To	City of Mountain View
From	Steer
Date	October 25, 2023

Existing TDM Conditions Memo

1 Introduction

In order to formalize a city-wide approach to transportation demand management (TDM), the City of Mountain View is developing a TDM Ordinance. The Ordinance will establish regulatory requirements for development projects that meet certain criteria. The forthcoming TDM Ordinance Framework will define principles and procedures needed to seamlessly integrate TDM into the City's project approval process and will include ongoing TDM monitoring and reporting.

The purpose of this memo is to document the City's current procedures for imposing TDM requirements, including frameworks and mechanisms (e.g., tools, and documents such as Conditions of Approval and legal agreements) used to implement the City's current TDM policies. This memo summarizes key feedback received from developers, property managers and employers who have experience with implementing TDM policies as part of the development review process. Feedback was also provided by the Transportation Management Association (TMA) staff and City staff on the process of administering and monitoring TDM requirements. Through this review, the memo identifies key facets of TDM to be considered in the development of the City's TDM Ordinance. These key considerations are summarized through a strengths, weaknesses, opportunities, and challenges (SWOC) analysis which is presented at the end of this memo.

Overview

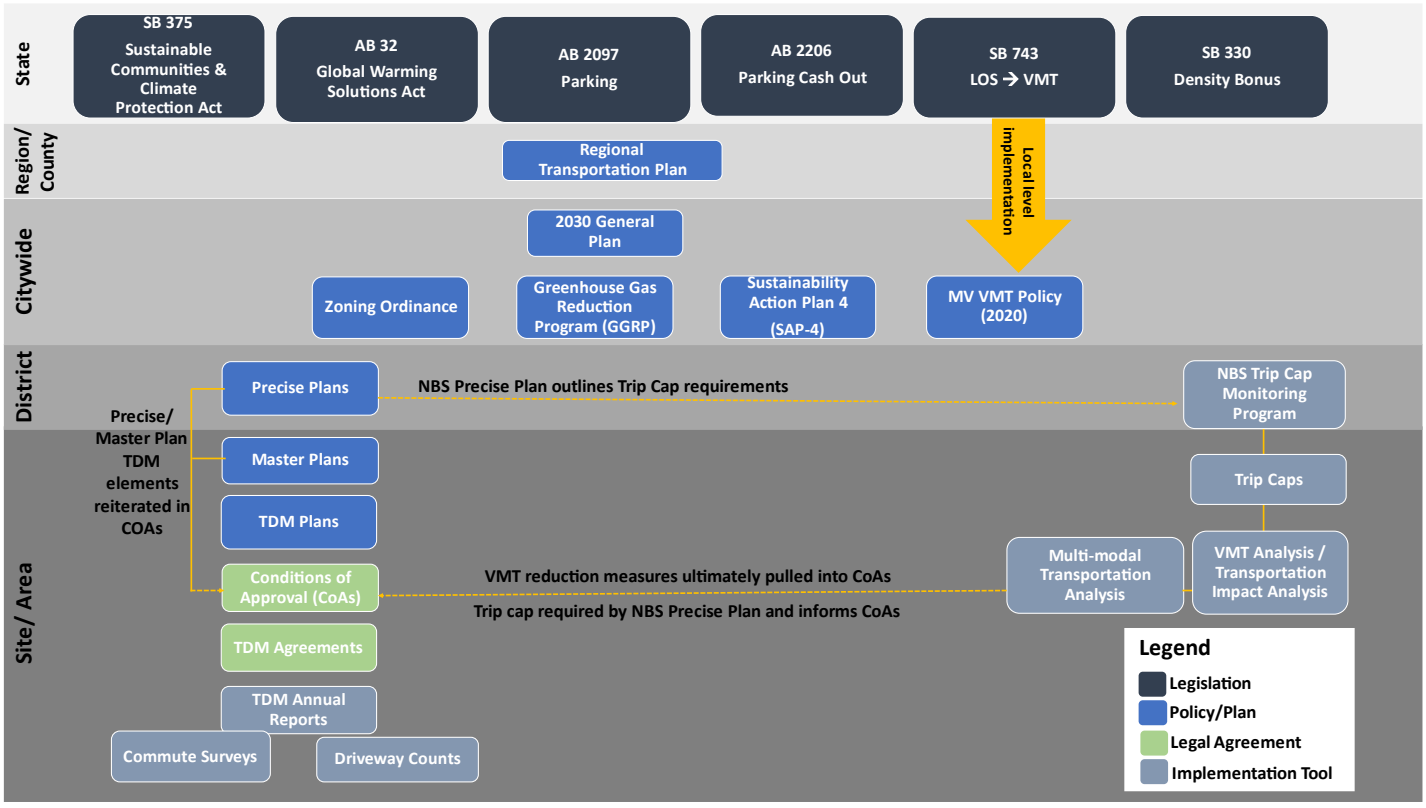
While there is no Citywide TDM ordinance in Mountain View at present, there is a notable amount of legislation, policies, plans, and other supporting documents/tools which establish the regulatory foundation for the implementation of TDM in Mountain View, and the current requirements and processes the City has established (see Figure 1 below). These key elements will be described in further detail in the following sections.

The memo is organized as follows:

- **Introduction:** provides a project overview and outlines the purpose of this memo
- **Enabling Policies and Plans for TDM:** provides a summary of some of the key TDM-related policies and plans that guide how TDM is implemented in the City.
- **Existing TDM Implementation: Processes and Requirements:** describes how TDM is currently implemented in Mountain View including the relevant processes, analyses, and tools
- **Inventory of TDM Requirements:** provides an inventory of existing TDM requirements in the City, based on project Conditions of Approval
- **TDM Stakeholder Input:** provides a summary of key findings based on the feedback received from developers, property managers, employers, TMA staff and City staff on existing TDM requirements and processes.

- **Summary and Conclusions:** summarizes the key takeaways from this memo in the form of a strengths, weaknesses, opportunities, and challenges (SWOC) analysis.
- **Next Steps:** describes upcoming tasks for the TDM Ordinance project.

Figure 1. Summary of Current TDM-Related Policies, Plans, and Implementation Tools



2 Enabling Policies and Plans for TDM

As shown in figure 1 above, there are five key "layers" of TDM-enabling policy, plans, and implementation tools. The following sections provide a summary of the relevance of these enabling policies and plans to TDM in Mountain View.

State Policy

At the state level, legislation such as AB 32 (Global Warming), SB 375 (Sustainable Communities), AB 2097 (Parking), AB 2206 (Parking Cash Out), SB 330 (Density Bonus), and SB 743 (Vehicle Miles Travelled or VMT) influence how key elements of TDM are implemented at the local level. For example, the Mountain View City Council adopted the City's vehicle miles travelled (VMT) Policy in 2020 to comply with SB 743, which requires California Environmental Quality Act (CEQA) Lead Agencies to replace Level of Service (LOS) with VMT as the primary measure of assessing transportation-related environmental impacts. The Mountain View VMT Policy requires projects that meet certain criteria to conduct VMT analysis as part of the development review process (during the Formal Planning Review stage, which is described further on page 6) and select a series of VMT reduction measures to potentially reduce the project-generated VMT impacts.

2030 General Plan

At the citywide level, enabling TDM policy in Mountain View stems from the **2030 General Plan**, which forms the foundation for City ordinances, guidelines, and plans. The General Plan has over 10 policies related to TDM (see Attachment 1: TDM Policies in the General Plan) and defines TDM as "strategies designed to reduce vehicle trips and parking demand by offering incentives for using other ways to travel."[1]

Mountain View Municipal Code

The **municipal code** is a published compilation of City ordinances adopted by the City Council. Table 1 below summarizes the municipal code sections that currently govern, or are related to, TDM. As part of the development of the TDM Ordinance Framework, these sections of the code will need to be reviewed to determine areas of alignment or potential misalignment with the proposed recommendations that will be included in the TDM Ordinance Framework. It is important to note that while Zoning does not contain specific TDM standards, many developments are subject to TDM in Zoning Districts outside of Precise Plan boundaries.

Table 1. Summary of TDM-Related Municipal Code Sections

Municipal Code Section	Title	Relation to TDM
Chapter 19 MOTOR VEHICLES AND TRAFFIC Article X	Transportation Demand Management	Stipulates the City's implementation of trip reduction and travel demand requirements pursuant to California Government Code Section 65089.3 regarding congestion management.
SEC. 36.32.50	Required number of parking spaces	Stipulates the City's vehicle and bicycle parking requirements by land use.
SEC. 36.32.85	Bicycle parking facilities	Outlines the standards for various bicycle parking facilities including bicycle lockers, cages and end of trip facilities such as showers and changing rooms.
SEC. 36.32.40	Parking required by precise plans	Stipulates that parking requirements established in compliance with Section 36.50.60 (Precise Plans) of the City's municipal code shall supersede the provisions of Section 36.32.50 (Required parking spaces).
SEC. 36.32.70	Shared parking reduction	Establishes the provisions under which parking facilities may be shared by multiple uses.

Greenhouse Gas Reduction Program (GGRP)

The City's Greenhouse Gas Reduction Program (GGRP) calls for the establishment of a TDM ordinance. Further, it includes trip reduction targets for new non-residential development located in greenhouse gas (GHG) reduction strategy areas, as shown in Table 2. *Measure T-1.1: Transportation Demand Management* in the GGRP includes the following statements related to the TDM ordinance: [2]

- *By 2014, the City will adopt a TDM ordinance that requires all new non-residential development, generating 50 employees or more, to reduce home-based, drive-alone peak hour commute trips.*
- *The ordinance will establish TDM performance reporting requirements, procedures, and funding mechanisms.*

[1] City of Mountain View (2012). *2030 General Plan*. Retrieved from https://www.mountainview.gov/home/showpublisheddocument/6469/638214115708670000

[2] City of Mountain View. (2012). *Greenhouse Gas Reduction Program*. Retrieved from: https://www.mountainview.gov/home/showpublisheddocument/6469/638214115708670000

- *The performance standards vary depending on the location of development within the City and the anticipated feasibility of TDM measure implementation.*
- *At the time of project review, all subject development will submit to the City a qualified Transportation Demand Management Plan that demonstrates compliance with the required TDM performance standard.*
- *Post construction, subject businesses will be required to submit to the City an annual TDM Performance Report that identifies TDM measures implemented and the impact of the measures on their employees' drive-alone peak hour commute trips.*

Table 2. GGRP Trip Reduction Targets by District[3]

District	Page No.	Description
North Bayshore	4-26	13% peak hour drive-alone commute trip reduction
Whisman/Pioneer	4-26	9% peak hour drive-alone commute trip reduction
El Camino Real/San Antonio	4-26	4% peak hour drive-alone commute trip reduction
Downtown	4-26	8% peak hour drive-alone commute trip reduction
Remainder of City	4-26	3% peak hour drive-alone commute trip reduction

GGRP implementation is overseen by the City's Sustainability Team, which is not involved in project review for proposed developments. As a result, vehicle trip reduction targets may vary from GGRP requirements when developing TDM Conditions of Approval (CoAs).

Sustainability Action Plan 4 (SAP-4)

Sustainability Action Plan 4 (SAP-4) was adopted by City Council in 2019 and includes a suite of actions that collectively represent the City's best path to reduce emissions as quickly as possible. The Plan places a focus on transportation and natural gas emissions and serves as the City's continued road map for strategic investment in sustainability. It also specifies that the City's GHG reduction strategy related to transportation focuses on[4]:

- Reducing the total VMT by encouraging a shift to walking, biking, transit, carpooling, and other alternatives to driving alone
- Encouraging drivers to switch to electric vehicles.

Precise Plans

In Mountain View, Precise Plans are developed for specific areas in the city and adopted by City Council for the purpose of implementing the General Plan's goals and policies for the identified Change Areas.[5] The City has 25 Precise Plans, of which several address General Plan Change Areas and include specific TDM requirements such as:

---

[3] Ibid.

[4] City of Mountain View. (2019). *Council Report: Sustainability Action Plan 4*. Retrieved from https://ehq-production-us-california.s3.us-west-1.amazonaws.com/5c86e619ea132407461131efe30b9469536ecb85/documents/attachments/000/006/610/original/SAP_4_Council_Report.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=AKIA4KKNQAKICO37GBEP%2F20230817%2Fus-west-1%2Fs3%2Faws4_request&X-Amz-Date=20230817T201549Z&X-Amz-Expires=300&X-Amz-SignedHeaders=host&X-Amz-Signature=328c5c1639d9d057a35f30867fbabefa93e7271cbf14896bd4c7c8692041325d

[5] City of Mountain View. (n.d.). *Precise Plans*. Retrieved from https://www.mountainview.gov/our-city/departments/community-development/planning/regulations/precise-plans?locale=en

- who is required to comply (i.e., TDM thresholds and applicability); and
- what is required (e.g., specific TDM measures they must implement and/or performance standards they must meet).

The following Precise Plans contain TDM policies and standards:

- East Whisman
- North Bayshore
- San Antonio
- El Camino Real
- Downtown

In terms of implementation, Precise Plans and Master Plans (described in the following section) come under the purview of the City's Community Development Department (CDD) which is responsible for the review of development and building activity in the city. As a result, the TDM-related requirements they contain are generally well reflected in project CoAs. Attachment 2: TDM Requirements by Precise Plan Area summarizes the TDM policies and standards contained in the Precise Plans listed above.

