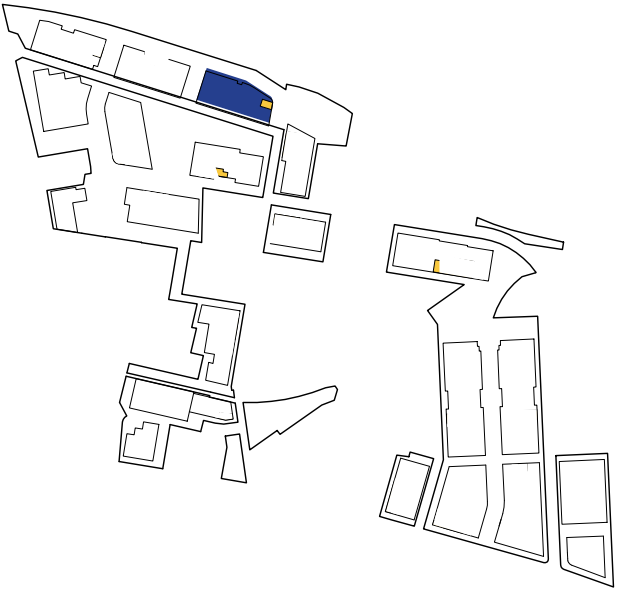
Figure 8.6: Proposed Long-Term Bicycle Parking - C3

Healthpeak | Cambridge, MA



C3 - LONG TERM BICYCLE PARKING

C3 REGULAR	58
C3 TANDEM	6
TOTAL	64

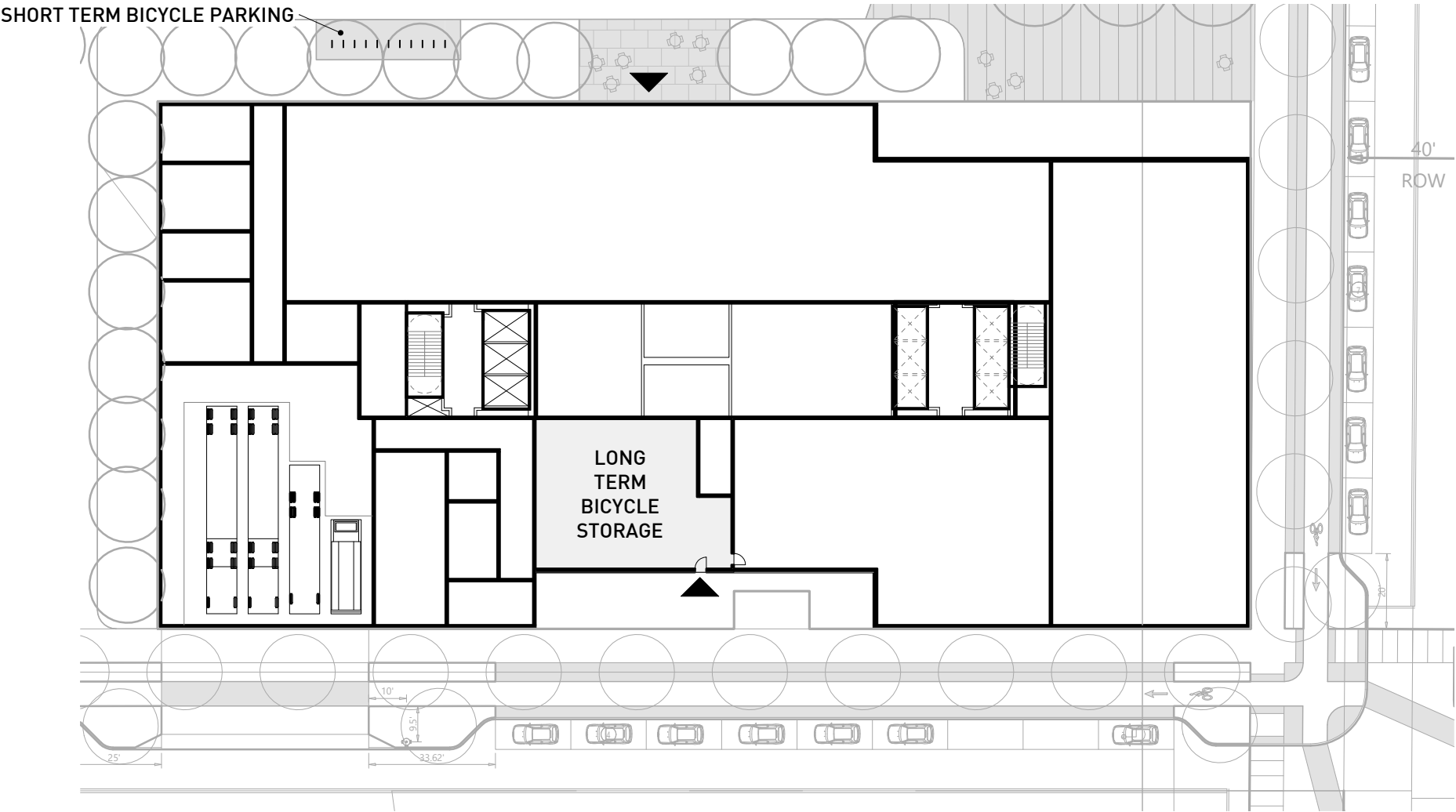


BIKE ACCESS ENTRANCE

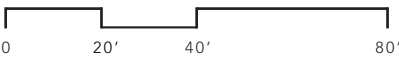
0 5' 10' 20'

Figure 8.7: Proposed Bicycle Parking Key Plan - C4

Healthpeak | Cambridge, MA



▲ BUILDING ENTRANCE



Source: Elkus Manfredi Architects Ltd., 06/29/2026

C4

C4 LONG TERM BICYCLE PARKING
C4 EXTERIOR BICYCLE PARKING

64
22

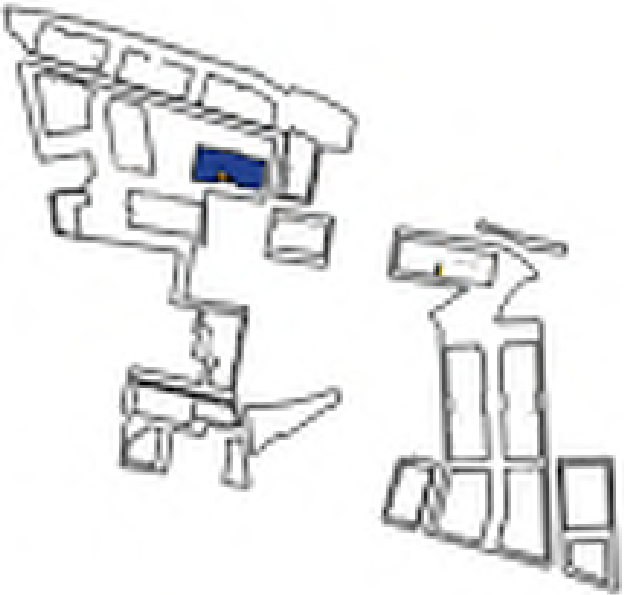
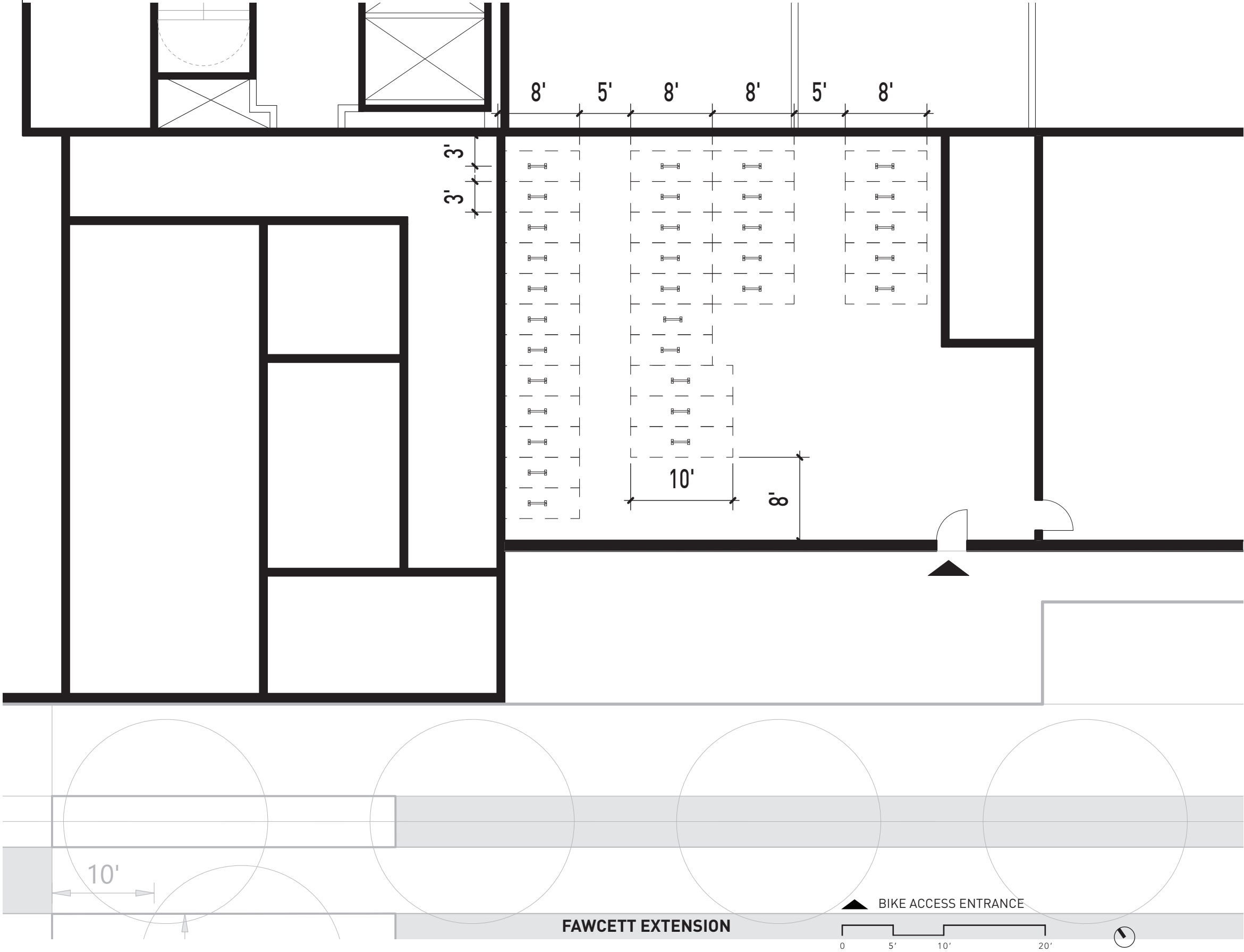