Master Plans

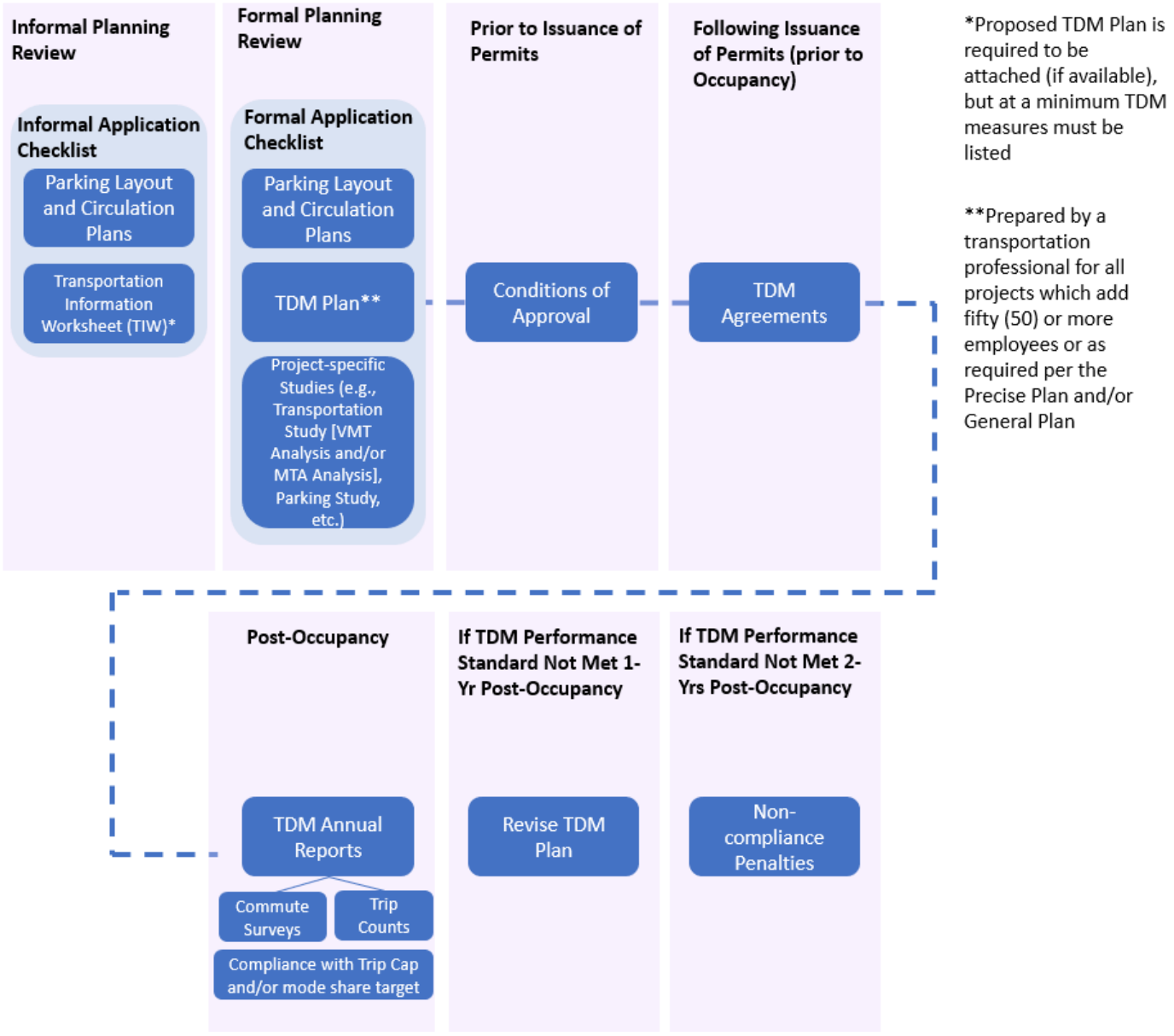
Master Plans are frameworks used in conjunction with Precise Plans to establish the governing parameters for the design intent and application of development standards and guidelines for future zoning applications. While master plans include guidelines that support multimodal travel, the North Bayshore and Middlefield Park master plans identified specific TDM requirements as part of the development agreement process approved by City Council. The TDM Plans for the North Bayshore Master Plan and Middlefield Park Master Plan can be found in Attachment 3: North Bayshore and Middlefield Park Master Plan TDM Requirements.

3 Existing TDM Implementation: Processes & Requirements

TDM in the Development Review Process

Figure 2 below summarizes the key TDM-related steps used so far in the development project review process and post-occupancy, specifically those with which project applicants are required to comply.

Figure 2. Key TDM-Related Steps in Development Review Process and Post-Occupancy



During the **Informal Project Planning Review stage**, applicants are required to complete an Informal Application Checklist[6], which includes two key TDM-related documents: an initial parking layout and circulation plan as well as a Transportation Information Worksheet[7] (TIW). As part of the TIW, the applicant is required to attach their proposed TDM Plan (if available), but at a minimum must list their proposed TDM measures. During the **Formal Project Planning Review stage**, project applicants and City staff often work together iteratively to refine key components of a proposed project and associated TDM requirements. As part of the Formal Planning application submittal checklist, the applicant is required to submit a refined parking layout and circulation plan, a refined TDM Plan (this time as a standalone document and not as part of

[6] City of Mountain View. (2021). *Required Informal Application Checklist*. Retrieved from https://www.mountainview.gov/home/showpublisheddocument/2356/637957368253530000

[7] City of Mountain View. (2020). *Transportation Information Worksheet*. Retrieved from https://www.mountainview.gov/home/showpublisheddocument/2404/637957368645300000

the TIW) and any project-specific studies such as a Transportation Impact Analysis, VMT Analysis and/or Multi-modal Transportation Analysis (MTA), and Parking Studies. Such VMT and MTA analyses are conducted by the City Staff independently in 99% of development applications.

Key Findings

- During Informal Planning Review, applicants are required to submit their proposed TDM Plan (if available), but at a minimum must list their proposed TDM measures.
- During Formal Planning Review, applicants and City staff often work together iteratively to refine key components of a proposed project, the associated TDM requirements and any project-specific studies such as VMT Analysis and/or Multi-modal Transportation Analysis, and Parking Studies.

Multi-modal Transportation Analyses (MTA)

The City's Multimodal Transportation Analysis (MTA) Handbook defines multimodal transportation analysis as "a process of assessing transportation operational effects of a development project or plan, and identifying specific adverse effects relevant to the scope and size of the project. Any transportation improvements identified to address adverse effects will be included as Conditions of Approval. An MTA, therefore, establishes a nexus between project operational effects and proposed improvements."[8]

The MTA Handbook establishes a standardized technical approach to undertaking transportation analysis for projects in Mountain View. As a member agency of the Santa Clara County's Congestion Management Program (CMP), the City is required to abide by CMP requirements for evaluating the transportation effects of land use decisions on the designated CMP roadway network. The following projects are required to prepare an MTA:

- All projects expected to generate roughly 20 net new peak hour trips or greater;
- Projects that propose a change in land use;
- Projects located in the downtown or a Precise Plan area;
- Land use entitlements requiring discretionary approval by the City of Mountain View, including: annexations, general plan amendments, new or amended precise plans, zoning changes, conditional use permits introducing new or enlarged business operations, and tentative maps; and
- Other projects determined by the Director of Public Works or their designee.

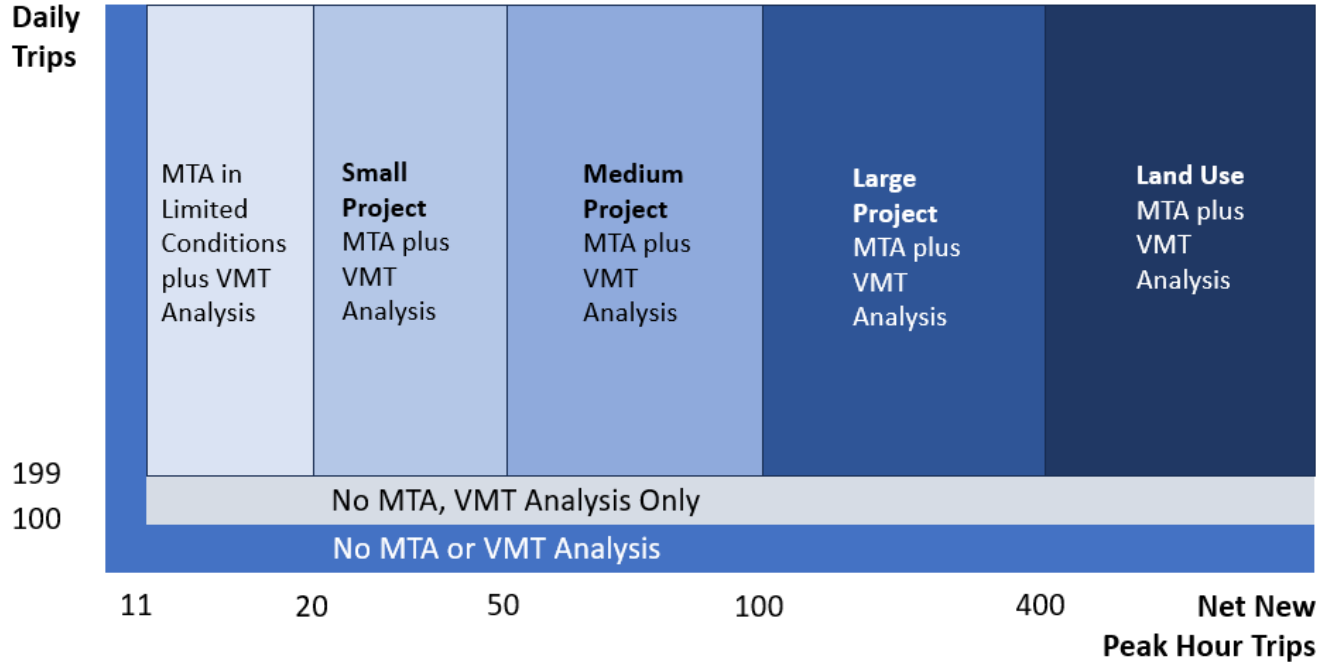
The MTA process is initiated upon applicant submittal of a formal project planning application; at this stage the City screens the project to assess the appropriate level of MTA analysis needed, and whether or not VMT analysis is required in conjunction with the project's CEQA determination. A consultant is then hired by the City to scope and undertake the MTA prior to the project hearing or final decision. MTA requirements for projects of different sizes are summarized below and shown in Figure 3:

- **Small projects** generate roughly 20 to 49 peak-hour trips and require VMT analysis plus a small project MTA;
- **Medium projects** generate roughly 50 to 99 peak-hour trips and require VMT analysis plus a Medium Project MTA;
- **Large projects** generate roughly 100 to 399 peak-hour trips and require VMT analysis plus a Large Project MTA, including TDM and CMP analysis; and

[8] City of Mountain View. (2021). *Multi-Modal Transportation Analysis Handbook*. Retrieved from **https://www.mountainview.gov/home/showpublisheddocument/2322/637957259243370000**

- **Very large projects** generate roughly 400 or more peak-hour trips and require VMT analysis plus Land Use MTA, including TDM and CMP analysis.

Figure 3. Transportation Analysis Requirements by Project Size (source: Adapted from City of Mountain View Multimodal Transportation Analysis Handbook[9])



MTAs were introduced with the shift from LOS to VMT, which afforded the opportunity for a more holistic and integrated approach to transportation analysis. However, at present, the MTA reports are still dominated by analysis of LOS. Since MTAs are triggered at the beginning of the planning process, they have potential to shape development design. However, given review streamlining requirements, it can be difficult to complete analysis quickly enough to affect project CoAs.

Section 4.12 of the MTA Handbook discusses the importance of TDM in reducing project-related vehicle trips. The Handbook states, "Some of the TDM measures may overlap with CEQA transportation mitigation measures."[10] Further, it notes that the most impactful and successful approaches to TDM include a combination of a range of strategies in order to achieve objectives such as VMT mitigation and parking reduction compliance. The MTA Handbook lists the following TDM measures:

- TMA membership;
- Pedestrian-oriented design elements such as shortened pedestrian crossings, wide sidewalks, and street trees;
- Bicycle-friendly facilities and environments, including trail or bikeway improvements, secure bike storage areas, and showers;
- Public transit strategies such as improvements to stop or station infrastructure, universal transit passes, transit pass subsidies, and first-/last mile options;

[9] City of Mountain View. (2021). *Multi-Modal Transportation Analysis Handbook*. Retrieved from https://www.mountainview.gov/home/showpublisheddocument/2322/637957259243370000

[10] Ibid.

- Shared mobility options such as bike share, car share, and carpool;
- TDM coordination strategies, including information, education programs, encouragement events, and emergency ride home;
- Flex-time schedules and work-from-home programs; and
- Commuter subsidies, peak-hour congestion pricing, parking cash-out, and unbundled parking.

In terms of administration, MTAs come under the purview of the City's Transportation and Traffic teams which are in two different divisions within Public Works. As a result, there is an additional level of staff coordination effort needed in the administration of the MTAs.

In subsequent phases of the City's TDM Ordinance project, the Ordinance framework will seek to achieve standard application of TDM measures citywide to address previous non-uniform application of TDM requirements.

Key Findings

- MTAs are triggered at the beginning of the planning process and have the potential to shape development design. However, given review streamlining requirements, it can be difficult to complete analysis quickly enough to affect project CoAs.
- MTAs were introduced with the shift from LOS to VMT, affording the opportunity for a more holistic and integrated approach to transportation analysis. However, MTA reports are currently still dominated by analysis of LOS.

VMT Analysis

In order to meet the requirements of SB 743 and CEQA, as reflected in Mountain View City Council Resolution 18484, projects must conduct VMT analysis if they do not meet the following screening criteria: small project screening, low VMT/map-based screening, proximity to transit screening or affordable housing screening.

The majority of projects in Mountain View that require VMT analysis use one of two methods for assessing project VMT:

- Santa Clara Countywide VMT Evaluation Tool
- Travel Demand Model (typically for large land use plans, very large projects, and projects that exceed the residential or office size measurable by the VMT tool, projects that may shift travel patterns, and projects in areas where the average VMT has not been determined in Mountain View).

The Santa Clara Countywide VMT Evaluation Tool (SCC VMT Evaluation Tool) is a web-based tool for a baseline VMT screening evaluation tool for small- to medium-sized residential, office, and industrial land use projects in Santa Clara County. The tool is capable of evaluating these land uses individually, in combination with each other, and with or without local-serving retail.

The SCC VMT Evaluation Tool is intended for a variety of users, including City and County staff, transportation and environmental consultants, land developers and developers' representatives. It may also be used by advocacy organizations, citizen groups and members of the public interested in a particular project or site.

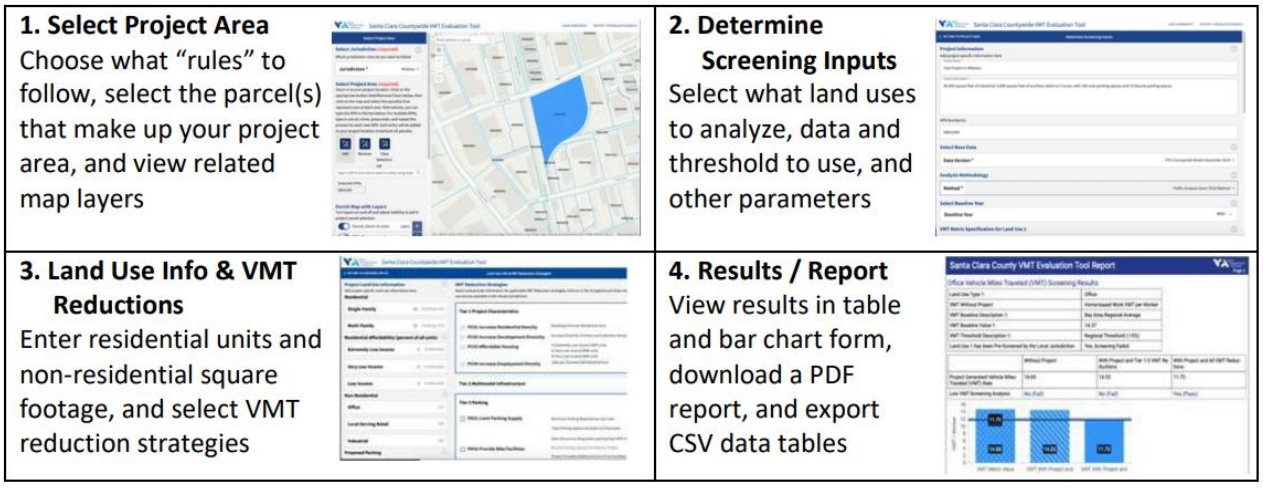
The SCC VMT evaluation tool consists of three modules:

- **VMT Screening** – used to determine if the project site is within a low VMT generating area and/or in proximity to transit;
- **Project-Generated VMT** – used to estimate the 'starting point' VMT generated from the project, which is expressed as a VMT rate (VMT per resident/employee); and

- **VMT reductions** – used to select a series of VMT reduction measures to potentially reduce the project-generated VMT. In order to quantify how much VMT would be reduced from each strategy, the tool uses data from the California Air Pollution Control Officers Association (CAPCOA).

There are four primary steps involved in running the VMT evaluation tool, which are summarized in Figure 4 below.

Figure 4. SCC VMT Evaluation Tool Overview (source: Valley Transportation Authority VMT Evaluation Tool FAQs[11])



To mitigate their VMT impacts, applicants commit to provision of VMT reduction strategies, including TDM strategies. These strategies are then reflected in the CoAs as the site's TDM requirements (as described further on page 11).

The effectiveness of TDM measures, as defined in the tool, is partially a function of the underlying neighborhood type. However, the neighborhood type is based on a study from the early 2000s when the North Bayshore District was classified as "Rural." As a result, the model often returns an "unmitigable" result for many TDM strategies in the North Bayshore, despite the fact that companies are already achieving strong TDM results in the area.

For very large projects and projects that exceed the residential or office size measurable by the SCC VMT tool, are located in areas where the average VMT has not been determined in Mountain View or may shift travel patterns, the Travel Demand Model is typically used. The model outputs provide a baseline understanding of areawide travel demand, which are layered onto the project-level analysis of whether a project will be able to meet its TDM Performance Standards.

The TDM Ordinance project is analyzing a number of VMT calculators to estimate the level of effectiveness of TDM measures at shifting mode share. In addition to VMT analysis, applicants and developers are required to submit parking studies to review how the proposed parking supply may influence travel behavior and trip demand.

Key Facts

- The Santa Clara Countywide VMT Evaluation Tool (SCC VMT Evaluation Tool) is a web-based tool to help users conduct a baseline VMT screening evaluation for small- to medium-sized residential, office, and industrial land use projects in Santa Clara County.

[11] Valley Transportation Authority (VTA). (2021*). Santa Clara Countywide VMT Evaluation Tool – Version 2: Frequently Asked Questions (FAQs)*. Retrieved from **https://www.vta.org/sites/default/files/2022-01/SCCVMTEvaluationToolv2_FAQs_2021-12-28_FINAL.pdf**

- The SCC VMT Evaluation Tool consists of three modules: VMT screening, project-generated VMT, and VMT reductions (including TDM strategies).
- The effectiveness of TDM measures (as defined by the SCC VMT Evaluation Tool) is partially a function of the underlying neighborhood type. However, the neighborhood type is based on a study from the early 2000s, so some more recent changes in land use are not accounted for.
- The Travel Demand Model is typically used for large land use plans, very large projects, projects that exceed the residential or office size measurable by the SCC VMT tool, projects that may shift travel patterns, and projects in areas where the average VMT has not been determined in Mountain View.

Parking Studies

Parking Studies are typically submitted by applicants during the development project application review stage and are one of the project-specific studies that may be required for application submission to the City. Applicants hire a technical consultant to prepare the study in order to estimate whether the project's proposed parking supply are expected to meet the projected demand. These studies take into consideration a range of factors such as the project location (e.g., whether it is close to transit), City's minimum and/or maximum parking requirements (**Mountain View Municipal Code SEC. 36.32.50)**, whether the applicant has prepared a TDM plan.

Applicants have opportunities to utilize TDM to reduce the number of spaces they're required to build (which per SB 330 offers a 10% reduction in required parking spaces) or committing to pricing their parking (which would impact their demand calculations). However, applicants don't always take advantage of these options and often design parking plans around minimums, with the assumption that parking is free. Further details on how SB 330 interacts with TDM requirements is provided in Attachment 4: Implications of Relevant New Regulation on TDM Requirements. Examples of parking studies include components such as those listed in Attachment 5: Parking Study Components.

Key Findings

- Parking Studies are typically submitted by applicants during the development review process and help determine whether the project's proposed parking supply is expected to meet the projected demand.
- These studies take into consideration the City's minimum and/or maximum parking requirements, whether the applicant has prepared a TDM plan, and the development's locational context.

Site-Specific TDM Requirements

TDM Conditions of Approval (CoAs)

The City issues CoAs which provide documentation of the specific requirements that the project must meet as part of the building permitting and project approval process facilitated by the Zoning Administrator, Environmental Planning Commission and City Council. The CoAs include stipulations on a range of topics in addition to TDM such as site development and building design, green building standards, access and circulation, and fees.

The CoAs include standardized sections on the project's TDM-related requirements which define the proposed improvements aimed at addressing adverse transportation effects caused by proposed development. These standardized sections include:

- **Transportation Demand Management Program** - specific TDM measures that must be implemented by the project;
- **Modified Transportation Demand Management Program** - provisions for the TDM measures to be adjusted provided that all stipulated parties are signatories to such program modifications; and

- **Transportation Demand Management Monitoring** - TDM Performance Standards, annual TDM monitoring and reporting requirements and penalties for non-compliance. TDM Performance Standards include trip caps, trip reduction targets and SOV targets. Non-compliance is defined as not achieving the agreed trip reduction targets by the second year of annual reporting and/or not submitting the Annual Report by the specified deadline.

The TDM requirements contained in the CoAs are influenced by TDM standards contained in:

- The GGRP
- Precise Plans
- Master Plans

In the event that a project is not located within a Precise Plan area, the TDM requirements in the CoAs are informed by TDM standards contained in comparable TDM Precise Plan areas or other comparable recently approved projects.

A matrix of existing TDM CoAs is provided in Attachment 6: Inventory of Existing TDM Requirements. As shown in Attachment 6, required TDM measures vary across projects and typically align with relevant VMT reduction strategies selected during the project entitlement process in consultation with City staff. Some variation in TDM measures between projects is expected to reflect a project's context and characteristics (e.g., the land uses, project size and trip-generation assumptions), and the applicant's voluntary efforts to achieve higher VMT reductions. While TDM Performance standards may vary across existing projects, the goal of the TDM Ordinance Framework will be to deliver more consistent standards for developers.

Key Findings
- The structure of existing TDM CoAs are generally similar; however, there is variability in key elements such as TDM Performance Standard metrics and the application of non-compliance penalties.
- In the event that a project is not located within a Precise Plan area, the TDM CoAs are informed by standards contained in comparable TDM Precise Plan areas, as well as recently approved projects of similar characteristics.

TDM Agreements

Following issuance of permits (and typically during the occupancy stage), TDM Agreements are required to be signed between the property owner/occupant and the City. These agreements are standardized legal instruments which memorialize the TDM requirements included in the property's CoAs, ensuring that the owner/occupant understands and is aware of their obligations to communicate the requirements to final tenants. Currently, TDM Agreements must be signed by the City Manager, Community Development Director, City Attorney and the Applicant. Any revisions to the TDM Agreement must also be signed by the aforementioned individuals. It is worth noting that *some* TDM Agreements, but not all, include language requiring that the Agreement be recorded on title for the property. In such instances, the TDM requirements would run with the land and would not be affected by a change in ownership. However, for the TDM Agreements which do not include this as a requirement, there is a risk that TDM requirements may not transition over during a change in tenure.

Key Findings
- Revisions to existing TDM Agreements cannot be approved at the staff level but must be signed by the City Manager, Community Development Director, City Attorney and the Applicant.
- The majority of existing TDM Agreements do not address instances of a change in tenure.

Annual TDM Reports

Post-occupancy, and to support the tracking of site- and master plan-level TDM implementation across the city, property owners/occupants are required to submit Annual TDM Reports, which are generally due one year following the receipt of the Certificate of Occupancy (C/O). The aim of annual TDM monitoring is to describe the status of the TDM measures in order to ensure compliance with the TDM requirements stipulated in the property's CoAs and TDM Agreement.

Annual Reports describe the site/master plan area conditions, demonstrate compliance with TDM requirements, including implementation of TDM measures and whether the site/master plan area was able to achieve the required TDM Performance Standards. Currently, the Annual TDM Reports are required to be prepared by consultants for the property owners/occupants. The City's Annual TDM Report Template includes the following elements:

- Description of the site/ Master Plan area;
- Summary of reporting requirements and the existing site-level TDM program;
- Results from an employee commute survey;
- Observed driveway counts; and
- Final determination of compliance with trip reduction targets, trip cap, and mode share goal.

However, at present, the City does not have standardized Annual TDM Report content requirements. Examples of the annual monitoring deliverables received by the City over the last five years include memorandums, summaries and slide decks (see Attachment 7: Inventory of Annual TDM Reports). Some of the deliverables include information ranging from existing site conditions, data collection and analysis, employee surveys, and visual tools to understand the spatial relationships of employment centers with the surrounding areas. Varying reporting methods include listing TDM strategies and employee benefits, employer commute surveys, driveway counts, and data collection on employee commute habits in a given time period. The inconsistency in monitoring deliverables submitted to the City may add administrative staff time to review reports. This also impacts the quality of data that the City receives as methodologies are not comparable across project sites.

The deadlines for TDM Annual Reports are typically based on the date of project entitlement or on the first of December, one year following project entitlement. For a large share of past projects, the deadlines for Annual TDM Reports are not standardized.

Key Findings

- In lieu of guidelines for TDM Reporting, the City has provided property owners/occupants with a sample template to help serve as a reference guide for annual TDM monitoring and reporting.
- At present, Annual TDM Reports submitted by property owners/occupants are not standardized in terms of their content and level of detail.
- Deadlines for Annual TDM Reports are not standardized across the city.

Non-Compliance Penalties

If TDM Performance Standards are not met in the first year of reporting, property owners must work with the City to revise the property's TDM Plan. If the property is still not able to meet its TDM Performance Standard in the second year that the site is implementing its TDM program, the City may assess a penalty for non-compliance, the amount of which is stipulated in the property's TDM CoAs. It is worth noting that non-compliance penalties are the responsibility of the property owner. The non-compliance penalties stipulated in existing CoAs are summarized in Attachment 6. The current TDM CoAs include language that allows for staff discretion in considering whether the property owner has made a good-faith effort to meet their Performance

Standards and will determine whether to impose the TDM penalty. To date, no properties in the City have been issued non-compliance penalties.

Key Findings

- The City currently experiences a low compliance rate with its post-occupancy TDM reporting requirements. The low compliance may be due to:
  - The lack of enforcement mechanisms and monitoring procedures to effectively enforce TDM requirements; and/or
  - Difficulty with maintaining on-site contact information after property sales/leases.
- To date, no properties in the City have been issued non-compliance penalties.

District-Level Requirements

North Bayshore Semiannual Trip-Cap Monitoring Program

Unlike TDM requirements imposed in other parts of the City, the North Bayshore Precise Plan established trip caps at the gateways into the District along with a person mode share target of no more than 45% SOV (of all person trips). The trip cap is one of the City's three TDM Performance Standards commonly intended to manage congestion in Mountain View. If the North Bayshore exceeds the trip caps for two consecutive data reporting periods, the North Bayshore Precise Plan indicates that "the City will not grant any new building permits for net new square footage in the Precise Plan area until the number of peak hour vehicle trips is reduced below the trip cap." Under the Precise Plan, Council "may direct that a congestion pricing system be implemented" if employer TDM programs and the district trip cap do not reduce the number of vehicle trips to less than the established AM peak period vehicle trip cap.[12]

The withholding of new building permits lacks gradation to encourage course correction over time and is significantly more stringent than TDM-related penalties in other areas of the city. Additionally, congestion pricing is a cutting-edge measure which would require Council approval, so while it may be a solution for addressing congestion in the long term, the prospect of congestion pricing may not be useful in encouraging a shift to lower VMT in the nearer-term.

4 Inventory of TDM Requirements

This section provides an inventory of TDM services and amenities required under the City's current TDM CoAs. As shown in Figure 55 and Attachment 6, at least 27 entitled development projects have TDM requirements as part of their CoAs. The majority of these projects are concentrated within the City's Precise Plan areas.

Most of these sites are office or commercial developments (44%), mixed use developments (19%) or master plan developments with a mix of land uses (7%). A smaller share of sites with TDM requirements are multi-family residential properties (19%), and the remainder are hotel (7%), and medical facilities (4%).

Required TDM measures and standards for these projects typically include the following:

- Bikeshare programs

[12] City of Mountain View. (2017). *North Bayshore Precise Plan*. Retrieved from **https://www.mountainview.gov/home/showpublisheddocument/4406/638214110650830000**

- Carshare programs
- Flexible work/telecommuting
- Priority vanpool/carpool parking
- Shuttle service
- TMA membership
- Transit subsidies/passes
- Trip reduction target
- SOV mode share target

Figure 5 displays the most common TDM measures that are required. The map indicates the project address, the year of its CoA, required TDM measures, and TDM performance standard.

TMA membership is the mostly commonly required TDM measure, with 89% of projects having this stipulated in their CoAs. The projects that do not have TMA membership as a requirement are generally smaller mixed-use projects of less than 11,000 square feet and are located either in the Downtown or are not within a Precise Plan area.

Sixty-three percent of projects are required to provide some type of transit benefit (e.g., a subsidy or monthly pass) to occupants. This is a measure required in a range of project types and sizes, from multi-family residential projects to master planned communities. These projects are located in various Precise Plan areas including East Whisman, South Whisman, San Antonio, Downtown, North Bayshore, and El Camino Real.

The provision of bikeshare or shared bikes is stipulated for 48% of the 27 entitled projects. The majority of these projects are office developments ranging in size from just under 11,500 square feet to master planned communities with over 3 million square feet of office and retail space.

Flexible work and telecommuting is a requirement for 48% of projects, all of which are either office, hotel, or mixed-use projects with an office component. Most of these projects (77%) are located in the North Bayshore Precise Plan area.