Figure 8.8: Proposed Long-Term Bicycle Parking - C4

Healthpeak | Cambridge, MA



C4 - LONG TERM BICYCLE PARKING

C4 REGULAR	58
C4 TANDEM	6
TOTAL	64

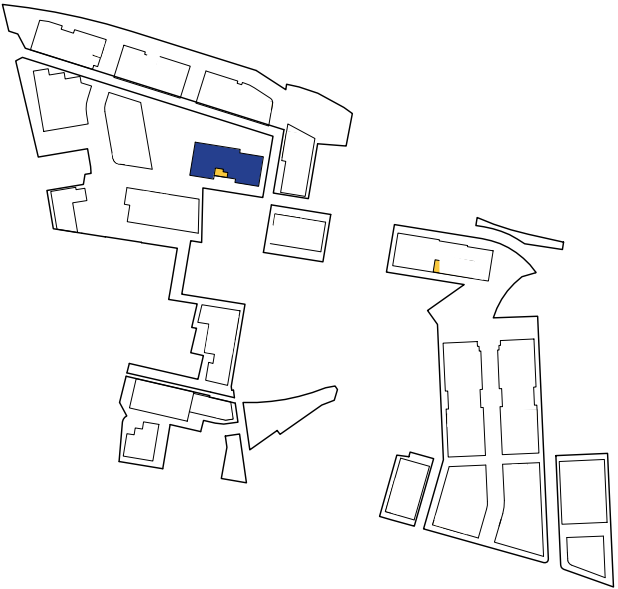
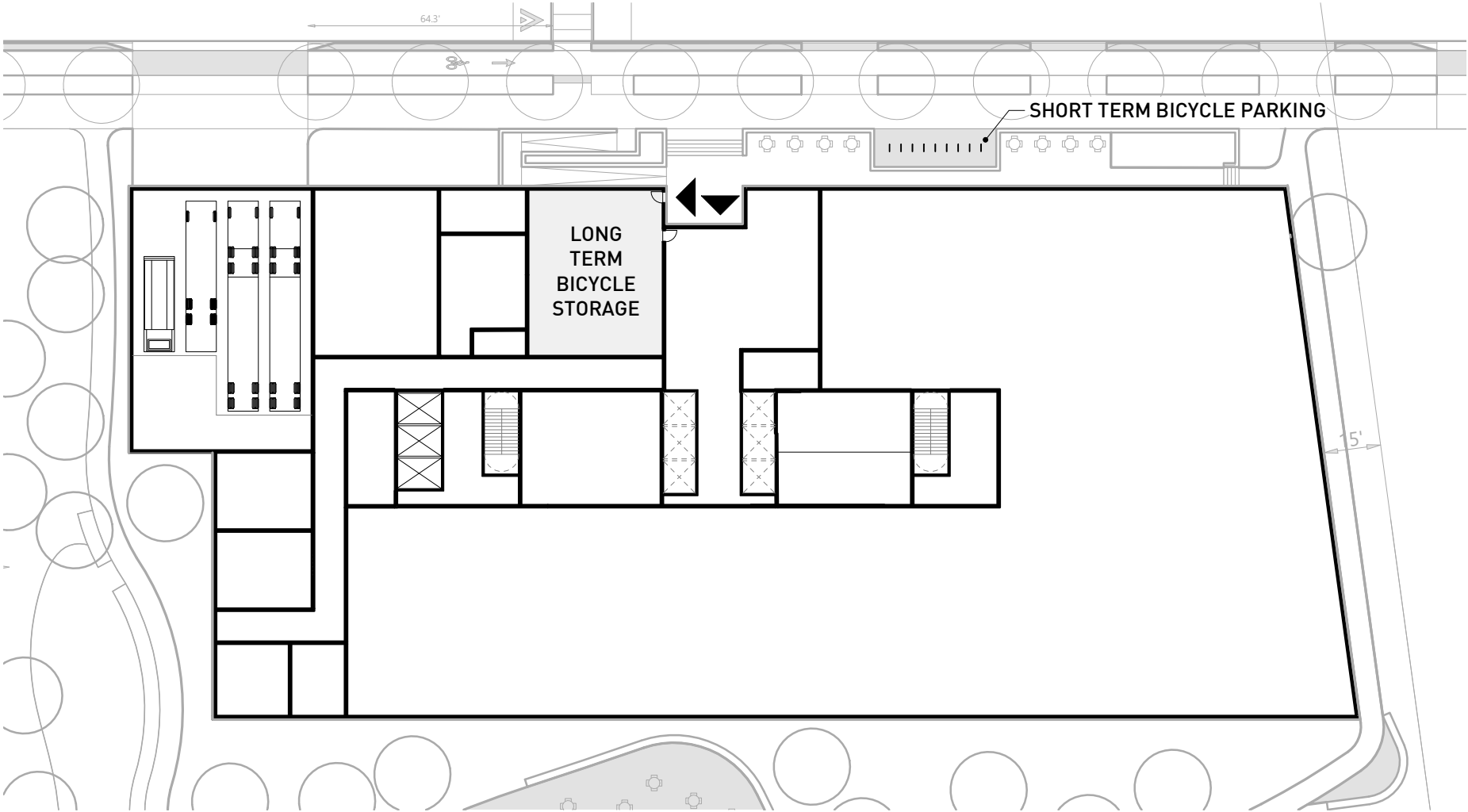
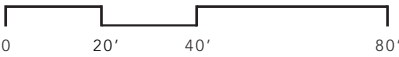