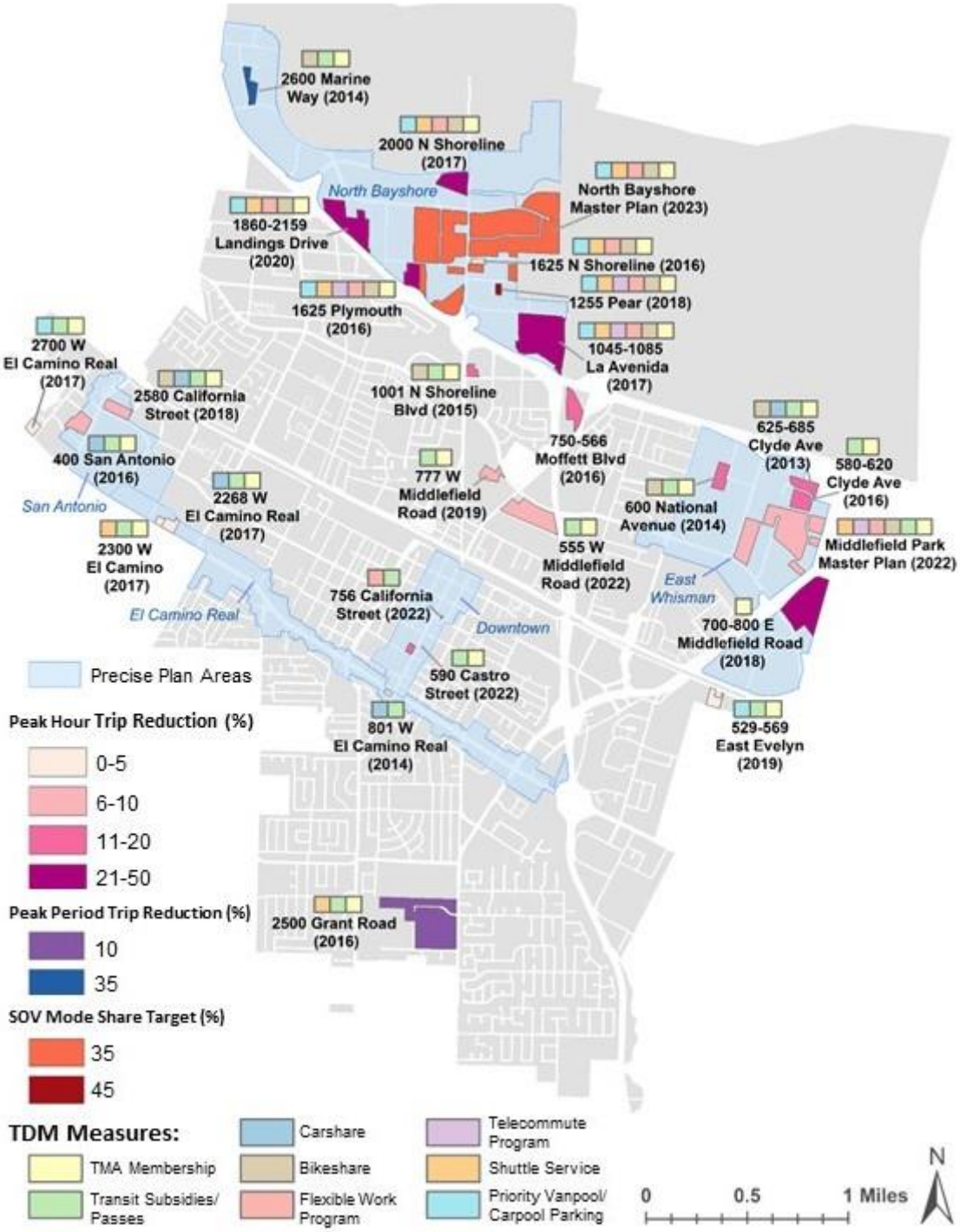
Thirty-seven percent of projects are required to provide shuttle services. The majority (70%) of these projects are located in the North Bayshore Precise Plan area and include office, mixed-use, hotel and master planned developments.

Priority vanpool/carpool parking is required for 33% of the projects, the majority (78%) of which are located in the North Bayshore. Most of these projects are either office or mixed-use developments.

Nineteen percent of projects are required to provide on-site carshare. These projects are mixed-use, office or multifamily residential developments, two of which are in the San Antonio precise plan area and within 0.3 miles of each other.

In terms of TDM performance standards, the majority (81%) have a peak-hour trip reduction target, with the remainder having a peak-period or SOV mode share target.

Figure 5. Inventory of TDM Requirements for Recent Developments in Mountain View



5 TDM Stakeholder Input

During Summer of 2023, City staff conducted 14 stakeholder interviews with various key groups including developers, employers, property managers, TMA staff and City staff to better understand the key TDM theme areas currently in Mountain View.

Key Theme Areas

Existing theme areas as reported by stakeholders are summarized below and will help inform potential recommendations for the TDM Ordinance Framework.

Increased Single Occupant Vehicle (SOV) Mode Share During the Pandemic

- Employers indicated that changes in work schedules during the pandemic were associated with an increase in single occupant vehicle (SOV) trips to work, which has continued post-pandemic. This increased driving rate increases parking demand on days when employees are required to be on-site.
- Employers also noted variability in trips and parking demand based on hybrid versus mandatory in-person work models.
- Some employers expressed concern that the increased SOV mode share will make it challenging to stay within their trip cap when more employees return to working on-site.
- Employers observed an increase in the number of EVs and demand for charging infrastructure on-site. While EVs are beneficial from a GHG emissions perspective, they contribute to increased trip generation, parking demand and safety concerns since EVs are heavier than other vehicles and drivers are able to travel in HOV lanes, which may discourage mode switching to other alternative transportation options.

Difficulties in Developing TDM Plans or Programs

- Developers indicated that it is difficult to determine appropriate parking ratios, particularly for affordable housing projects, due to a lack of robust data on parking demand for such projects.
- Employers expressed uncertainty regarding long-term office operation trends in the context of post-pandemic hybrid work environment, which makes it hard to determine which TDM programs and services will be most appealing and utilized for those who commute to the office.

Concerns regarding Multi-modal Transportation Options

- Employers indicated that staff have expressed lingering concerns regarding public health and riding transit post-pandemic. Despite the statistically higher safety benefits of transit relative to driving, employees have also expressed concerns about public safety on transit.
- Some property managers noted that public transit options are not always convenient or time-efficient due to low service frequencies and a lack of direct connections to desired destinations.
- School-related traffic is a significant concern for some sites, specifically affordable housing sites in residential areas.

Staffing for TDM Programs and Monitoring

- Larger developers and employers indicated the need to work with consultants to navigate and comply with City TDM requirements.
- Some property managers and employers indicated that the costs associated with TDM requirements were burdensome, particularly for ongoing operating costs that had not been factored into corporate programs. One developer-property manager indicated that there is typically budget for site amenities such as bike parking that are implemented during construction, but ongoing operational services such as a shuttle or bikeshare are more difficult to account for in uncertain annual operating budgets.

- Smaller property managers expressed that they'd appreciate more support for strategies to pool resources in order to implement TDM at smaller sites.
- Some smaller employers noted that it has been challenging to staff TDM programs and indicated that they would benefit from guidance or information-sharing on finding the right talent.
- Other small properties indicated that they could not afford to hire a dedicated TDM coordinator, so this task becomes part of an administrative staff member's duties.

Familiarity with the Current TDM Process

- Developers and employers indicated that they could benefit from additional guidance and resources to help them successfully comply with TDM requirements. For example, they would like information on how to prepare a TDM Plan or annual monitoring report, and who to contact with questions.
- Smaller property managers were unfamiliar with TDM as a concept, so introductory materials and resources would be helpful.
- In general, the list of TDM measures required by the City include a larger number of strategies that are suited more specifically for employers or commercial developments (in comparison to residential), such as flexible work / telecommute programs, guaranteed ride home program, parking cash-out, and shuttle services. Respondents were less familiar with TDM strategies suitable for residential and other land uses.

Predictability and Flexibility in the Current TDM Process

- Employers and developers noted that the current TDM process could benefit from increased standardization of TDM requirements, which would increase predictability during the entitlement process.
- Notwithstanding the above, some property manager or employers felt that the TDM process was too inflexible and prescriptive, and they requested an outcome-based approach with a TDM menu of options from which to select in order to achieve that outcome.
- Property managers and employers also felt there was a need for more information on how to change TDM programs if the initial offerings are no longer available or effective. For example, some TDM CoAs require properties to participate in the VTA EcoPass program, which is no longer available and has been replaced by the SmartPass program.
- It was unclear what TDM requirements were required of certain land uses that were not addressed in SB 743. For example, TDM strategies for hotels, medical facilities and schools have been determined on a case-by-case basis and are not documented in a single location. Additionally, GGRP serves as the basis for trip reduction targets citywide, which Precise Plans use to set TDM requirements. For projects outside of precise plan areas, a site-specific approach was used to determine the necessary TDM strategies—either by drawing on similar precise plans or projects of similar characteristics.

Delivery and Uptake of TDM Strategies

- Developers, property managers and employers displayed varying levels of understanding on uptake of the TDM services they are offering. Some collect robust data on utilization levels while others do not. This impacts knowledge regarding which TDM measures are desirable, and consequentially can affect investment decisions on which strategies to prioritize for particular contexts and audiences.
- Some TDM strategies require buy in and commitment from a third-party provider such as carshare or bikeshare providers, who select locations based on their own commercial considerations.
- A number of larger developers addressed the uncertainty of engaging third-party vendors for TDM services by directly providing equivalent programs such as loaner bikes.

- Several respondents indicated that some projects are required to join the TMA but are not able to benefit from TMA services because there is no shuttle stop close to the project site and the TMA does not deliver other TDM services.
- Residential developers indicated that TDM requirements are very difficult to maintain with for-sale properties relative to rental properties.

TDM Metrics

- Developers indicated that trip caps are outcome-based metrics, but that it can be difficult to understand and assess future compliance, particularly in situations where the ultimate occupant has not been identified.
- Some employers and property managers noted that it is difficult to accurately determine their share of driveway counts in instances where there are multiple entities or tenants sharing a single driveway.

TDM Monitoring & Reporting

- Some employers indicated that it was challenging to obtain adequate response rates on the employee commute surveys, which also makes it challenging to achieve the required TDM Performance Standards. Every non-response to the employee survey is considered a drive-alone trip.
- While the City has been successful at establishing TDM requirements at the outset of a new development, ongoing monitoring and reporting prove challenging due to a lack of enforcement mechanisms. Tenant turnover and lack of efficient tools for staff to accurately track and follow up with subject sites will also be addressed in the TDM Ordinance Framework project phase.
- Some employers/property managers felt there was a need for further clarification on methodologies for conducting data collection and analysis associated with annual TDM monitoring and reporting.

Stakeholder Suggestions

Based on these key issue areas, a number of suggestions were shared by stakeholders. These suggestions will be considered when developing the TDM Ordinance Framework.

Pooling Resources for TDM Implementation

- There is significant interest amongst employers and developers to be able to pool resources and partner with each other, the City and the TMA to ensure services are not duplicated (e.g., shuttle sharing amongst employers with services that are also open to the public to ensure efficient route utilization and lower costs per passenger – current demand is low and this is in large part due to the fact that employees live far away and are spread out across the region).
- There is an opportunity to support smaller employers in providing TDM services or programming (potentially through the TMA) so that they can also benefit from shared services and the forum for knowledge-sharing.
- There is interest from the TMA in exploring how they can better support projects that must comply with TDM requirements both in terms of implementation and monitoring. For example, the TDM Ordinance Framework may explore how the TMA could potentially provide the required services/programming citywide, and then the developers/employers would primarily be responsible for the on-site amenities such as bike lockers and end of trip facilities. There may also be an opportunity for the TMA to support projects when preparing their Annual TDM Compliance Reports.

Equity, Flexibility and Predictability of TDM Implementation

- Stakeholders emphasized the need for an equitable approach, noting that new development should not be the only ones implementing TDM measures and it is important for everyone to play some role in advancing TDM and to have visibility into what others are required to do.
- There is interest from stakeholders to have greater flexibility in updating their TDM Plan and associated measures, as needed (the stakeholders who expressed this were not familiar with what the current process would entail).
- The lack of a standardized set of citywide TDM measures to select from reduces predictability in the development process.

TDM Monitoring & Reporting

- The City's requirements that developers use third parties (e.g., consultants) in the TDM monitoring and reporting process has helped secure support from Council and the public.
- So far, no penalties have been imposed in relation to non-compliance with TDM requirements, which may potentially be a contributing factor to the current low level of reporting. However, the business community expressed interest in working with the City to collaboratively consider a balance between incentives and punitive measures, particularly as many businesses have struggled during and emerging from the COVID-19 pandemic.

6 Summary & Conclusion

The City of Mountain View's existing TDM requirements include a significant number of enabling policies and plans which serve as an important foundation on which to build the Citywide TDM Ordinance Framework.

The City has also established a range of agreements and mechanisms for implementation of TDM to date. Current TDM standards and processes have varying levels of success. While the City has been successful at integrating TDM in the development review process, there is variability in TDM requirements and there has been a gap in TDM monitoring and reporting post-occupancy as the City previously did not have a staff member allocated to this task. In the past year, the City has commenced TDM monitoring activities and have received TDM reports from a number of entities. However, as TDM requirements become a more standard condition, there is a need for improved standardization of reporting requirements and mechanisms to evaluate the effectiveness of implementing TDM citywide

Table 3Table 3presents a SWOC analysis of Mountain View's current TDM program and processes. These considerations will be taken into account when developing the TDM Ordinance Framework.

Table 3. SWOC Analysis for Existing TDM Program & Processes

Strengths	Weaknesses
• Various enabling policies support implementation of TDM requirements in Mountain View, including cutting edge trip cap and mode split goals in North Bayshore • Integration of TDM requirements in the development review process • Detailed data requirements (e.g., mode share, vehicle trip counts, employee surveys) for projects that are providing ongoing TDM monitoring • Large developers, employers, and property managers subject to TDM requirements see value in TDM implementation • Some employers indicated that City TDM requirements help justify investment in their commuter programs	• Prescriptive TDM measures can result in outdated or unavailable services or programs • Lack of standardized set of citywide TDM measures to select from, which reduces predictability in the development process • Smaller project owners and occupants lack sufficient guidance on how to successfully implement TDM measures • TDM Performance Standards vary from project to project (e.g., trip reduction targets vs. trip cap and/or SOV mode share targets) • Timing for submittal of Annual TDM Reports is not standardized which poses an administrative challenge for City staff • The City lacks tools to track compliance by property, which will become more complex as more developments have TDM CoAs • Smaller businesses, service workers and contract workers are underserved by TDM strategies.
Opportunities	**Challenges**
• The City is transitioning to an online permitting process using ProjectDox, which might allow TDM integration with project approval • Stakeholders are eager for greater standardization of TDM requirements • The City now has a full-time TDM staff member who can facilitate and monitor the new ordinance • There may be an opportunity for properties in proximity to each other to pool resources particularly where they are required to provide the same TDM services/amenities • The TMA is considering expanding services to include TDM delivery for residential members, as well as support with TDM monitoring and reporting • The TMA offers steeply discounted membership rates for affordable housing developers	• Post-COVID hybrid work arrangements bring uncertainty and complexity in terms of travel and parking demand, and utilization of TDM services like carpool matching and shuttles • Until this year, the City had low rates of compliance with annual TDM reporting requirements • There may be hesitancy from developers/employers to commit to new TDM requirements • Potential costs associated with TDM requirements can be burdensome for smaller businesses and affordable housing developers, even when discounts are offered

7 Next Steps

Based on findings from this existing conditions review and stakeholder input, the project team will develop a draft vision and set of goals for the TDM Ordinance in conjunction with stakeholders and community members. This vision and related goals will outline the values upon which a TDM Ordinance will be based. This will be followed by developing the TDM Ordinance Framework.

Attachment 1: TDM Policies in the General Plan

The attachment provides a summary of the TDM-related policies outlined in the 2030 General Plan, which can be found at the following location on the City's website: **2030 General Plan**.

Table 1 includes the policy title, reference and a general description of the policy.

Table 1. TDM-Related Policies in the 2030 General Plan

Policy	Page No.	Description
MOB 1.1 Multi-modal planning	110	The General Plan includes a goal related to Complete Streets, ensuring that streets in Mountain View safely accommodate all transportation modes and people of all ages and abilities.
MOB 3.5 Walking and Bicycling Outreach	111	Actively engage the community in promoting walking and bicycling through education, encouragement and outreach on improvement projects and programs.
MOB 4.3 Public bicycle parking	111	Increase the amount of well-maintained, publicly accessible bicycle parking and storage throughout the city.
MOB 4.4 Bicycle parking standards	111	Maintain bicycle parking standards and guidelines for bicycle parking and storage in convenient places in private development to enhance the bicycle network.
MOB 4.5 Promoting safety	111	Educate bicyclists and motorists on bicycle safety.
MOB 6.1 Safe Routes to Schools	112	Promote Safe Routes to Schools programs for all schools serving the city.
MOB 6.4 Education	113	Support education programs that promote safe walking and bicycling to schools.
MOB 7.3 Public parking management	113	Manage parking so that adequate parking is available for surrounding uses.
MOB 9.2 Reduced vehicle miles traveled	114	Support development and transportation improvements that help reduce GHG emissions by reducing per capital VMT.
MOB 10.2 Reduced travel demand	114	Promote effective TDM programs for existing and new development.