Figure 8.9: Proposed Bicycle Parking Key Plan - C5
Healthpeak | Cambridge, MA



▲ BUILDING ENTRANCE



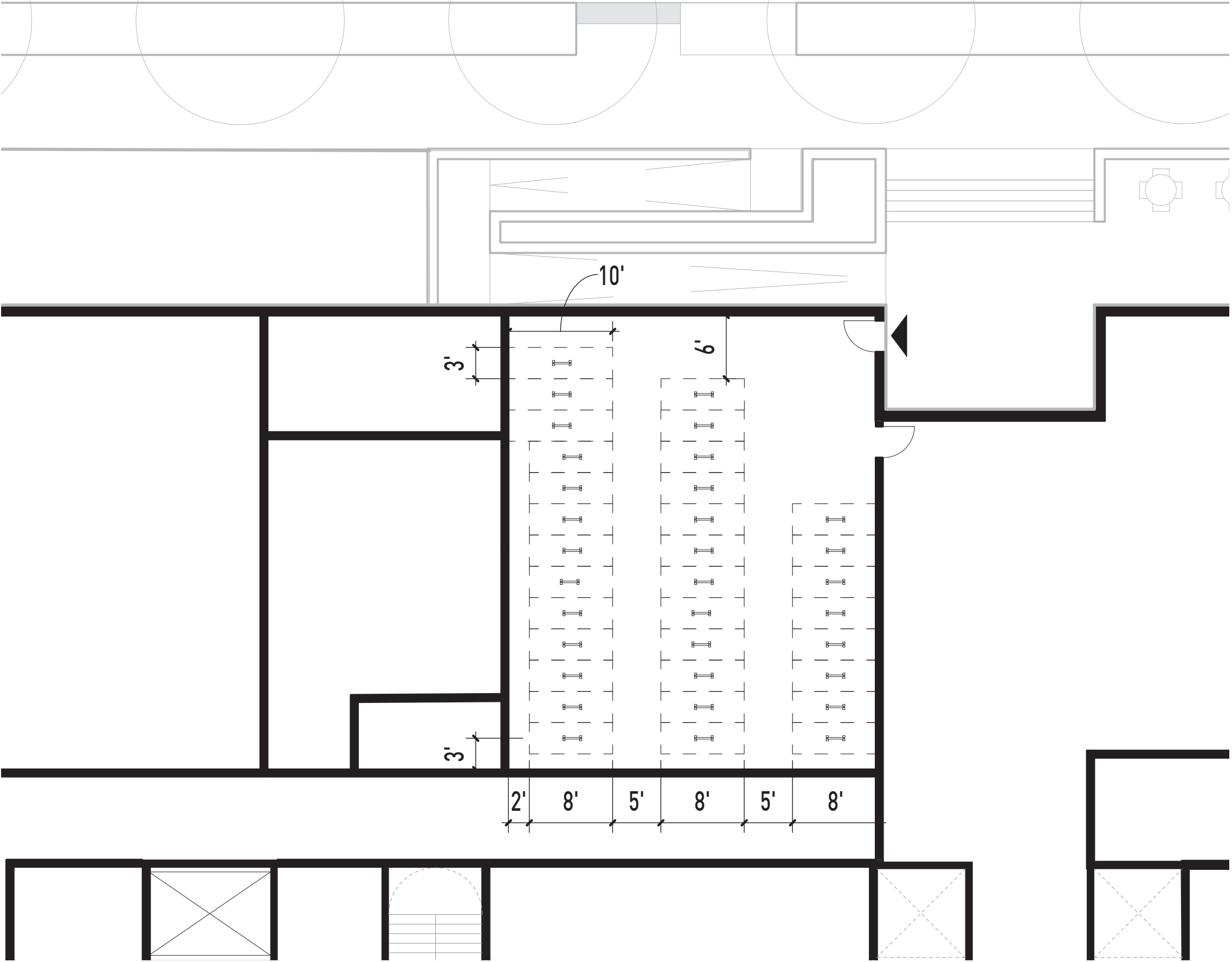
C5

C5 LONG TERM BICYCLE PARKING	66
C5 EXTERIOR BICYCLE PARKING	18



Figure 8.10: Proposed Long-Term Bicycle Parking - C5

Healthpeak | Cambridge, MA



C5 - LONG TERM BICYCLE PARKING

C5 REGULAR	60
C5 TANDEM	6
TOTAL	66

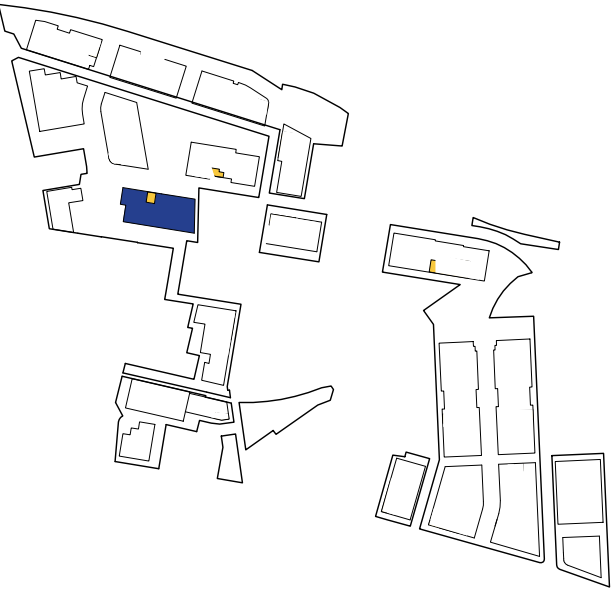
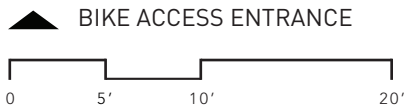
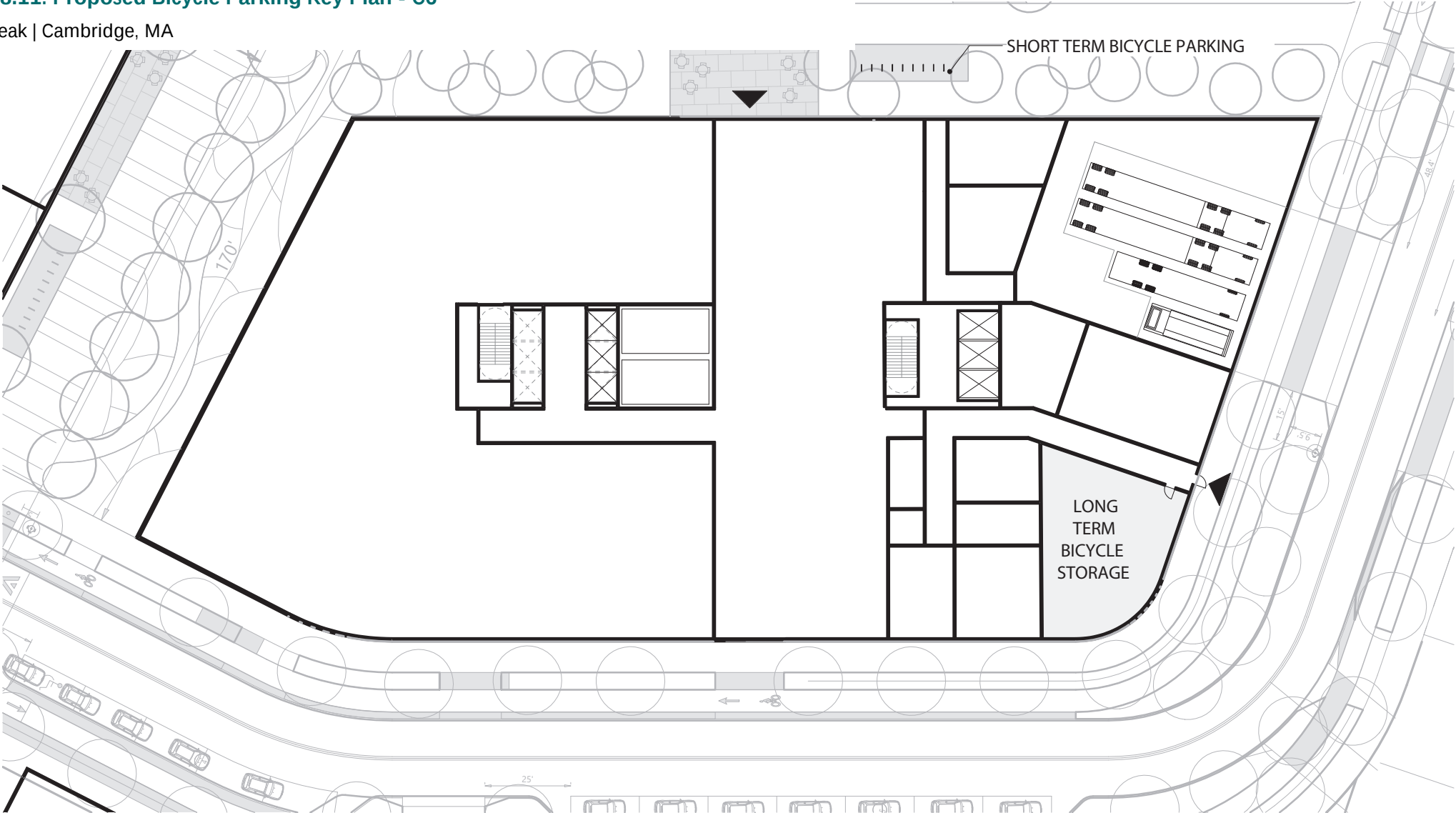
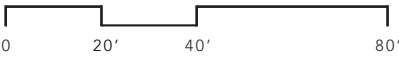


Figure 8.11: Proposed Bicycle Parking Key Plan - C6

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▲ BUILDING ENTRANCE



C6

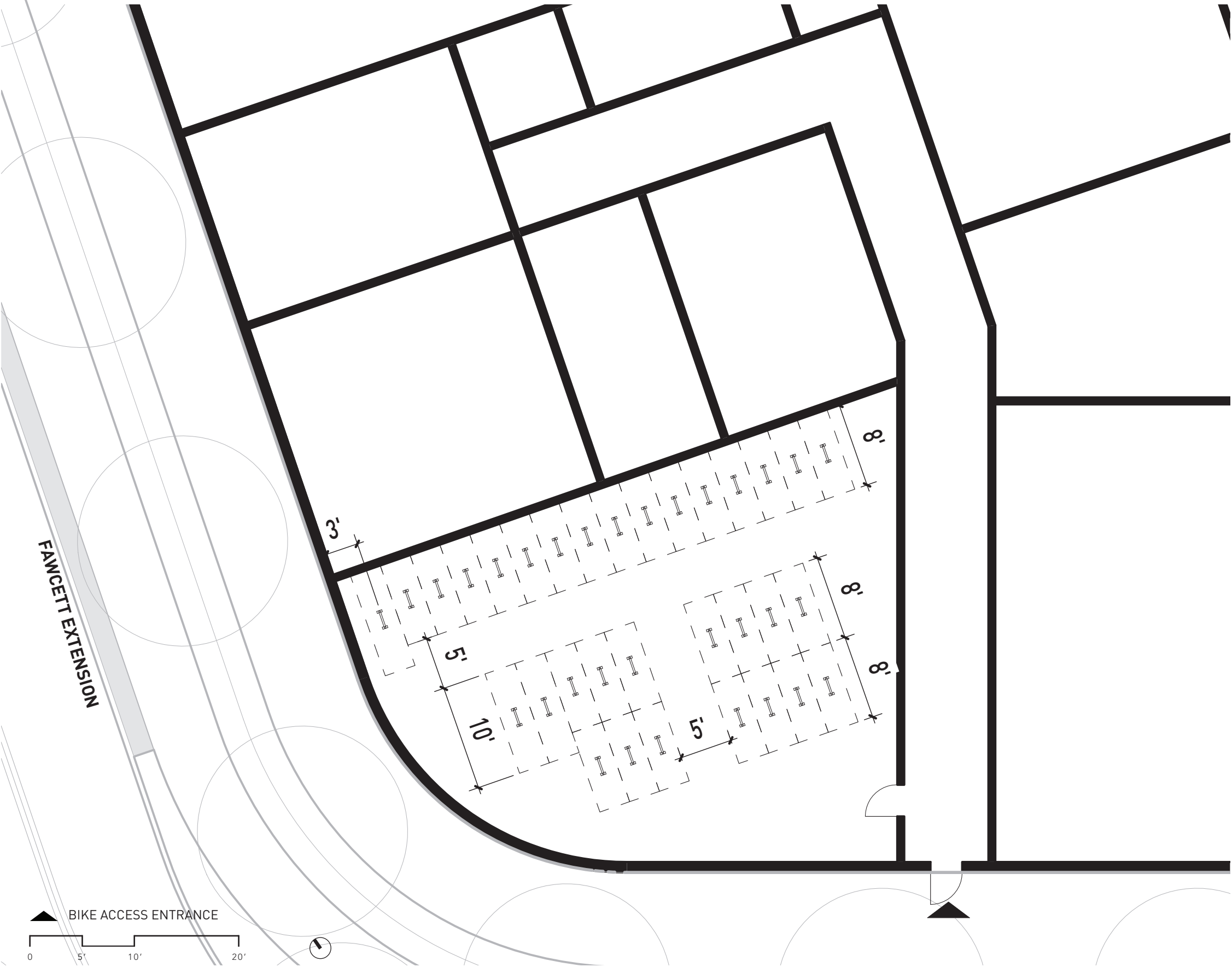
C6 LONG TERM BICYCLE PARKING
C6 EXTERIOR BICYCLE PARKING

64
18



Figure 8.12: Proposed Long-Term Bicycle Parking - C6

Healthpeak | Cambridge, MA



C6 - LONG TERM BICYCLE PARKING

C6 REGULAR	58
C6 TANDEM	6
TOTAL	64

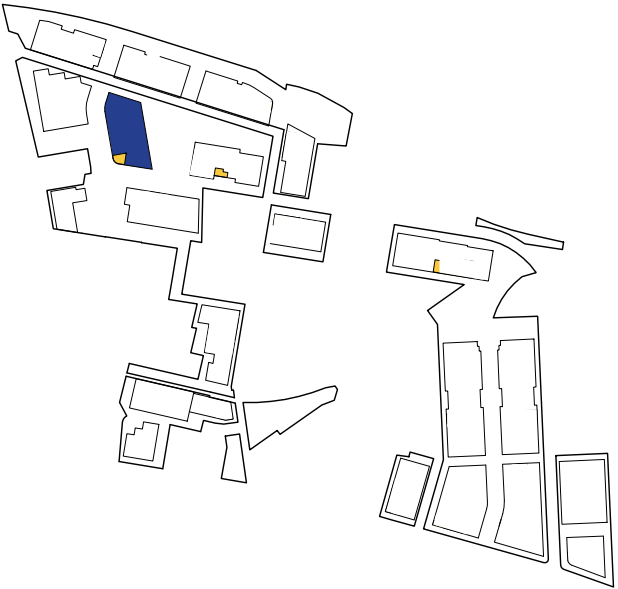
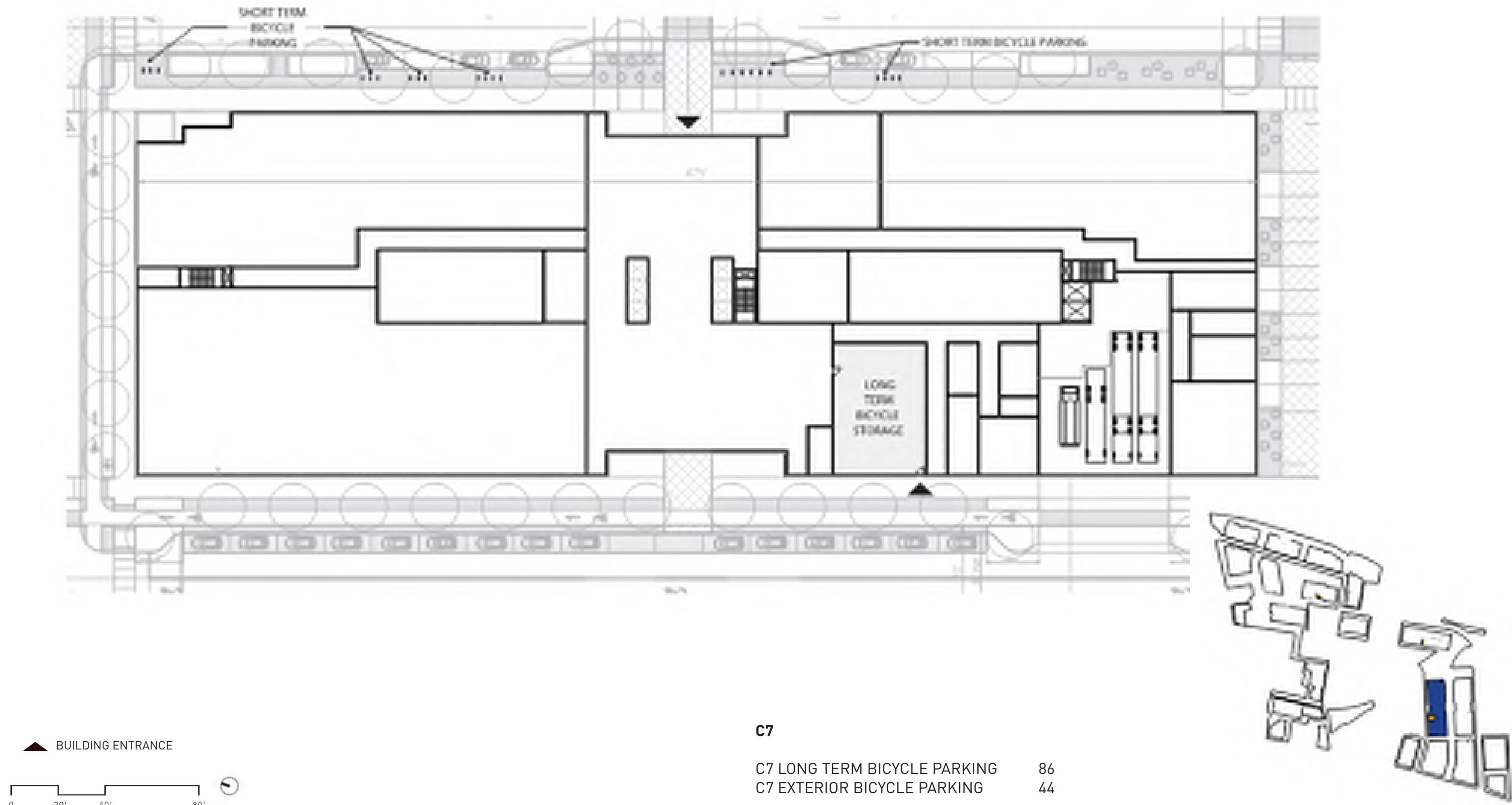