Attachment 2: TDM Requirements by Precise Plan Area

This attachment provides a summary of the TDM requirements stipulated in the City's Precise Plans. Table 1 lists the Precise Plan area, the required TDM measures and the TDM performance standard.

Table 1. Summary of TDM Requirements by Precise Plan Area

Precise Plan Area	TDM Measures Required	TDM Performance Standard
East Whisman Precise Plan (November 2019)	**Non-residential projects (p. 91):** • Priority carpool/vanpool parking • Bicycle parking, showers, and changing facilities • Maximum parking and carshare parking • Site design that support alternative modes (e.g., orienting building entrances toward sidewalks) • Membership with the Mountain View TMA • Financial incentives for alternative modes (e.g., subsidized transit, bikeshare, or carpool) • Shared bicycles (if bikeshare services not available nearby) • Parking cash-out, paid parking, or other parking monetization • Guaranteed Ride Home program • Telecommute support • Alternative work schedules **Residential projects (p. 93):** • Maximum parking and carshare parking • Bicycle parking • Projects with more than 100 units should provide a common collaborative workspace for tenants and visitors • Site design that supports alternative modes (e.g., orienting building entrances toward sidewalks) • Accessible, secure storage for grocery and package delivery • Shared bicycles (if bikeshare services not available nearby) • Local transportation information to residents (through a website, leasing office, or initial leasing information) • Support Safe Routes to Schools programs (including facilitating parent events and coordination of walking school buses and/or bike trains) • Financial incentives for alternative modes (e. g., subsidized transit, bikeshare, or carpool)	Site-specific trip caps (Note: GGRP specifies a 9% peak hour drive-alone commute trip reduction for the Whisman District)
San Antonio Precise Plan (May 2019)	**Residential projects (p. 36):** • Provide transit pass subsidies for residents and employees. Options include: (1) at minimum, provide transit subsidies to each new resident for 1 year, for the first 10 years of the project (2) projects with 25 or more units must participate in VTA's EcoPass, or equivalent, program for the first 3 years of the project. **Existing businesses (p.36):** • Encouraged to implement TDM programs and measures on a voluntary basis and are not subject to the TDM requirements.	8-30% trip reduction target based on square footage (Note: GGRP specifies a 4% peak hour drive-alone commute trip reduction)

Villa Mariposa (2019)	None	
North Bayshore Precise Plan (2014)	**Commercial projects (p. 203):** • Priority vanpool/carpool parking; • On-site employee transportation coordinator; • Bicycle parking, showers, and changing facilities; • Shared bicycles (if bikeshare service is not available); • Telecommute/flexible work schedules ; • Guaranteed ride home program; • TMA membership; • Carpool matching services; • Shuttle services; and • TDM program marketing **Residential projects (p. 206):** • TMA membership • Carshare/scooter share memberships, • Concierge services • Resident incentives/rewards	**Commercial projects**: 45% SOV, 10% rideshare, 35% transit, and 10% active transportation by 2030 (Note: GGRP specifies a 13% peak hour drive-alone commute trip reduction)
El Camino Real Precise Plan (2014)	Must prepare a TDM plan, with the following stipulations (p.65): • Residents and/or employees shall be provided transit subsidies and/or take part in VTA's Eco-Pass program (or equivalent) • TMA membership • Annual TDM reporting	**Office development:** 20% trip reduction (Note: GGRP specifies a 4% peak hour drive-alone commute trip reduction)
Whisman Station (2014)	Comply with the BAAQMD Trip Reduction Rule or other similar actions which require the use of alternative transportation modes to reduce traffic (p. vii)	No set metric (Note: GGRP specifies a 9% peak hour drive-alone commute trip reduction for the Whisman District)
San Antonio Station (2014)	None	
Mora – Ortega (2012)	New tenants must participate in any transportation systems management/transit demand management program adopted by the City	No set metric
Evelyn Avenue Corridor (2010)	None	
South Whisman (2009)	There are no set goals for TDM, but there is a section breaking down goals for transit-oriented developments that are developments that implement TDM strategies Support the use of Eco Pass program	
Mayfield Precise Plan (2006)	None	

El Camino Medical Park (2005)	None	
Grant – Martens (2003)	None	
Evandale (1997)	Not included	
Downtown Precise Plan (1988)	The Downtown Precise Plan presents a list of public and private services and measures that *may be* part of a comprehensive trip reduction plan (p. 126) • Guaranteed Ride Home Program; • Eco-Pass sales (VTA only); • Commuter Check (includes all transit); • Shuttle/bus service to Caltrain; • Infill retail development; • TMA membership; • Coordination of trip reduction programs between employers; • Reduced parking standards (combined with other transportation systems); • Preferential parking; • Internal rideshare matching services; • Transportation coordinator; • Telecommuting policies; • Compressed workweek or flexible workday; • Fleet vehicles for mid-day and personal travel; • On-site amenities (e.g., ATM, cafeteria, etc.); and • Bicycle parking and showers.	No set metric (Note: GGRP specifies an 8% peak hour drive-alone commute trip reduction)
California – Ortega (1987)	None	
Grant – Phyllis (1986)	None	
San Ramon Precise Plan (1986)	None	
2100 California Street (1986)	None	
111 Ferry-More Way (1985)	None	
Grant – Phyllis Triangle (1977)	None	
1101 Grant Road (1977)	None	
Castro – Miramonte Triangle (1975)	None	
Sylvan – Dale	Not available on City website	

Attachment 3: North Bayshore and Middlefield Park Master Plan TDM Requirements

North Bayshore Master Plan

As part of the North Bayshore Master Plan (developed by Google), the City worked with Google to refine how TDM requirements are applied at this scale of development. The Master Plan area will consist of a mixed-use community with primary vehicular access provided by Shoreline Boulevard, Charleston Road, and Amphitheater Parkway. Planned land uses include:

- Over 3 million square feet of office space
- 7,000 dwelling units
- 525 hotel rooms
- Over 200,000 square feet of retail space; and
- 55,000 square feet of community uses.

Per the Master Plan, Google's single-occupancy vehicle (SOV) mode share target is 35%, which would be applied to all future, existing, and re-built Google Office buildings upon City approval of the Master Plan's Office District Trip Cap Plan. The 35% SOV mode share target is 10% lower than the district-wide target of 45% for the North Bayshore Precise Plan (NBPP). As noted in the Master Plan, the combined total parking supply for all Master Plan land uses is 12,458 parking spaces. The parking demand rate for residential uses is 0.65 vehicles per unit (studios, 1-bedroom, 2-bedroom, and 3-bedroom). Per the parking study, the project's ability to meet the 35% SOV mode share target will be regularly monitored as part of the Master Plan TDM plan and Annual Reports.

All projects within the NBPP that are subject to maximum parking requirements must implement a TDM program. The Master Plan's TDM Plan consists of two primary programs – one for office employees and one for the residential uses. The Office TDM Program for the Master Plan will be implemented, funded and administered by Google's Real Estate and Workplace Services (REWS) division and/or employer tenants in the Master Plan area. The Residential TDM Program will be funded through lease and rental revenue for residential units or annual fees for the for-sale units. Implementation and administration of the program will be completed by an on-site transportation coordinator working for the developer/property owner, working with the Mountain View TMA and City of Mountain View.[13]

The required measures included under each program are summarized in Table 1.

Table 1. North Bayshore Master Plan TDM Plan Programs

Office TDM Program	Residential TDM Program
• Shuttle Services • Bicycle Parking, Showers, Changing Facilities and Lockers • Bike Share Program • Carshare Program • Parking Management • On-Site Amenities and Services • Marketing & Information	• TMA Involvement and Support • Local Shuttle Connections • Creation and Maintenance of a Mobile-Friendly Transportation Website • Unbundled Parking • Carshare Program • Short and Long-Term Bike Parking • Residential Bike Share or Loaner Bike Program

• Other Programs (e.g., Emergency Ride Home, Rideshare/ Expanded Carpool Matching Services)	

In terms of TDM monitoring requirements, Google will be required to prepare an Annual TDM Report. During the development of the NBS Master Plan, Google requested a district-wide approach to TDM, rather than having each building within the Master Plan area monitor and report separately on their implementation of TDM programs and outcomes. Prior to requesting its first building permit for the Master Plan, Google will submit an Office Trip Cap plan that outlines how new, existing and rebuilt office buildings will achieve the 35% SOV rate and comply with the Districtwide Trip Cap.

Middlefield Park Master Plan

The Middlefield Park Master Plan (developed by Google in 2022) includes a TDM Plan as part of its implementation plan. The Master Plan is for a mixed-use community on a 40-acre site in the East Whisman Precise Plan area, generally located at the northeast corner of Ellis Street and East Middlefield Road and north of West Maude Avenue between Logue Avenue and Clyde Avenue. The southern portion of Middlefield Park is immediately adjacent to the Middlefield light-rail transit station. The planned land uses include:

- 1.3 million square feet of Office/R&D
- 50,000 square feet of commercial space
- 1,900 residential units
- 6.97 acres of public parks; and
- 2.8 acres of privately-owned, publicly accessible open space.

For the residential portion of the TDM Plan, the East Whisman Precise Plan does not include a specific numeric trip reduction target but stipulates that the trip-reduction should be consistent with the GGRP or other City trip-reduction standard. The GGRP recommends a reduction of 9% over Institute of Transportation Engineers (ITE) trip rates as an employment trip reduction standard, which was also used for the Middlefield Park Residential TDM Plan.

The required measures included under both the office and residential TDM programs are summarized in Table 2 below.

Table 2. Middlefield Park Master Plan TDM Plan Programs

Office TDM Program	Residential TDM Program
• Priority vanpool/carpool parking • Bicycle parking and end-of-trip facilities • Alternative mode design features • Limited parking supply (2 spaces per 1,000 square feet) • Car sharing • TMA membership • Subsidized or free transit passes • Subsidized or free vanpool/carpool • Bike sharing • Emergency Ride Home Program • Parking cash-out* • Fund area bicycle and pedestrian improvements • On-site amenities and services • On-site bike repair facilities • Shuttle services	• Parking supply maximum (0.8 spaces per dwelling unit) • Car sharing • Short and long-term secure bike parking • Common, shared collaboration space • Alternative mode design features • Accessible, secure storage space for deliveries • Access to bike sharing • Access to local transportation information • Support/promote safe routes to schools • Unbundled residential parking • Scooter-share program

• On-site transportation coordinator • Flexible work schedule • TDM marketing and information • Pre-tax commuter benefits • Biking incentives • Bike buddy program • Bike loaner program • Rideshare matching services • Expanded carpool matching*	

*Denotes potential future offerings

In terms of TDM monitoring requirements, separate TDM monitoring reports will be submitted to the City for each respective building/parcel, or a collection of buildings/parcels within the Master Plan area held in the same ownership, so long as each individual building/parcel monitoring is reported on separately for compliance.

Attachment 4: Implications of Relevant New Regulation on TDM Requirements

This attachment provides a summary of the implications of relevant new state regulation on TDM requirements. The following regulations are discussed:

- Senate Bill 330 State Density Bonus Law
- Assembly Bill 2097: Parking
- Assembly Bill 2863: Bike Parking Bill
- Assembly Bill 2206: Parking Cash-Out
- Metropolitan Transportation Commission Transit-Oriented Communities Policy

Senate Bill 330: State Density Bonus Law

In 2019, the State of California passed Senate Bill (SB) 330, which permits up to 50% increase in project densities for most projects, depending on the amount of housing provided, and an 80% increase in density for projects which are completely affordable.

What does this document affect?

SB 330 supports and encourages the development of affordable and senior housing by increasing density above the maximum allowed on a site, reduction in parking standards, and reducing or waiving other development standards.

What authority does this document hold?

The Density Bonus is a state mandate and a developer who meets the requirements is entitled to receive the density bonus and other benefits as a matter of right.

How does this document fit into the City's surrounding policy framework?

SB 330 is integrated into the project entitlement process **(SB 330 Preliminary Application Checklist)** and a development qualifying for a density bonus also receives:

- **Waiver or reduction of development standards** – the city/county is not permitted to apply any development standard which physically precludes the construction of the project at its permitted density with the granted concessions/incentives. There is no limit on the number of development standard waivers that may be requested or granted
- **Maximum Parking Requirements** – upon developer's request, city/county may not require more than the following parking ratios for a density bonus project (inclusive of parking for persons with disabilities).

Table 1. Summary of Parking Ratios for a Density Bonus Project

Type of Unit	No. of Spaces
Studio	1 space
1 Bedroom	1 space
2 Bedroom	1.5
3 Bedroom	1.5
4 Bedroom	2.5

- **Special Parking Requirements** – Lower parking ratios apply to specified projects (although local jurisdictions can require higher parking ratios if supported by a specified parking study)

Table 2. Summary of Parking Ratios for Specified Projects

Specified Project	No. of Vehicle Parking Spaces
Rental/for sale projects with at least **11% very low income or 20% lower income units**, within **½ mile of accessible major transit stop**	0.5 spaces per unit
Rental projects **100% affordable** to lower income, within **½ mile of accessible major transit stop**	0 spaces per unit
Rental senior projects 100% affordable to lower income, either with paratransit service or within ½-half mile of accessible bus route (operating at least eight times per day)	
Rental **special needs projects 100% affordable** to lower income households, either with **paratransit service or within ½-half mile of accessible bus route** (operating at least eight times per day)	
Rental **supportive housing developments 100% affordable** to lower income households	

Assembly Bill 2097: Parking

In 2022, the State of California passed Assembly Bill (AB) 2097, which prohibits public agencies or cities from imposing a minimum automobile parking requirement on most development projects located within a half-mile radius of a major transit stop.

What does this document affect?

Most projects located within a half-mile of a major transit stop will not be subject to parking minimums, based on the requirements of AB 2097. This includes residential, commercial, and industrial projects, but does not include hotels, motels, bed and breakfast inns, or other transient lodgings.

What authority does this document hold?

The Bill does give local agencies the option to impose minimum parking requirements in limited instances, provided that one of the following three findings can be substantiated to necessitate minimum parking requirements:

- The project furthers the City's ability to meet its share of the Regional Housing Needs Assessment (RHNA) for low and very low income households,
- The project directly supports the City's ability to meet any special housing needs for the elderly or persons with disabilities; or
- The project is located within one-half mile of existing residential or commercial parking.

The State law provides a 30-day period for the local agency to formally invoke such findings. However, these findings may not be made for projects that meet the following criteria:

- Projects that reserve 20% or more of the total dwelling units for very low, low, or moderate income households, students, the elderly, or persons with disabilities,
- Projects that contain fewer than 20 dwelling units; or

- Projects that are subject to other parking reductions of any other applicable law (by satisfying the applicable eligibility requirements).

How does this document fit into the City's surrounding policy framework?

This state-level legislation supports local TDM efforts by requiring a new approach to parking management in transit-proximate areas, recognizing the TDM strategies may not be successful if parking is oversupplied.