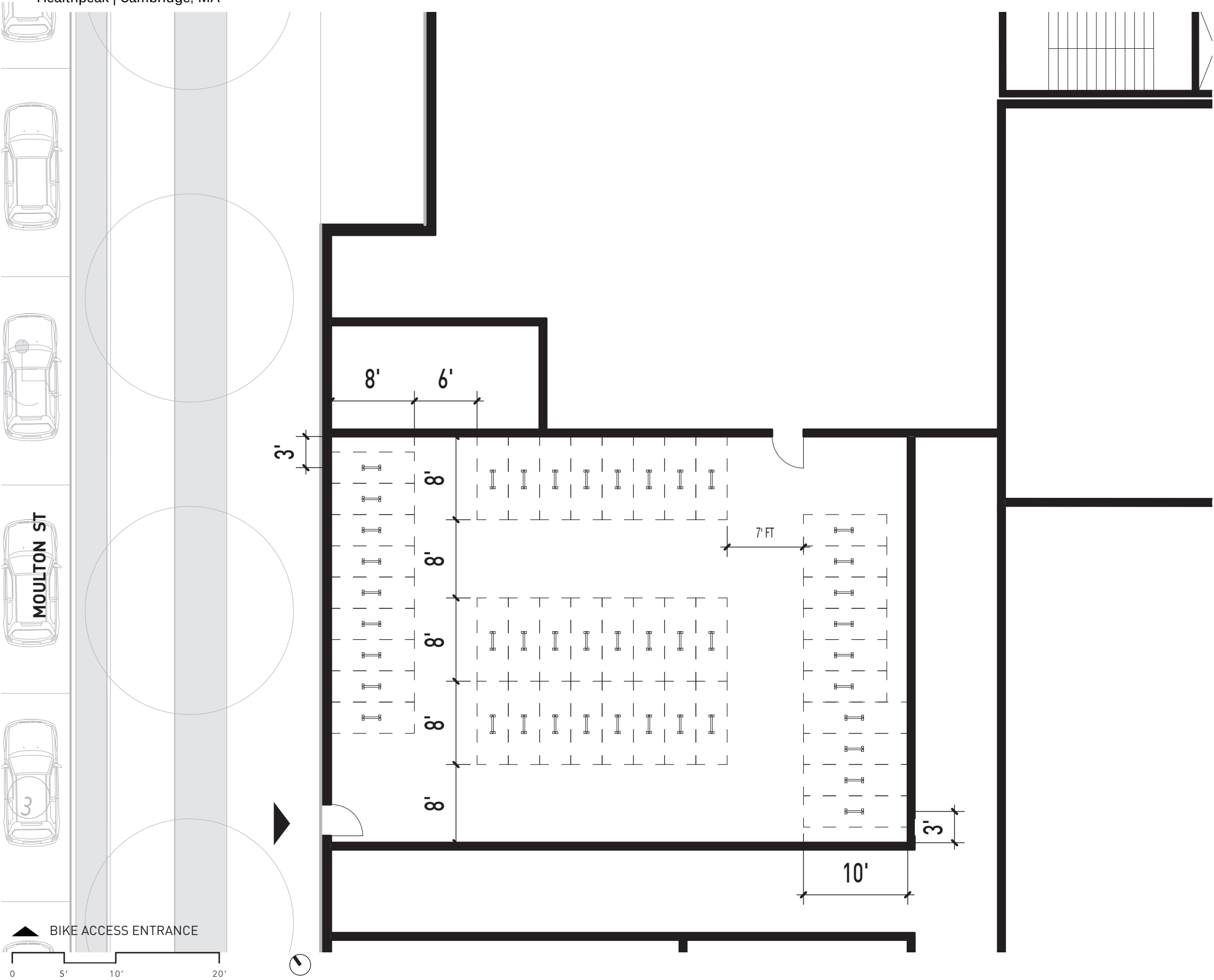
Figure 8.13: Proposed Bicycle Parking Key Plan - C7
Healthpeak | Cambridge, MA



Source: Elkus Manfredi Architects Ltd., 06/29/2026

Figure 8.14: Proposed Long-Term Bicycle Parking - C7

Healthpeak | Cambridge, MA



C7 - LONG TERM BICYCLE PARKING

C7 REGULAR	78
C7 TANDEM	8
TOTAL	86

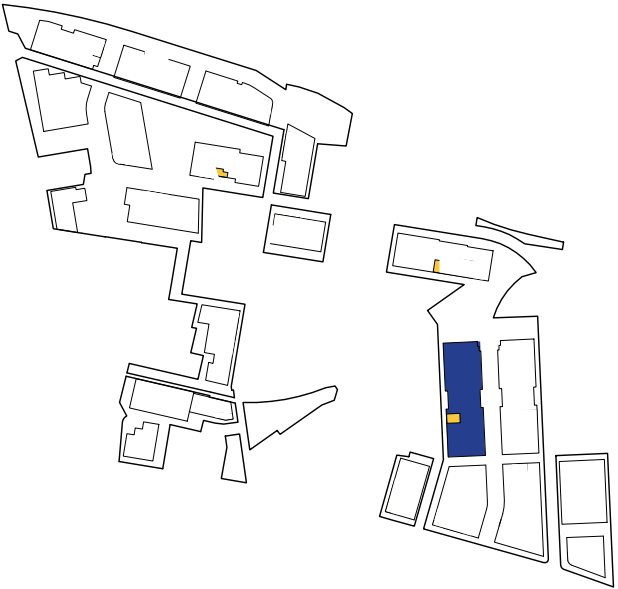
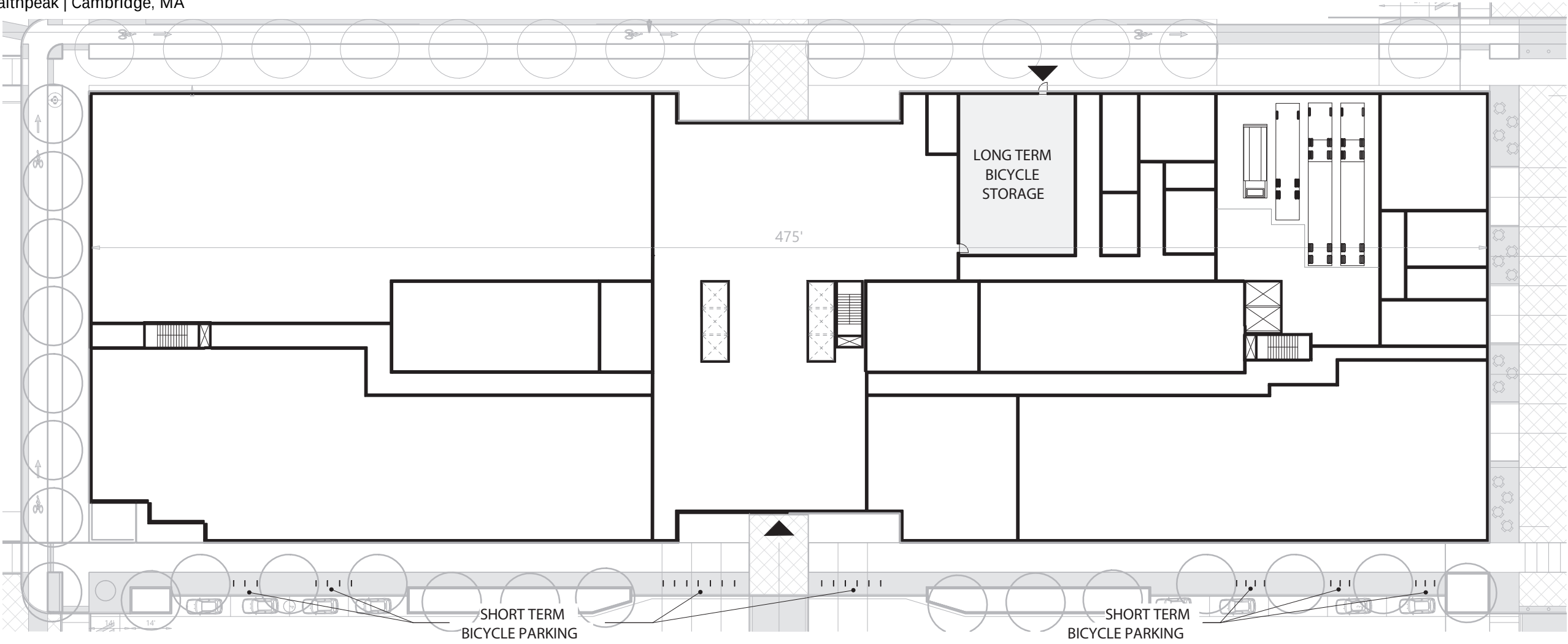
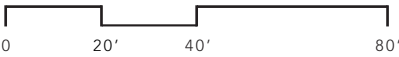


Figure 8.15: Proposed Bicycle Parking Key Plan - C8

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▲ BUILDING ENTRANCE



C8

C8 LONG TERM BICYCLE PARKING	88
C8 EXTERIOR BICYCLE PARKING	60

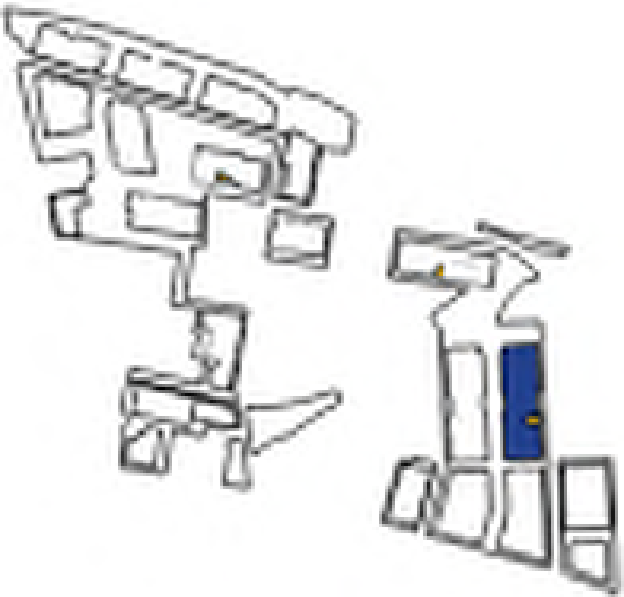
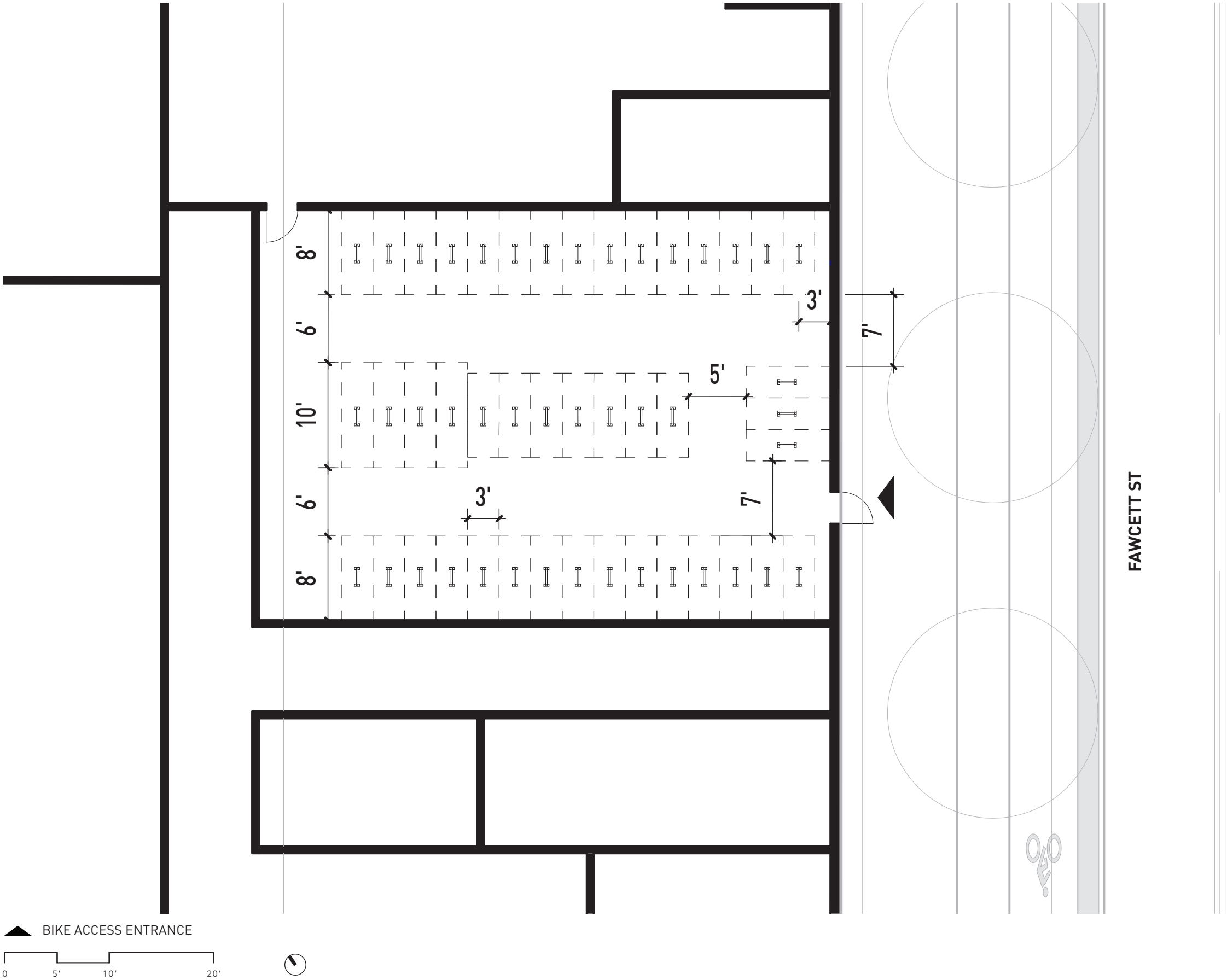


Figure 8.16: Proposed Long-Term Bicycle Parking - C8

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C8 - LONG TERM BICYCLE PARKING

C8 REGULAR	80
C8 TANDEM	8
TOTAL	88

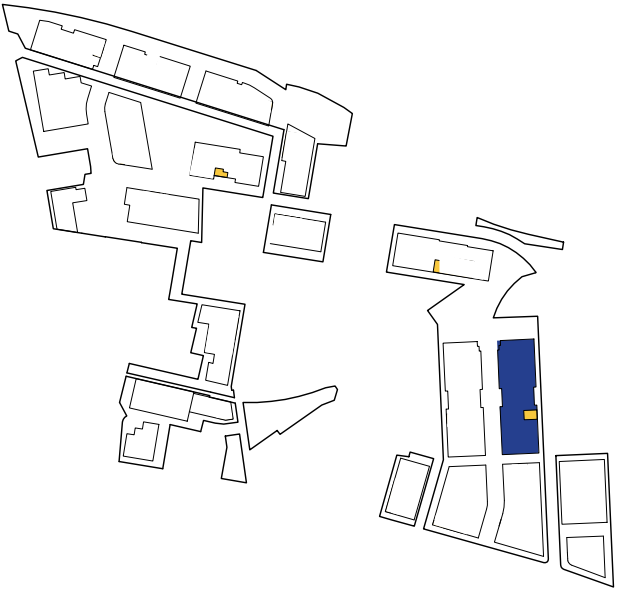
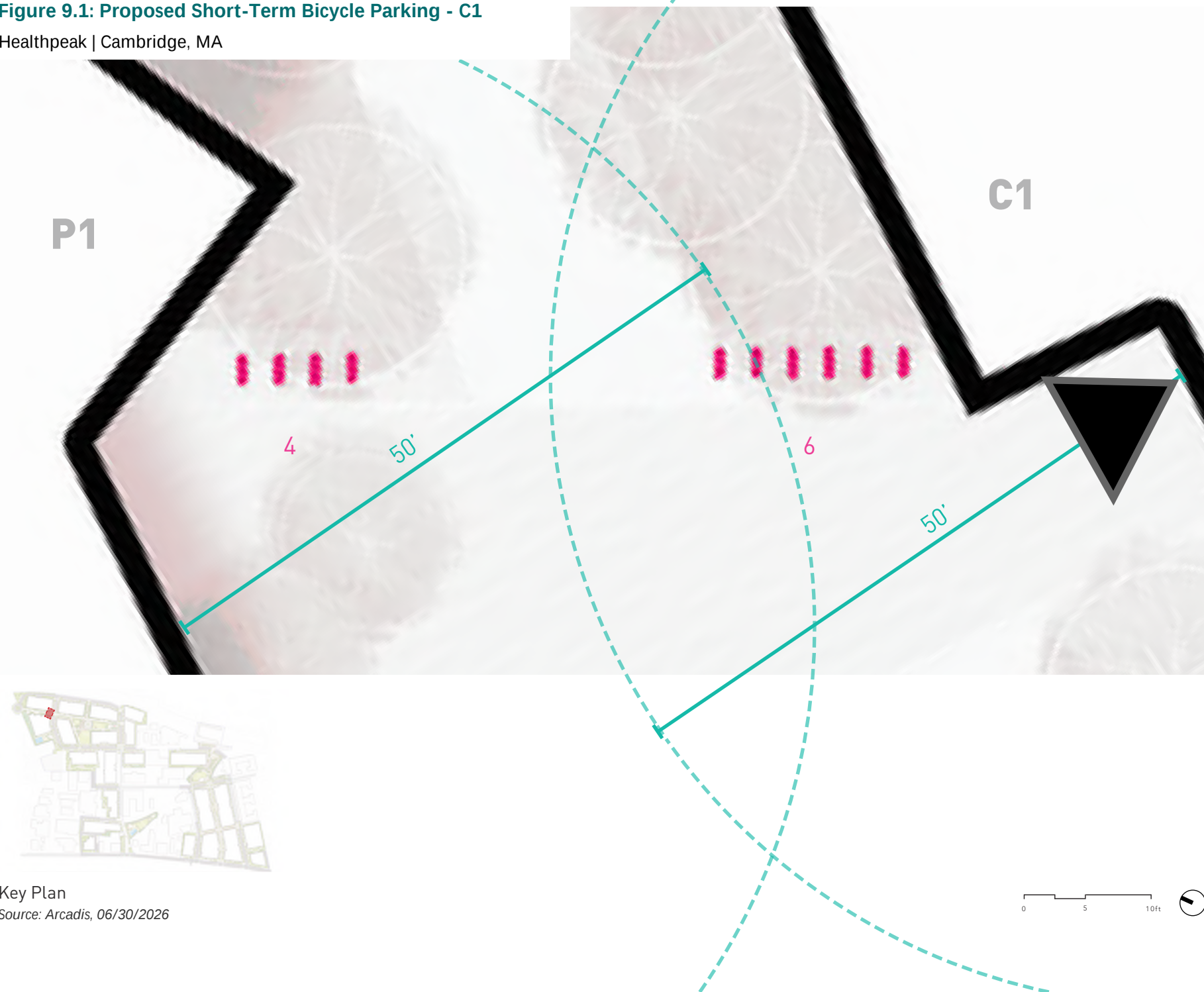


Figure 9.1: Proposed Short-Term Bicycle Parking - C1

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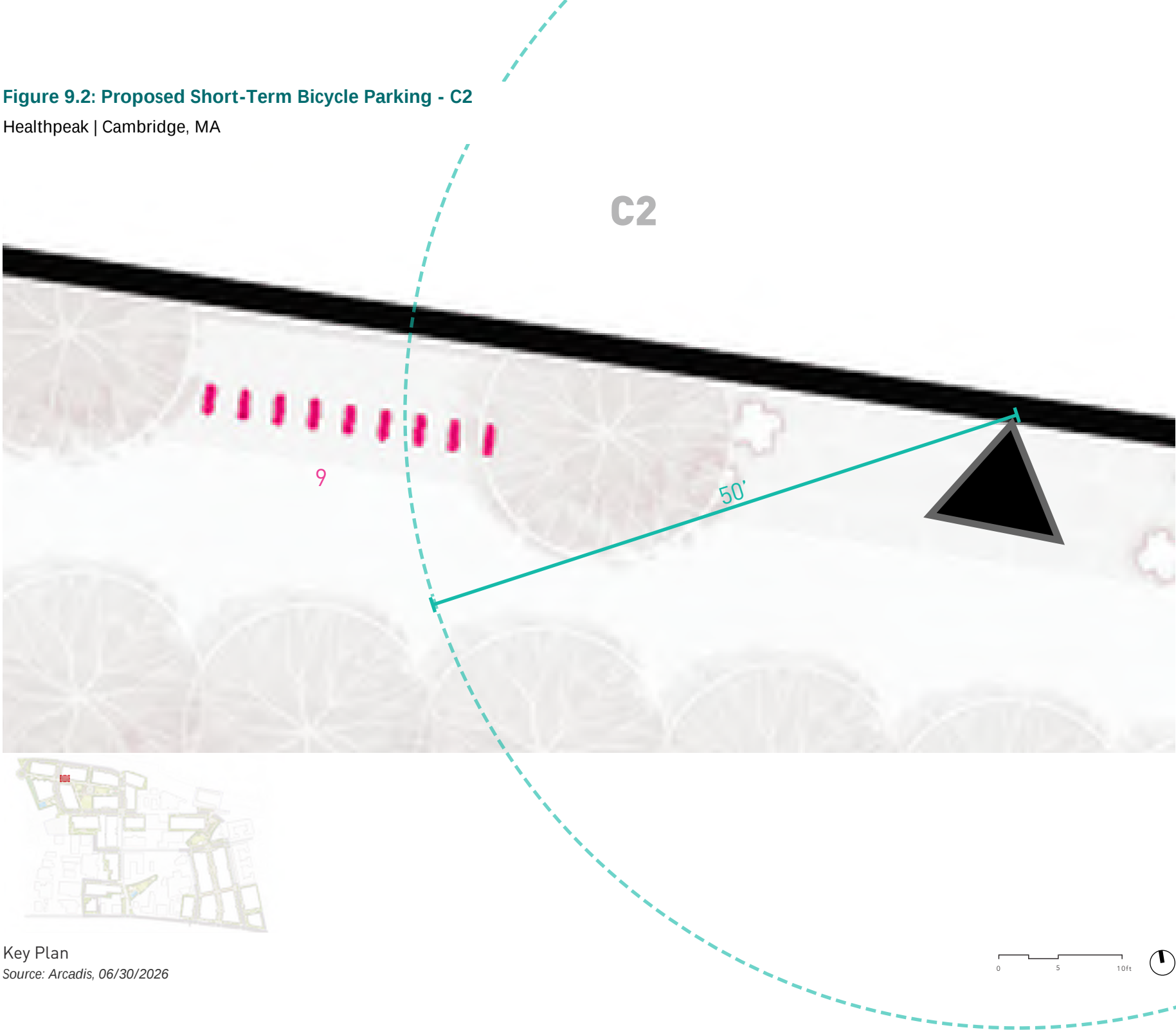