Assembly Bill 2863: Bike Parking Bill

AB 2863 was introduced in 2022 and instructs the Department of Housing and Community Development (HCD) and the California Building Standards Commission (CBSC) to consider mandatory bike parking standards for multifamily residential buildings and updates to existing standings for non-residential buildings.

What does this document affect?

This bill would require the following upon the next triennial update of the California Green Building Standards Code that occurs on or after January 1, 2023:

- HCD must research, develop and propose for adoption required building standards for short-term and long-term bicycle parking in multifamily residential buildings, hotels, motels; and
- The CBSC should research, develop and adopt updated mandatory short-term and long-term bicycle parking standards for non-residential buildings.

These standards must be developed using a method that is independent of the number of vehicle parking spaces.

What authority does this document hold?

The bill would permit the Department to propose short-term and long-term bicycle parking standards for adoption.

How does this document fit into the City's surrounding policy framework?

Pending adoption of the Department's proposed short-term and long-term bicycle parking standards, the City would likely need to update its respective standards and associated municipal code section (**City of Mountain View Municipal Code Section 36.32.50 Required number of parking spaces**).

New bicycle parking standards would impact the provision of site-based bicycle infrastructure which would support the implementation of transportation demand management measures.

Assembly Bill 2206: Parking Cash-Out

The Parking Cash-Out law originally went into effect in 1993, and in 2022 was amended to include revised definitions and requirements for employers. The law aims to improve air quality and reduce traffic congestion by reducing vehicle trips and emissions through the provision of cash allowances for alternative transportation modes in lieu of parking.

What does this document affect?

Assembly Bill (AB) 2206 (also known as the Parking Cash-Out Law) impacts the commute-related benefits provided by certain employers in non-attainment regions.

What authority does this document hold?

This bill requires employers (with 50 or more employees in any air basin designated as non-attainment for certain air quality standards) who offer subsidized parking for their employees to provide a cash allowance in lieu of a parking space.

How does this document fit into the City's surrounding policy framework?

Per the bill, subject employers are required to provide a parking cash-out benefit to their employees that is equivalent to the market rate cost of parking, or the monthly price of transit serving within ¼ mile of the property. The subsidy amount is the difference between the price, if any, charged to an employee for the use of a parking space not owned by the employer and made available by the employer to that employee and the market rate cost of parking. The "market rate cost of parking" definition considers both publicly available parking rates and specific conditions, with adjustments for inflation. If the rate is determined to be over $350 per month, then $350 is considered to be the market rate. Employers leasing parking spaces before January 1, 1993, are exempt until the parking lease's expiration or the lease's penalty-free reduction of parking spaces. Employers who provide parking subsidies must maintain records of communicating to employees about their right to choose the cash equivalent of the parking subsidy (parking cash-out option). The provision of a parking cash-out benefit by large employers who are subject to the bill could be included as a TDM measure, encouraging employees to utilize alternative modes of transportation for more sustainable commuting habits.

Metropolitan Transportation Commission Transit-Oriented Communities Policy

The Metropolitan Transportation Commission's (MTC's) Transit-Oriented Communities (TOC) Policy was adopted in September 2022 and aims to support the region's transit investments by ensuring communities surrounding transit stations and along transit corridors support transit ridership.

What does this document affect?

TOC Policy requirements consist of the following four elements:

- minimum required and allowed residential and/or commercial office densities for new development
- policies focused on housing production, reservation and protection, and commercial anti-displacement and stabilization polices
- parking management
- transit station access and circulation.

What authority does this document hold?

The TOC Policy applies to areas within one half-mile of the following types of existing and planned fixed guideway transit stops and stations:

- Regional rail
- Commuter rail
- Light-rail transit
- Bus rapid transit
- Ferries

Areas subject to the TOC Policy are categorized by tier according to the level of transit service at fixed guideway stations within ½ mile:

- Tier 1: Rail stations serving regional centers (i.e., Downtown San Francisco, Downtown Oakland, and Downtown San José)
- Tier 2: Stop/station served by two or more BART lines or BART and Caltrain
- Tier 3: Stop/station served by one BART line, Caltrain, light rail transit, or bus rapid transit
- Tier 4: Commuter rail (SMART, ACE, Capitol Corridor, Valley Link) stations, Caltrain stations south of Tamien, or ferry terminals

Tiers 3 and 4 are applicable to Mountain View.

How does this document fit into the City's surrounding policy framework?

Along with other regional jurisdictions, the City of Mountain View is required to adopt policies or programs included in MTC/ABAG's Parking Policy Playbook to address transportation demand management (TDM) and curb management in areas within ½ mile of fixed guideway transit. Section 3 (Parking Management) of the TOC Policy specifies the following parking standards (Figure 1).

Figure 1. MTC TOC Policy Parking Standards by Tier

Level of Transit Service	***New Residential Development***	***New Commercial Development***
Tier 1: Rail stations serving regional centers (i.e., Downtown San Francisco, Downtown Oakland, and Downtown San José)	No minimum parking requirement allowed. Parking maximum of 0.375 spaces per unit or lower.	No minimum parking requirement allowed. Parking maximum of 0.25 spaces per 1,000 square feet or lower.
Tier 2: Stop/station served by two or more BART lines or BART and Caltrain	No minimum parking requirement allowed. Parking maximum of 0.5 spaces per unit or lower.	No minimum parking requirement allowed. Parking maximum of 1.6 spaces per 1,000 square feet or lower.
Tier 3: Stop/station served by one BART line, Caltrain, light rail transit, or bus rapid transit	No minimum parking requirement allowed. Parking maximum of 1.0 spaces per unit or lower.	No minimum parking requirement allowed. Parking maximum of 2.5 spaces per 1,000 square feet or lower.
Tier 4: Commuter rail (SMART, ACE, Capitol Corridor, Valley Link) stations, Caltrain stations south of Tamien, or ferry terminals	Parking maximum of 1.5 spaces per unit or lower.	Parking maximum of 4.0 spaces per 1,000 square feet or lower.
All Tiers	Minimum of 1 secure bicycle parking space per dwelling unit.	Minimum of 1 secure bicycle parking space per 5,000 square feet for commercial office.

Source: MTC Administrative Guidance: Transit-Oriented Communities Policy (2023)

The TOC Policy's off-street parking standards do not supersede other requirements for parking for people with disabilities that are required by the California Building Code, or other state or federal laws, or off-street parking for deliveries.

Attachment 5: Parking Study Components

This attachment provides a summary of the typical content included in parking studies. Table 1 below identifies the specific report components and provides a summary description of each section.

Table 1. Parking Study Components

Report Component	Description
Key Findings	Summary of the key findings resulting from the analysis presented
Project Description	Description of the site/Master Plan community
Mode Share Targets & Parking	Summary of the mode share targets and parking supply by land use
Master Plan Phasing (if applicable)	Description of parking demand rates during the phased development of the Master Plan
Parking Supply Requirements (per City code & Precise Plan, if applicable)	Comparison of parking standards and proposed parking supply
Shared Parking Analysis Methods	Description of the proposed shared parking strategy
Parking Demand Rate Assumptions	Description of the relationship between estimated trip generation rates and parking demand
Mode Adjustments and Internalized Adjustments	Summary of the assumptions for peak parking demand, and associated output calculations
Parking Demand	Analysis of parking demand based on land use, project size and time of day with and without a shared parking strategy
Managing Parking Demand	Summary of the project's TDM Plan

Attachment 6: Inventory of Existing TDM Requirements

This attachment provides two matrices summarizing TDM requirements, based on TDM Conditions of Approval. Table 1 lists the TDM requirement by property address. Table 2 is organized by TDM measure.

Table 1. Summary of TDM Requirements by Property Address

Precise Plan Area	Address	Project Type & Size	TDM Conditions			
			TDM Performance Standard	Required TDM Measures	TDM Reporting	Non-Compliance Penalty
San Antonio	**100 Aspen Way** (changed to **2580 California Street**) (Greystar property)	Mixed-Use Development • 632 Residential Units • 20,000 square feet commercial space	8% peak-hour trip reduction	• TMA membership for life of the project • Free one-year VTA SmartPass to new residents (first three years of operation) • $25 monthly transit subsidy (up to $300 per year) for resident's first year of occupancy (first 10 years of operation) • Offer free VTA SmartPass or $25 monthly transit subsidy to employees for the duration of their employment • Transportation Coordinator • Transportation information boards/kiosks • Transit and commute options information to new residents and employees • On-site car share services	First report due 1-year after C/O issued for 50% or more of the project (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	n/a

				• On-site bike share services		
n/a	**1001 N Shoreline Blvd** (Calvano/ CRP Mountain View)	Office Building • 111,443 square feet	20% peak-hour trip reduction	• TMA membership for life of the project • Transit subsidy and/or transit passes to all employees for the life of the project • On-site commute coordinator • On-site transportation and commute information desk/ kiosk	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage

				• Purchase and maintain 10 bicycles on-site for employee use and access	independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	point below the minimum 20% peak-hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
North Bayshore	**1045-1085 La Avenida** (Microsoft)	Office Building • 643,680 square feet	50% peak-hour trip reduction	• TMA membership for the life of the project • Onsite employee transportation coordinator • TDM program marketing and information • Flexible work schedule program • Telecommuting program • Guaranteed ride home program • Shuttle services • Bicycle parking and end of trip facilities • Bike-sharing program • Priority vanpool/carpool parking • Rideshare matching • Alternative transportation subsidies (rideshare, transit, bike, carpool, walk)	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved year 1**: describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first 10 trips (or portion thereof) over the vehicle trip cap and an additional $50,000 for each additional 10 trips thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city

North Bayshore	**1255 Pear** (Sobrato Organization)	Mixed-Use Development • 231,210 square feet office building • 635 new multi-family residential units	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)	• Priority vanpool/carpool parking • On-site employee transportation coordinator • Bicycle parking and end of trip facilities • Shared bicycles • Telecommute/flexible work schedule program • Guaranteed ride home program • TMA membership • Carpool matching services • Shuttle services • TDM program marketing • Unbundled parking • On-site carshare spaces (at least 11) • Long-term and short-term bicycle parking (635 and 64, respectively)	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: varies between Southern Parcel (mixed use) and Northern Parcel (all residential), and trip type (office trips vs. Residential trips for the Southern parcel **Office trips**: First 1% exceeding vehicle trip cap: $100,000 Each additional 1%: $50,000 **Residential trips:** Frist 1% exceeding vehicle trip cap: $50,000 Each additional 1%: $25,000 TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
North Bayshore	**1625 N Shoreline Blvd** (Shashi Group LLC)	Hotel • 104,750 square feet (200 rooms)	188 inbound vehicle trips during morning peak period	• TMA membership for the life of the project	First report due 1-year after C/O (and then annually from	**Target not achieved year 1:** describe additional measures that

				• On-site employee transportation coordinator • TDM program marketing and information • Flexible work schedule program • Guaranteed ride home program • Shuttle services • Bicycle parking and end of trip facilities • On-site bikeshare program • Priority carpool/vanpool parking • Rideshare matching services	the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first 10 trips (or portion thereof) over the vehicle trip cap and an additional $50,000 for each additional 10 trips thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
North Bayshore	**1625 Plymouth** (Broadreach Capital Partners)	Office Building • 224,508 square feet	48% peak-hour trip reduction	• Priority vanpool/carpool parking • Onsite employee transportation coordinator • Bicycle parking and end of trip facilities • Shared bicycles • Telecommuting/flexible work program • Guaranteed ride home program • Membership in the TMA • Carpool matching • Shuttle services	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 48% peak-hour trip reduction and an additional $50,000 thereafter

				• Marketing of TDM programs	• Employee commute survey (commute methods) • Driveway traffic counts	TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
North Bayshore	**1860-2159 Landings Drive** (Google)	Office Building • 799,482 square feet	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips	• TMA membership for the life of the project • On-site employee transportation coordinator • TDM program marketing and information • Flexible work schedule • Guaranteed ride home program • Shuttle services • Bicycle parking and end of trip facilities • On-site bike share program • Priority vanpool/carpool parking • Rideshare matching services	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual report:** City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 50% peak-hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives **to SOV use in the city**
North Bayshore	**2000 N Shoreline Blvd** (Google)	Office Building • 595,000 square feet	50% peak-hour trip reduction	• TMA membership for the life of the project • On-site employee transportation coordinator	First report due 1-year after C/O (and then annually from the date of initial report submittal):	**Target not achieved year 1:** describe additional measures that will be adopted to attain target.

				• TDM program marketing and information • Flexible work schedule program • Guaranteed ride home program • Shuttle services • Bicycle parking and end of trip facilities • On-site bike share program • Priority carpool/vanpool parking • Rideshare matching services	• Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 50% peak-hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
El Camino Real	**2268 W El Camino Real** (Lennar Multifamily Communities)	Multi-family residential • 204 apartment units • 36,965 square feet common space	4% peak-hour trip reduction	• TMA membership for the life of the project • Participate in VTA Eco Pass program (first five years of project) • $25 per month ($300 per year) transportation subsidy to all new renters for first year of residency (first 10 years of development) • VTA monthly passes to residents living in the 10 affordable units for the life of the project • 2 Zipcars or equivalent carshare service (resident and public use)	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $10,000 for the first percentage point below the minimum 4% peak-hour trip reduction and an additional $50,000 thereafter

				• Physical and online travel options and benefits informational boards • On-site conference room and/or business center • Commute coordinator	survey (commute methods) • Driveway traffic counts	
El Camino Real	**2300 W El Camino** (BPR Properties [hotel])	Hotel • 75,824 square feet (157 rooms)	4% peak-hour trip reduction	• TMA membership for the life of the project • Annual VTA Eco Passes in amount of $72 each for employee and guests (one Eco Pass for each room and each employee that requests one) • $40 per month transportation subsidy for employees who use alternative modes 3 or more days a week • Free shuttle service to and from airport • 4 bicycle lockers • Employee commute survey (twice-yearly) • Explore feasibility of on-site carshare and bike share • Explore feasibility of discount fare with rideshare services for hotel guest and employees	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	n/a
El Camino Medical Park	**2500 Grant Road** (El Camino Hospital)	Campus Update at El Camino Hospital • New 2-story (56,000	10% peak-period trip reduction	• TMA membership for the life of the project • Shuttle service	First report due 1-year after C/O (and then annually from the date of initial report submittal):	**Target not achieved year 1:** describe additional measures that will be adopted to attain target.

		square feet behavioral health services building) • New 7-story (265,000 square feet integrated medical office building)		• Review and consider adjustments to employee shift times • On-site commute coordinator • Maintain Community Shuttle stop on-site and encourage its use • Transit subsidy and/or passes to all employees who want one, for the life of the project	• Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 10% peak-hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
North Bayshore	**2600 Marine Way** (Intuit)	Office development • 364,000 square feet	35% peak-period trip reduction	• TMA membership for the life of the project • Transit subsidy and/or transit passes to interested employees, for the life of the project • Onsite commute coordinator • On-site transportation and commute information desk/kiosk • Bike share (minimum of 20 bicycles)	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 10% peak-hour trip reduction and an additional $50,000 thereafter

					survey (commute methods) • Driveway traffic counts	TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
El Camino	**2700 W El Camino Real** (SummerHill Homes)	Mixed-use development • 211 apartment units • 2,000 square feet commercial space	4% peak-hour trip reduction	• TMA membership for the life of the project • Ridematching assistance • Carpool/vanpool incentives information • VTA EcoPass program for first two years of the project • $25 per month (up to $300 per year) transit subsidy to new residents for three years of residency (first three years of the development) • Physical and/or online information on transportation options and benefits • Dedicated carshare parking (at least two spaces) • Wi-Fi lounge • On-site commute coordinator	First report due 1-year after C/O issued for 4% or more of the project (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	n/a
San Antonio	**400 San Antonio** (Prometheus Real Estate)	Mixed-use development	8% peak-hour trip reduction	• TMA membership for the life of the project	First report due 1-year after C/O issued for 4% or more of the project	**Target not achieved year 1:** describe additional measures that