Key Plan

Source: Arcadis, 06/30/2026

Figure 9.2: Proposed Short-Term Bicycle Parking - C2

Healthpeak | Cambridge, MA



Key Plan

Source: Arcadis, 06/30/2026

Figure 9.3: Proposed Short-Term Bicycle Parking - C3

Healthpeak | Cambridge, MA

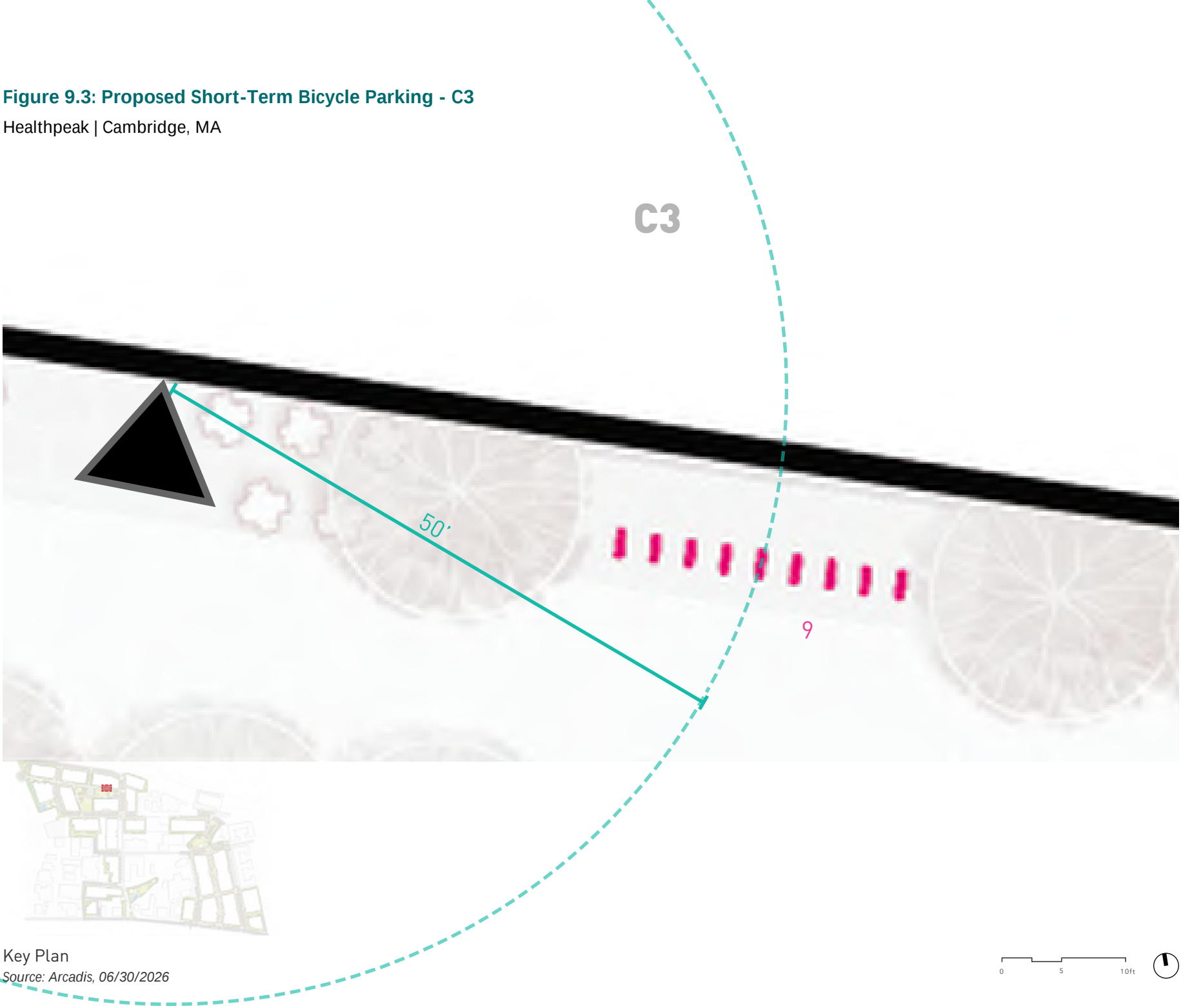
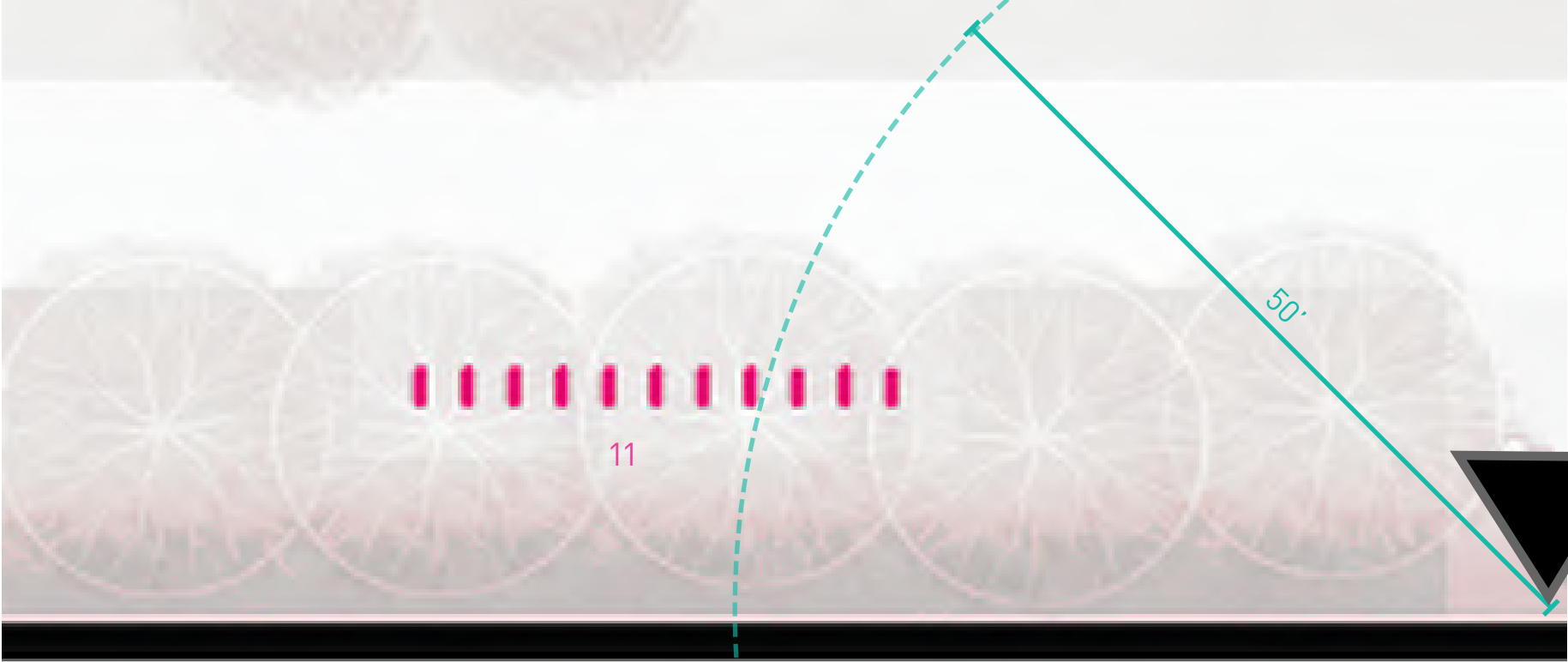


Figure 9.4: Proposed Short-Term Bicycle Parking - C4

Healthpeak | Cambridge, MA



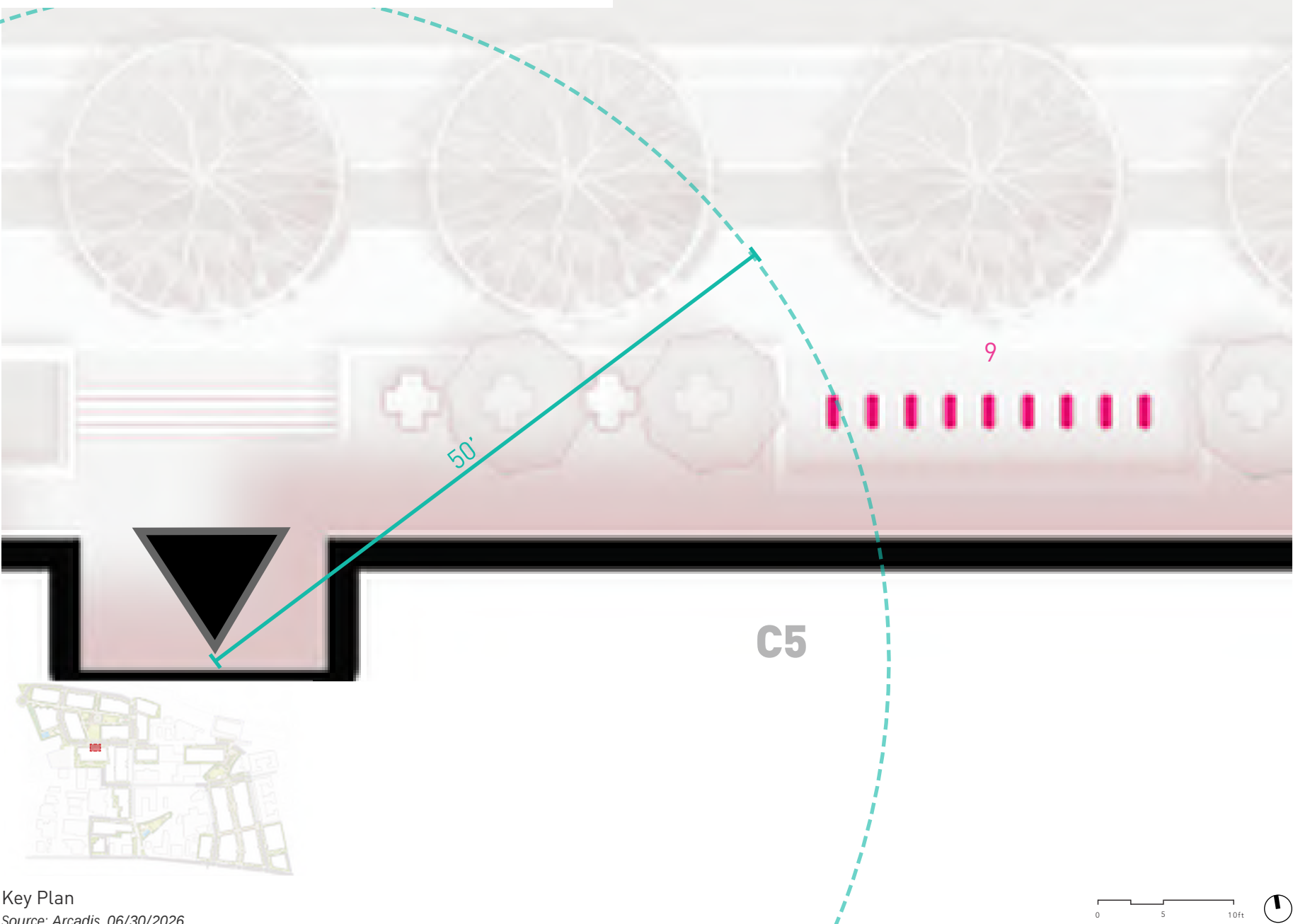
Key Plan

Source: Arcadis, 06/30/2026



Figure 9.5: Proposed Short-Term Bicycle Parking - C5

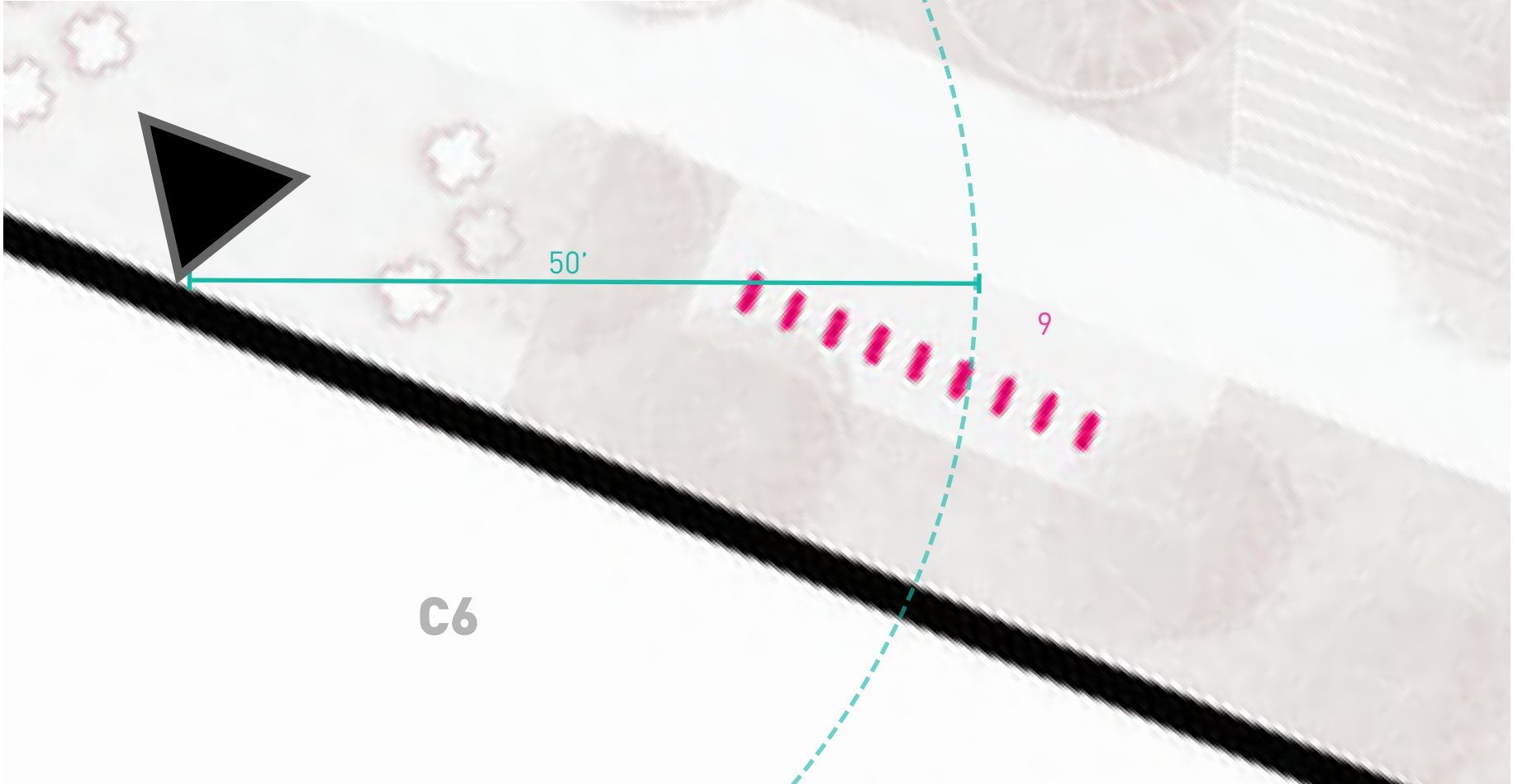
Healthpeak | Cambridge, MA



Key Plan
Source: Arcadis, 06/30/2026

Figure 9.6: Proposed Short-Term Bicycle Parking - C6

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C6



Key Plan

Source: Arcadis, 06/30/2026

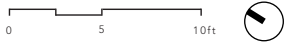


Figure 9.7: Proposed Short-Term Bicycle Parking - C7

Healthpeak | Cambridge, MA



Key Plan

Source: Arcadis, 06/30/2026



Figure 9.8: Proposed Short-Term Bicycle Parking - C7

Healthpeak | Cambridge, MA

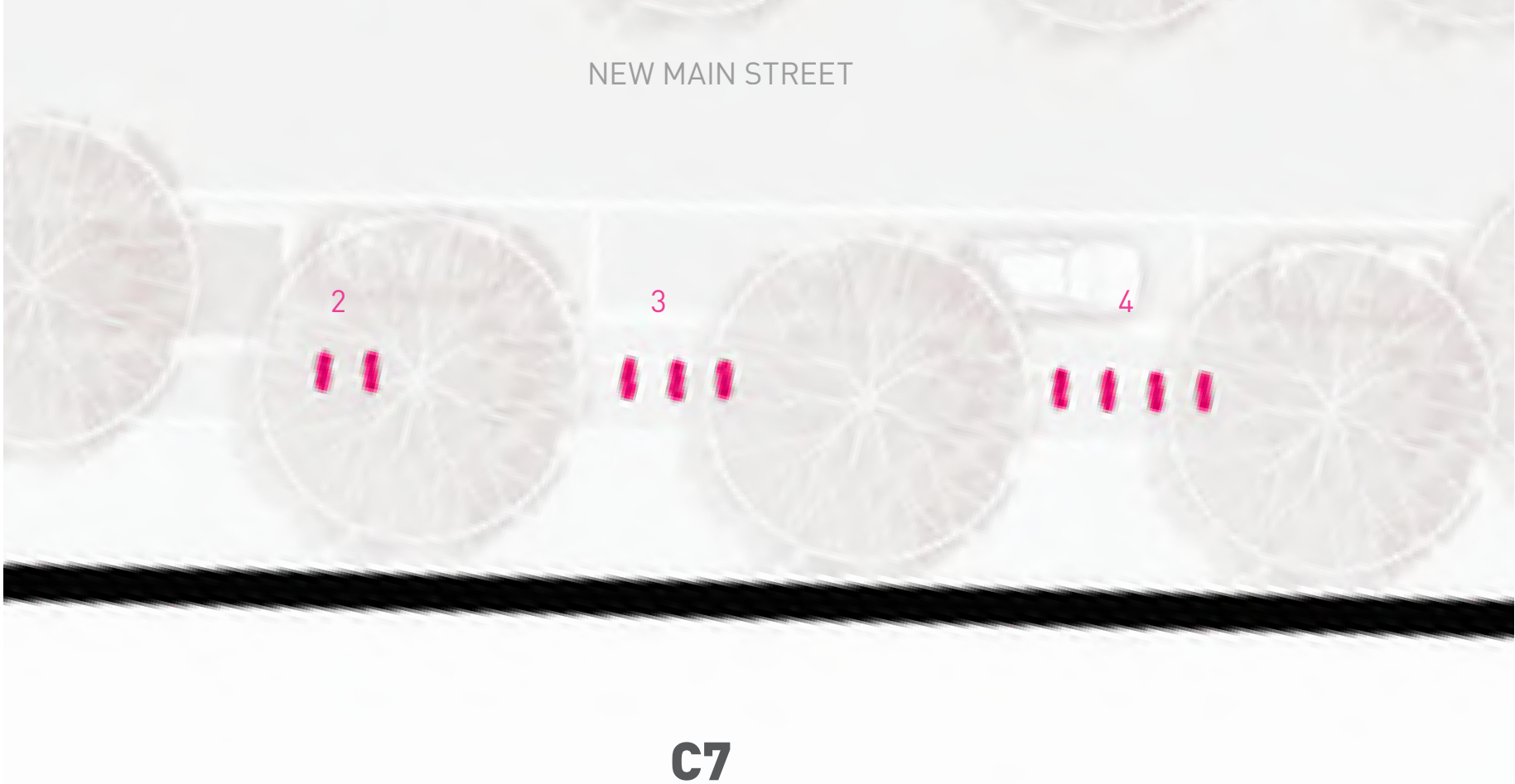
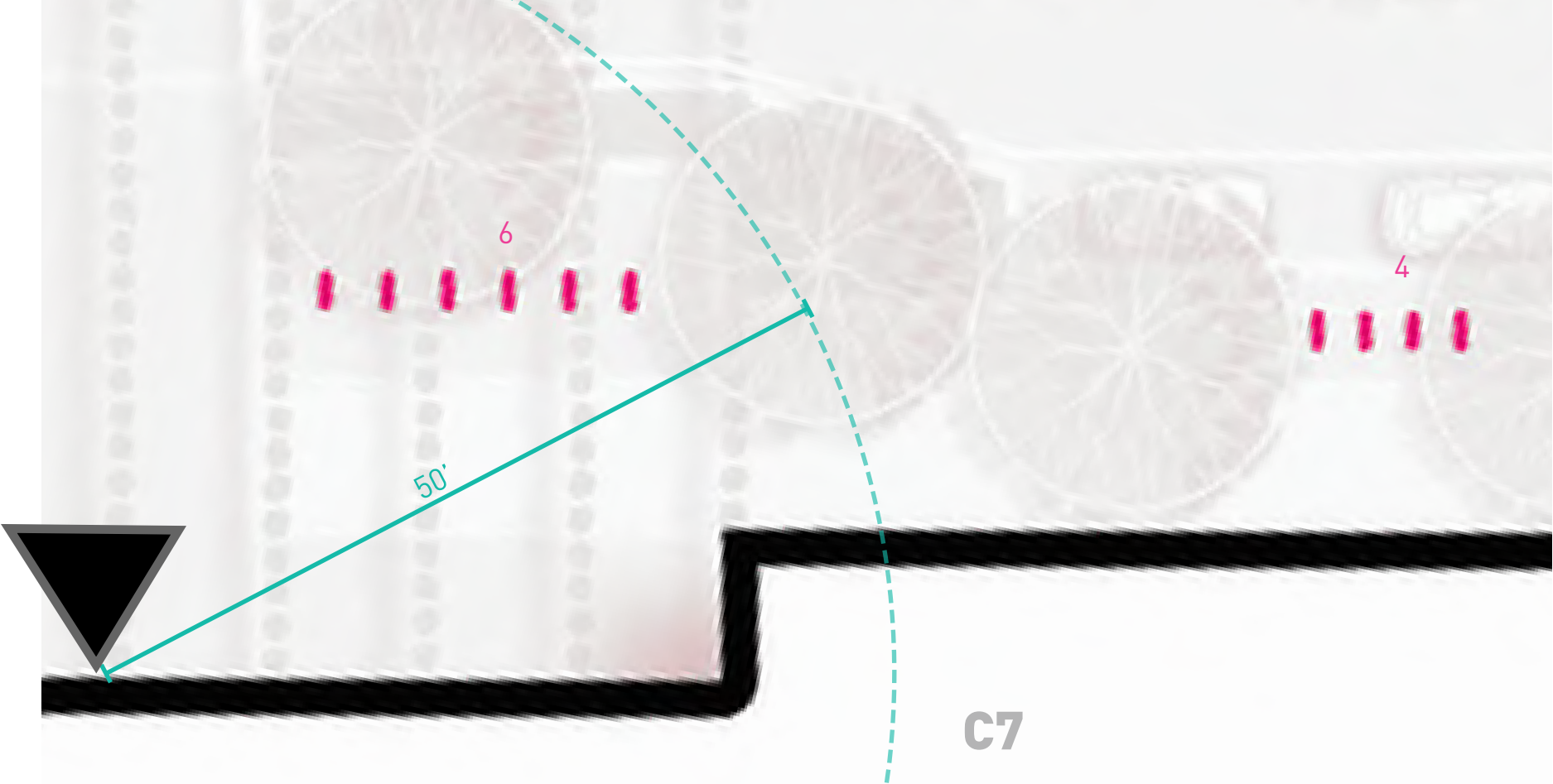