		• 583 apartment units • 11,171 commercial space		• Employee alternative transportation subsidies (3 options) • VTA EcoPass Program (first three years of the project) • $25 per month (up to $300 per year) transportation subsidy to new renters for first year of residency (first 10 years of the development) • On-site carshare for resident and public use (at least 3 vehicles) • Physical and/or online information on transportation options and benefits • On-site conference room and/or business center • Commute coordinator	(and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 8% peak-hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
n/a	**529-569 East Evelyn** (Prometheus Real Estate)	Multi-family residential • 471 apartment units	5% peak-hour trip reduction	• TMA membership for the life of the project • On-site ridematching assistance • Carpool/vanpool incentives information • VTA EcoPass Program (first two years of the project) • VTA EcoPasses to new residents for one year (first five years after occupancy)	First report due 1-year after C/O issued for 5% or more of the project (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 5% peak-hour trip reduction and an

				• Physical and/or online information on transportation options and benefits • Dedicated carshare parking (at least two spaces) • Wi-Fi lounge • Commute coordinator	independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
n/a	**555 W Middlefield Road** (AvalonBay Communities, Inc.)	Multi-family residential • 725 apartment units (323-unit addition to existing 402-unit apartment development)	10% peak-hour trip reduction	• TMA membership for the life of the project • Bike parking and end of trip facilities • Bicycle repair stations • Local transportation information • TDM coordinator • Coworking space • Carshare parking • Delivery storage space • VTA SmartPass/transit subsidy for each unit	First report due December 1 and must either: state that project achieved peak-hour trip reduction target, providing supporting statistics and analysis; or state that the project has not achieved the trip reduction and provide an explanation of how and why the goal has not been reached and a description of additional measures that will be adopted in order to attain the TDM goal	n/a

n/a	**580-620 Clyde Ave** (Clyde Avenue Joint Venture)	Office building • 178,477 square feet	20% peak-hour trip reduction	• TMA membership for the life of the project • Transit subsidy and/or transit passes to interested employees, for the life of the project • Commute coordinator	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 20% peak-hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
Downtown	**590 Castro Street** (The Sobrato Organization)	Commercial building • 105,264 square feet	20% peak-hour trip reduction	• TMA membership for the life of the project • On-site employee transportation coordinator • TDM program marketing and information • Bicycle parking and end of trip facilities • Annual VTA SmartPass for each employee or an alterative transit subsidy	First report due on December 1, one year after granting of the C/O (and then annually on December 1): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 20% peak-

				• Alternative measures that achieve similar reduction goals for the project (as approved by Zoning Administrator)	consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
East Whisman	**600 National Avenue** (National Avenue Partners, LLC)	Office building • 140,654 square feet	20% peak-hour trip reduction	• TMA membership for the life of the project • Transit subsidy and/or transit passes to all employees who are interested (for the life of the project) • On-site commute coordinator • On-site transportation and commute information desk/kiosk • On-site bikeshare (at least 3 bicycles)	First report due 1-year after C/O for 75% or more of the project (subsequent reports will be collected annually) • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual report:** City may assess a penalty in the maximum amount of $36,000 for the first percentage point below the minimum twenty percent (20%) peak-hour vehicle trip reduction and an additional $18,000 thereafter

South Whisman	**625-685 Clyde Ave** (Martin CBP Associates, LLC)	Office buildings • Two 192,755 square foot buildings	20% peak-hour trip reduction	• TDM program for the life of the project • Transit subsidy and/or transit passes (for life of the project) • Creation and participation in a TMA • On-site commute coordinator • On-site transportation and commute information desk/kiosk • On-site carshare (2 vehicles) • On-site bikeshare (10 bicycles)	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 20% peak-hour trip reduction and an additional $50,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
East Whisman	**700-800 E Middlefield Road** (LinkedIn)	Office buildings • Three buildings totaling 612, 033 square feet	22% peak-hour trip reduction	• TMA membership for the life of the project • The specific TDM measures to be used in the program can be any combination of measures which achieve the targeted percent peak - period trip reduction	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: the City may assess a penalty in the maximum amount of $100,000 for the first percentage point above the maximum of 22%

					paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	peak-hour vehicle trip reduction (or 0. 90 in peak -hour vehicle trips per 1, 000 square feet of floor area) during the term of the Development Agreement, and thereafter, the peak-hour trip limitation applicable under the East Whisman Precise Plan TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
n/a	**750-566 Moffett Blvd** (Broadreach Capital Partners)	Mixed use development • 255 room hotel • 200,000 square feet office building	20% peak-hour trip reduction / 401 a.m. peak-hour trips and 290 p.m. peak-hour trips	• TDM program for the life of the project (TDM program can be any combination of measures which achieve the 20% peak-hour trip reduction and site trip-cap numbers)	First report due 1-year after C/O (and then annually from the date of initial report submittal): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 20% peak-hour trip reduction and an additional $50,000 thereafter

					survey (commute methods) • Driveway traffic counts	TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city
Downtown	**756 California Street** (Huy Do)	Commercial building • 6,997 square feet (retail and office)	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips	• Transit passes or transit subsidies to all employees • On-site employee transportation coordinator • TDM program marketing and information • Flexible work schedule program • Guaranteed Ride Home program • Bicycle parking • Rideshare matching	First report due on December 1, one year after granting of the C/O for twenty percent (20%) or more of the project (and then annually on December 1): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts	**Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty of maximum $100,000 for the first percentage point below the minimum 20% peak-hour trip reduction and an additional $100,000 thereafter TDM penalty shall be paid to the TMA and used to promote alternatives to SOV use in the city

n/a	**777 W Middlefield Road** (FortBay LLC)	Multi-family residential • 716 apartment units	6% peak-hour trip reduction	• TMA membership for the life of the project • Information on commute alternatives • Transit/ride share subsidies • Carshare parking • On-site commute coordinator • Co-working space	First report due one year after C/O and must and must either: state that project achieved peak-hour trip reduction target, providing supporting statistics and analysis; or state that the project has not achieved the trip reduction and provide an explanation of how and why the goal has not been reached and a description of additional measures that will be adopted in order to attain the TDM goal	n/a

n/a	**801 W El Camino Real** (Greystar)	Mixed use development
		• 164 apartment units
		• 10,800 square feet commercial space
			4% peak-hour trip reduction	• TDM measures shall include, but not limited to:
				  ○ Carsharing spaces/programs
				  ○ Subsidized transit passes
				• A commute alternatives program aimed at increasing transit use and reducing the need for people to drive shall include the following to be provided for the project. The buildings'
					n/a	n/a

				owner may assign responsibility for these programs to the tenants of the buildings, but the buildings' owner is responsible for ensuring they are maintained for 55 years		
East Whisman	**Middlefield Park Master Plan** (Google LLC)	Master Plan • 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential	• Each parcel must maintain a separate TDM program **Non-residential:** • TMA membership for life of the project • On-site transportation coordinator • TDM program marketing and information • Flexible, alternative work schedule program • Telecommute program • Guaranteed Ride Home program • Shuttle services • Bicycle parking and end of trip facilities • Bicycle self-repair stations • Rideshare and bikeshare matching services **Residential:** • TMA membership for life of the project • Bicycle parking • On-site bikeshare • Common, collaborative workspaces with WiFi (for	Separate TDM monitoring reports must be submitted to the City for each respective building/parcel; or a collection of buildings/parcels within the Master Plan area held in the same ownership, so long as each individual building/parcel monitoring is reported on separately for compliance. First report due on December 1, one year after granting of the C/O (and then annually on December 1): **Nonresidential**: • Document effectiveness of the TDM program in	**Nonresidential:** **Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual repor**t: City may assess a penalty in the maximum amount of One Hundred Thousand Dollars ($100,000) for the first percentage point above the vehicle trip cap of 1,097 a.m. peak hour trips and 952 p.m. peak hour trips and an additional Fifty Thousand Dollars ($50,000) for each additional percentage point above thereafter

				buildings with over 100 units) • Alternative transportation incentives (e.g., subsidized transit passes, bike-share, unbundled parking) • Support Safe Routes to Schools programs • Site design to further alternative modes of travel (e.g., orient buildings towards sidewalks, transit stops, etc.; provide conveniently located ride-share drop-off and waiting areas)	achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts **Residential:** • Document effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Parking survey conducted by a third party and paid for by the property owner(s) or their representative including parking counts	

					to measure peak parking demand and resulting parking rate	
North Bayshore	**North Bayshore Master Plan** (Google LLC)	Master Plan • 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	**Nonresidential:** 35% SOV mode-share target **Hotels**: 45% SOV Rate	**Nonresidential:** • TMA membership for life of the project • On-site employee transportation coordinator • Flexible, alternative work schedule program • Guaranteed Ride Home program • Shuttle services • Bicycle parking and end-of-trip facilities • Bicycle self-repair stations • Rideshare and bikematching services • Site design to further alternative modes of travel (e.g., orient buildings towards sidewalks, transit stops, etc.; provide conveniently located ride-share drop-off and waiting areas) **Hotels:** • TMA membership for the life of the project • On-site employee transportation coordinator	**Nonresidential:** First report due on December 1, one year after granting of the C/O (and then annually on December 1): • Documenting effectiveness of the TDM program in achieving target, to be prepared by an independent consultant and paid for by property owner/tenant • Employee commute survey (commute methods) • Driveway traffic counts **Residential:** • Parking Study, to be completed by a traffic engineer, which shall include a strategy for	**Nonresidential/Hotels: Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual report**: City may assess a penalty in the maximum amount of One Hundred Thousand Dollars ($100,000) for the first percentage point above the specified Master Plan Office Trip Cap and an additional Fifty Thousand Dollars ($50,000) for each additional percentage point above thereafter **Residential: Target not achieved year 1:** describe additional measures that will be adopted to attain target. **Target not achieved subsequent years/ late annual report:** the City

				• TDM program marketing and information • Guaranteed Ride Home program • Shuttle services • Bicycle parking and end of trip facilities • On-site bikeshare • Priority carpool/ vanpool parking • Rideshare matching services **Residential:** • TMA membership for the life of the project. • On-site carshare spaces • Short-term bike parking • Unbundle parking for market-rate housing	monitoring, reporting, and ultimately eliminating and converting excess parking spaces over time so the project will meet the Master Plan's proposed residential parking standards.	may assess a penalty in the maximum amount of Twenty Five Thousand Dollars ($25,000) to Fifty Thousand Dollars ($50,000) (depending on the number of units) for the first percentage point above the specified project vehicle trip cap and an additional Ten Thousand Dollars ($10,000) to Twenty Five Thousand Dollars ($25,000) for each additional percentage point above thereafter

Table 2 provides an overview of the various TDM measures that are required throughout the city and the respective sites that are required to implement the measures.

Table 2. Summary of TDM Measures and Subject Sites

TDM Measure	List of Sites Required to Implement	Land Use Type	Size	Precise Plan Area	TDM Performance Standard(s)
Bikeshare	100 Aspen Way	Mixed Use	• 632 residential units • 20,000 square feet commercial space	San Antonio	8% peak-hour trip reduction
	1001 N Shoreline Blvd	Office	111,443 square feet	n/a	20% peak-hour trip reduction

	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	2600 Marine Way	Office	364,000 square feet	North Bayshore	35% peak-period trip reduction
	600 National Avenue	Office	140,654 square feet	East Whisman	20% peak-hour trip reduction
	625-685 Clyde Ave	Office	Two 192,755 square foot buildings	South Whisman	20% peak-hour trip reduction
	Middlefield Park	Master Plan	• 1,900 residential units	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements)

	Master Plan		• 1.3 million square feet office/R&D • 50,000 square feet commercial space		Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Carshare	100 Aspen Way	Mixed Use	632 residential units 20,000 square feet commercial space	San Antonio	8% peak-hour trip reduction
	2268 W El Camino Real	Multi-family residential	204 residential units	El Camino Real	4% peak-hour trip reduction
	400 San Antonio	Mixed Use	• 583 residential units • 11,171 commercial space	San Antonio	8% peak-hour trip reduction
	625-685 Clyde Ave	Office	Two 192,755 square foot buildings	South Whisman	20% peak-hour trip reduction
	801 W El Camino Real	Mixed Use	• 164 residential units • 10,800 square feet commercial space	n/a	4% peak-hour trip reduction
Flexible work/telecommuting	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)

	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	756 California Street	Commercial	6,997 square feet (retail and office)	Downtown	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Priority vanpool/carpool parking	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips)

					Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Shuttle service	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)

	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	2300 W El Camino	Hotel	75,824 square feet (157 rooms)	El Camino Real	4% peak-hour trip reduction
	2500 Grant Road	Campus update at El Camino Hospital	• New 2-story (56,000 square feet behavioral health services building) • New 7-story (265,000 square feet integrated medical office building)	El Camino Medical Park	10% peak-period trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels:

			• 3.14 million square feet office space		45% SOV Rate
TMA membership	100 Aspen Way	Mixed Use	632 residential units 20,000 square feet commercial space	San Antonio	8% peak-hour trip reduction
	1001 N Shoreline Blvd	Office	111,443 square feet	n/a	20% peak-hour trip reduction
	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	2268 W El Camino Real	Multi-family residential	204 residential units	El Camino Real	4% peak-hour trip reduction

	2300 W El Camino	Hotel	75,824 square feet (157 rooms)	El Camino Real	4% peak-hour trip reduction
	2500 Grant Road	Campus update at El Camino Hospital	• New 2-story (56,000 square feet behavioral health services building) • New 7-story (265,000 square feet integrated medical office building)	El Camino Medical Park	10% peak-period trip reduction
	2600 Marine Way	Office	364,000 square feet	North Bayshore	35% peak-period trip reduction
	2700 W El Camino Real	Mixed-Use	• 211 residential units • 2,000 square feet commercial space	El Camino	4% peak-hour trip reduction
	400 San Antonio	Mixed-Use	• 583 residential units • 11,171 commercial space	San Antonio	8% peak-hour trip reduction
	529-569 East Evelyn	Multi-family residential	471 residential units	n/a	5% peak-hour trip reduction
	555 W Middlefield Road	Multi-family residential	725 residential units	n/a	10% peak-hour trip reduction
	580-620 Clyde Ave	Office	178,477 square feet	n/a	20% peak-hour trip reduction
	590 Castro Street	Commercial	105,264 square feet	Downtown	20% peak-hour trip reduction
	600 National Avenue	Office	140,654 square feet	East Whisman	20% peak-hour trip reduction