Figure 9.9: Proposed Short-Term Bicycle Parking - C7

Healthpeak | Cambridge, MA

N STREET



Key Plan

Source: Arcadis, 06/30/2026

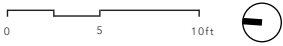
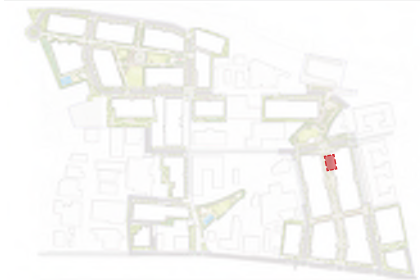
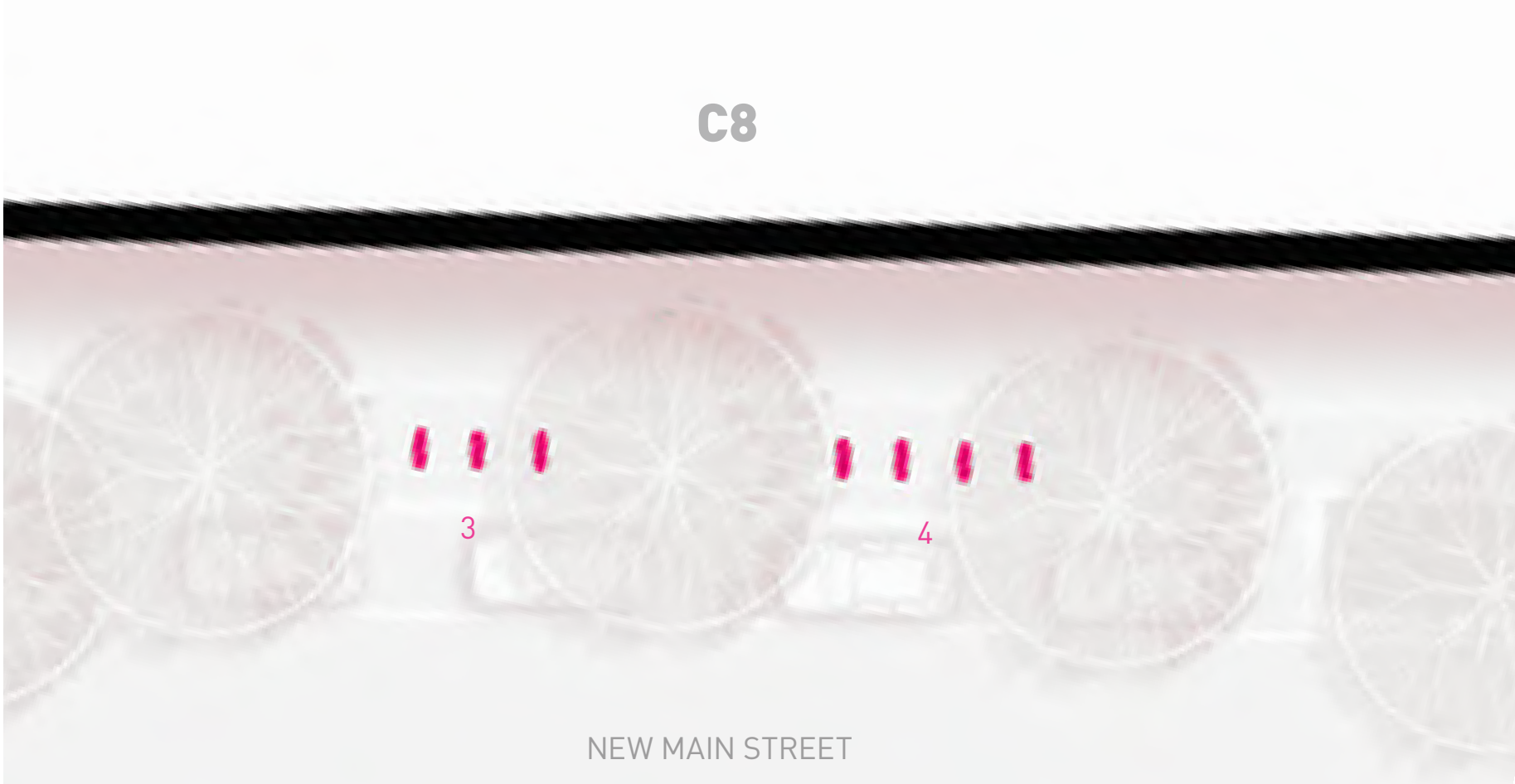


Figure 9.10: Proposed Short-Term Bicycle Parking - C8

Healthpeak | Cambridge, MA

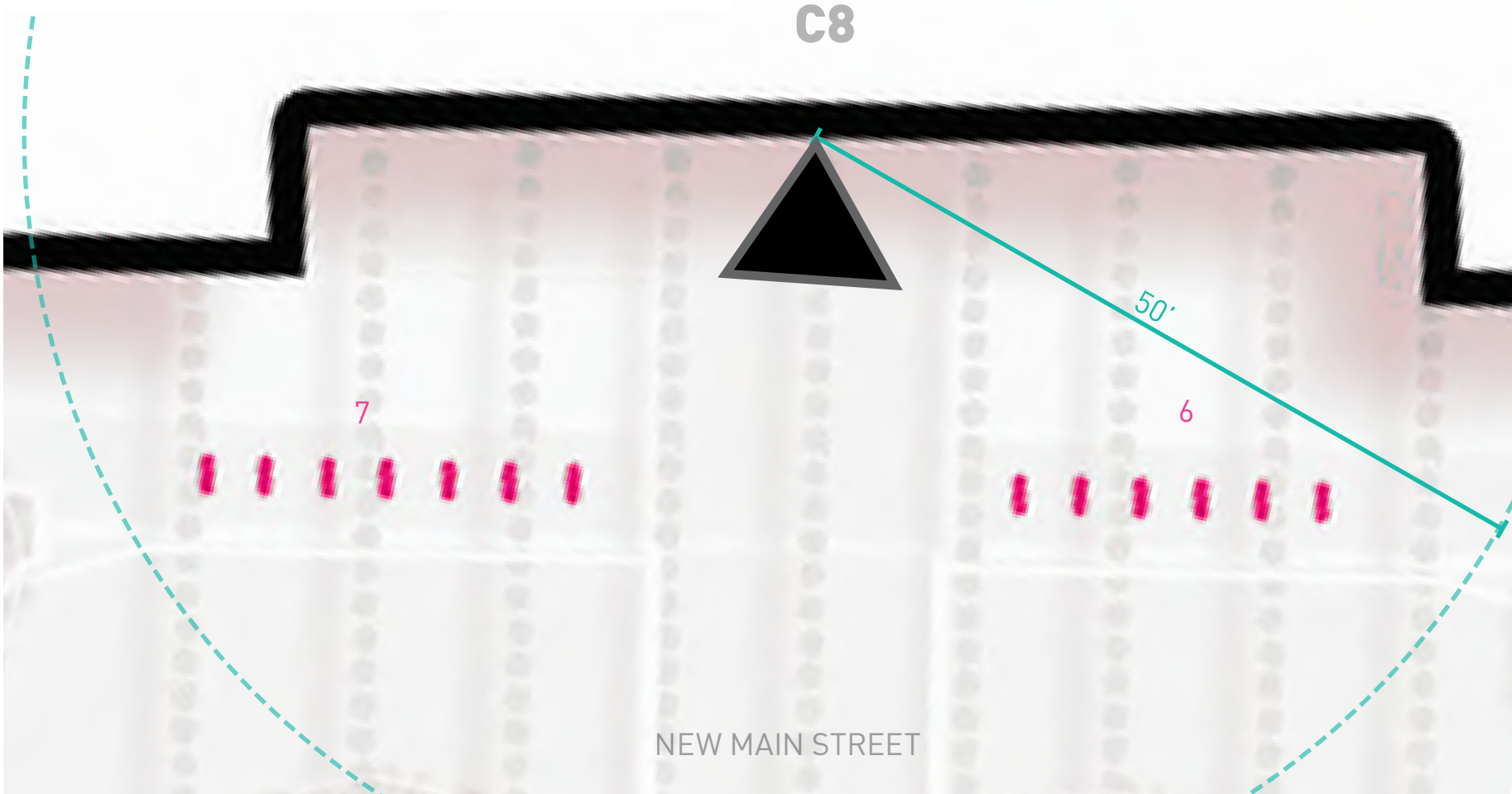


Key Plan
Source: Arcadis, 06/30/2026



Figure 9.11: Proposed Short-Term Bicycle Parking - C8

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Key Plan

Source: Arcadis, 06/30/2026



Figure 9.12: Proposed Short-Term Bicycle Parking - C8

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