	625-685 Clyde Ave	Office	Two 192,755 square foot buildings	South Whisman	20% peak-hour trip reduction
	700-800 E Middlefield Road	Office	Three buildings totaling 612, 033 square feet	East Whisman	22% peak-hour trip reduction
	777 W Middlefield Road	Multi-family residential	716 residential units	n/a	6% peak-hour trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Transit subsidies/passes	100 Aspen Way	Mixed Use	632 residential units 20,000 square feet commercial space	San Antonio	8% peak-hour trip reduction
	1001 N Shoreline Blvd	Office	111,443 square feet	n/a	20% peak-hour trip reduction
	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	2268 W El Camino Real	Multi-family residential	204 residential units	El Camino Real	4% peak-hour trip reduction
	2300 W El Camino	Hotel	75,824 square feet (157 rooms)	El Camino Real	4% peak-hour trip reduction

	2500 Grant Road	Campus update at El Camino Hospital	• New 2-story (56,000 square feet behavioral health services building) • New 7-story (265,000 square feet integrated medical office building)	El Camino Medical Park	10% peak-period trip reduction
	2600 Marine Way	Office	364,000 square feet	North Bayshore	35% peak-period trip reduction
	2700 W El Camino Real	Mixed-Use	• 211 residential units 2,000 square feet commercial space	El Camino	4% peak-hour trip reduction
	400 San Antonio	Mixed-Use	• 583 residential units • 11,171 commercial space	San Antonio	8% peak-hour trip reduction
	529-569 East Evelyn	Multi-family residential	471 residential units	n/a	5% peak-hour trip reduction
	580-620 Clyde Ave	Office	178,477 square feet	n/a	20% peak-hour trip reduction
	590 Castro Street	Commercial	105,264 square feet	Downtown	20% peak-hour trip reduction
	600 National Avenue	Office	140,654 square feet	East Whisman	20% peak-hour trip reduction
	625-685 Clyde Ave	Office	Two 192,755 square foot buildings	South Whisman	20% peak-hour trip reduction
	756 California Street	Commercial	6,997 square feet (retail and office)	Downtown	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips

	777 W Middlefield Road	Multi-family residential	716 residential units	n/a	6% peak-hour trip reduction
	801 W El Camino Real	Mixed-Use	• 164 residential units • 10,800 square feet commercial space	n/a	4% peak-hour trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
On-site Transportation Coordinator/ Commute Coordinator	100 Aspen Way	Mixed Use	632 residential units 20,000 square feet commercial space	San Antonio	8% peak-hour trip reduction
	1001 N Shoreline Blvd	Office	111,443 square feet	n/a	20% peak-hour trip reduction
	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction

	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	2268 W El Camino Real	Multi-family residential	204 residential units	El Camino Real	4% peak-hour trip reduction
	2500 Grant Road	Campus update at El Camino Hospital	• New 2-story (56,000 square feet behavioral health services building) • New 7-story (265,000 square feet integrated medical office building)	El Camino Medical Park	10% peak-period trip reduction
	2600 Marine Way	Office	• 364,000 square feet	North Bayshore	35% peak-period trip reduction
	2700 W El Camino Real	Mixed-Use	• 211 residential units • 2,000 square feet commercial space	El Camino	4% peak-hour trip reduction
	400 San Antonio	Mixed-Use	• 583 residential units • 11,171 commercial space	San Antonio	8% peak-hour trip reduction
	529-569 East Evelyn	Multi-family residential	• 471 residential units	n/a	5% peak-hour trip reduction
	555 W Middlefield Road	Multi-family residential	• 725 residential units	n/a	10% peak-hour trip reduction

	580-620 Clyde Ave	Office	• 178,477 square feet	n/a	20% peak-hour trip reduction
	590 Castro Street	Commercial	• 105,264 square feet	Downtown	20% peak-hour trip reduction
	600 National Avenue	Office	• 140,654 square feet	East Whisman	20% peak-hour trip reduction
	625-685 Clyde Ave	Office	Two 192,755 square foot buildings •	South Whisman	20% peak-hour trip reduction
	756 California Street	Commercial	6,997 square feet (retail and office)	Downtown	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips
	777 W Middlefield Road	Multi-family residential	716 residential units	n/a	6% peak-hour trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
TDM marketing/information	100 Aspen Way	Mixed Use	632 residential units 20,000 square feet commercial space	San Antonio	8% peak-hour trip reduction

	1001 N Shoreline Blvd	Office	111,443 square feet	n/a	20% peak-hour trip reduction
	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	2268 W El Camino Real	Multi-family residential	204 residential units	El Camino Real	4% peak-hour trip reduction
	2600 Marine Way	Office	364,000 square feet	North Bayshore	35% peak-period trip reduction
	2700 W El Camino Real	Mixed-Use	• 211 residential units • 2,000 square feet commercial space	El Camino	4% peak-hour trip reduction

	400 San Antonio	Mixed-Use	• 583 residential units • 11,171 commercial space	San Antonio	8% peak-hour trip reduction
	529-569 East Evelyn	Multi-family residential	471 residential units	n/a	5% peak-hour trip reduction
	555 W Middlefield Road	Multi-family residential	725 residential units	n/a	10% peak-hour trip reduction
	590 Castro Street	Commercial	105,264 square feet	Downtown	20% peak-hour trip reduction
	600 National Avenue	Office	140,654 square feet	East Whisman	20% peak-hour trip reduction
	625-685 Clyde Ave	Office	Two 192,755 square foot buildings	South Whisman	20% peak-hour trip reduction
	756 California Street	Commercial	6,997 square feet (retail and office)	Downtown	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips
	777 W Middlefield Road	Multi-family residential	716 residential units	n/a	6% peak-hour trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate

Guaranteed Ride Home program	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	756 California Street	Commercial	6,997 square feet (retail and office)	Downtown	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore	Master Plan	• 7,000 residential units	North Bayshore	Nonresidential: 35% SOV mode-share target

	Master Plan		• 233,990 square feet retail space • 3.14 million square feet office space		Hotels: 45% SOV Rate
Bike parking and end of trip facilities	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips
	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	555 W Middlefield Road	Multi-family residential	725 residential units	n/a	10% peak-hour trip reduction
	590 Castro Street	Commercial	105,264 square feet	Downtown	20% peak-hour trip reduction
	756 California Street	Commercial	6,997 square feet (retail and office)	Downtown	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips

	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Bicycle self-repair stations	555 W Middlefield Road	Multi-family residential	• 725 residential units	n/a	10% peak-hour trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Bikematching services	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential

	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Support Safe Routes to Schools programs	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
Rideshare matching	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	1625 N Shoreline Blvd	Hotel	104,750 square feet (200 rooms)	North Bayshore	188 inbound vehicle trips during morning peak period
	1625 Plymouth	Office	224,508 square feet	North Bayshore	48% peak-hour trip reduction
	1860-2159 Landings Drive	Office	799,482 square feet	North Bayshore	50% peak-hour vehicle trip reduction 1,058 a.m. peak-hour trips 866 p.m. peak-hour trips

	2000 N Shoreline Blvd	Office	595,000 square feet	North Bayshore	50% peak-hour trip reduction
	2700 W El Camino Real	Mixed-Use	• 211 residential units 2,000 square feet commercial space	El Camino	4% peak-hour trip reduction
	529-569 East Evelyn	Multi-family residential	471 residential units	n/a	5% peak-hour trip reduction
	756 California Street	Commercial	6,997 square feet (retail and office)	Downtown	20% peak-hour trip reduction / 15 a.m. peak-hour trips and 18 p.m. peak-hour trips
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	n/a	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Dedicated carshare parking	1255 Pear	Mixed-Use	• 635 residential units • 231,210 square feet office space	North Bayshore	Office: 45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)

	2700 W El Camino Real	Mixed-Use	• 211 residential units • 2,000 square feet commercial space	El Camino	4% peak-hour trip reduction
	529-569 East Evelyn	Multi-family residential	471 residential units	n/a	5% peak-hour trip reduction
	555 W Middlefield Road	Multi-family residential	725 residential units	n/a	10% peak-hour trip reduction
	777 W Middlefield Road	Multi-family residential	716 residential units	n/a	6% peak-hour trip reduction
	801 W El Camino Real	Mixed-Use	• 164 residential units • 10,800 square feet commercial space	n/a	4% peak-hour trip reduction
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space • 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
Alternative transportation subsidies	777 W Middlefield Road	Multi-family residential	716 residential units	n/a	6% peak-hour trip reduction
	1045-1085 La Avenida	Office	643,680 square feet	North Bayshore	50% peak-hour trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D 50,000 square feet commercial space	n/a	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
Unbundled parking	1255 Pear	Mixed-Use	• 635 residential units	North Bayshore	Office:

			231,210 square feet office space		45% SOV mode share, 10% carpool mode share (332 AM peak hour trips and 298 PM peak hour trips) Residential: 134 AM peak hour trips and 192 PM peak hour trips (based on parking ratio of 0.69 parking spaces per unit)
	North Bayshore Master Plan	Master Plan	• 7,000 residential units • 233,990 square feet retail space 3.14 million square feet office space	North Bayshore	Nonresidential: 35% SOV mode-share target Hotels: 45% SOV Rate
On-site conference room/business center	2268 W El Camino Real	Multi-family residential	204 residential units	El Camino Real	4% peak-hour trip reduction
	555 W Middlefield Road	Multi-family residential	725 residential units	n/a	10% peak-hour trip reduction
	777 W Middlefield Road	Multi-family residential	716 residential units	n/a	6% peak-hour trip reduction
	400 San Antonio	Mixed-Use	• 583 residential units 11,171 commercial space	San Antonio	8% peak-hour trip reduction
	Middlefield Park Master Plan	Master Plan	• 1,900 residential units • 1.3 million square feet office/R&D • 50,000 square feet commercial space	East Whisman	Non-residential: 1,097 a.m. peak-hour trips and 952 p.m. peak hour trips (per East Whisman areawide trip cap requirements) Residential: 9% trip reduction over ITE trip generation rates for mid-rise multi-family residential
Wi-Fi lounge	2700 W El Camino Real	Mixed-Use	• 211 residential units • 2,000 square feet commercial space	El Camino	4% peak-hour trip reduction

	529-569 East Evelyn	Multi-family residential	471 residential units	n/a	5% peak-hour trip reduction

Attachment 7: Inventory of Annual TDM Reports (2022)

This attachment provides an overview of the Annual TDM Reports submitted to the city for reporting year 2022. Three Annual TDM Reports (for year 2022) were reviewed for the purposes of this memo.[14] The Annual TDM Reports for 1001 N. Shoreline Boulevard and 1625 Plymouth Street were prepared by a consultant and include the information specified in the City's Sample Annual TDM Report Template, with the exception of the provision of mode share survey results in the appendices. The Annual TDM Report for 2600 Marine Way does not specify whether it was prepared by a consultant (which is a requirement specified in the CoAs). Furthermore, the report does not include the required TDM monitoring data such as driveway counts and employee mode share survey results and as such it cannot be determined whether the property was able to achieve its TDM Performance Standard for 2022.

Table 1. Inventory of TDM Annual Reports

Property Address & Year of Report	TDM Measures Discussed in Report	Compliance with Required TDM Measures (as specified in the project's CoAs)

1001 N. Shoreline Boulevard (Google), 2022	• Transit proximity and pedestrian connectivity to transit
	• Priority parking for carpools/vanpools
	• EV charging stations
	• On-site pedestrian amenities
	• Connections to regional bicycle facilities
	• Bicycle sharing
	• Long-term bicycle parking
	• Short-term bicycle parking
	• Showers and secure clothes locker room
	• Passenger loading area
	• Commute resource kiosk
	• Google transportation team
	• VIA2G microtransit
	• Shuttles
	• Commuter bike on-ramp program
	• E-bike scoot program
	• Telecommuting/flexible work schedule program
	• Marketing of TDM programs to employees
	• Parking management program
	• Pre-tax commuter benefits
	• Public transit subsidy program
	• On-site bicycle repair facilities
	• Bike buddy program
	• Car sharing
	• G-ride on-demand services
	• Project amenities
	• TMA membership
		Yes
		
		Measures specified in the CoAs:
		• TMA membership for life of the project
		• Transit subsidy and/or transit passes to all employees for the life of the project
		• On-site commute coordinator
		• On-site transportation and commute information desk/ kiosk
		• Purchase and maintain 10 bicycles on-site for employee use and access
		
		Report Contents
		
		• Site Conditions
		• TDM Measures
		• TDM Monitoring Requirements
		  – Project Trip Generation
		  – Data Collection (vehicle and person trip counts)
		  – Employee Commute Survey (Employee mode share)
		• TDM Monitoring Results
		  – Observed commute mode share
		  – Vehicle trip counts
		• Conclusion
		• Attachment: Driveway Tube Counts

[14] The three Annual TDM Reports were provided by City staff to be reviewed for this memo.

		• Attachment: Manual Counts

1625 Plymouth Street (Google), 2022	• Transit proximity and pedestrian connectivity to transit
	• Priority parking for carpools/vanpools
	• EV charging stations
	• On-site pedestrian amenities
	• Connections to regional bicycle facilities
	• Bicycle sharing
	• Long-term bicycle parking
	• Short-term bicycle parking
	• Showers and secure clothes locker room
	• Google transportation team
	• VIA2G microtransit
	• Shuttles
	• Commuter bike on-ramp program
	• E-bike scoot program
	• Telecommuting/flexible work schedule program
	• Marketing of TDM programs to employees
	• Parking management program
	• Pre-tax commuter benefits
	• Public transit subsidy program
	• On-site bicycle repair facilities
	• Bike buddy program
	• Car sharing
	• G-ride on-demand services
	• Project amenities
	• TMA membership
		Compliance with Required TDM Measures (as specified in the project's CoAs)
		Yes
		
		Measures specified in the CoAs:
		
		• Priority vanpool/carpool parking
		• Onsite employee transportation coordinator
		• Bicycle parking and end of trip facilities
		• Shared bicycles
		• Telecommuting/flexible work program
		• Guaranteed ride home program
		• Membership in the TMA
		• Carpool matching
		• Shuttle services
		• Marketing of TDM programs
		Report Contents
		
		• Site Conditions
		• TDM Measures
		• TDM Monitoring Requirements
		  – Project Trip Generation
		  – Data Collection (vehicle and person trip counts)
		  – Employee Commute Survey (Employee mode share)
		• TDM Monitoring Results
		  – Observed commute mode share
		  – Vehicle trip counts
		• Conclusion
		• Attachment: Driveway Tube Counts
		• Attachment: Manual Counts

2600 Marine Way (Intuit), 2022	• Priority carpool/vanpool parking • On-site transportation coordinator • Bicycle parking, shower and changing facilities • Bike sharing • Telecommute/flexible work schedule program • Guaranteed Ride Home program • TMA membership • Rideshare matching services • Shuttle services • Marketing and information • Pre-tax commuter benefits • Carpools • Subsidized/free transit passes • Wellness program and bikes • Commuter shuttle services • EV Charging	**Compliance with Required TDM Measures (as specified in the project's CoAs)** Yes Measures specified in the CoAs: • TMA membership for the life of the project • Transit subsidy and/or transit passes to interested employees, for the life of the project • Onsite commute coordinator • On-site transportation and commute information desk/kiosk • Bike share (minimum of 20 bicycles) **Report Contents** • Baseline TDM Program List and Descriptions