

To

City of Mountain View

Memo

From Steer

Date 30 April 2026

Project City of Mountain View TDM Ordinance

Project No. 24363902

Transportation Demand Management (TDM)

Program Standards

The City's Transportation Demand Management (TDM) Program Standards updates the review process for assessing transportation operational effects of a development project or plan, consistent with the City's Multi-Modal Transportation Analysis (MTA). The level of transportation review required for a development project is tailored to the size, land use and context of the proposed site, and runs concurrent with the Planning Department's Development Review Process. A Transportation Impact Study (TIS) will be required when a development is anticipated to impact the adjacent roadway network and capacity, where mitigations are necessary to support the mobility and connectivity of the proposed site. The TDM Program Standards expand upon the MTA Handbook's technical transportation analysis review of projects in Mountain View, consistent with the General Plan and Precise Plan goals and policies intended to:

- To reduce single occupancy vehicle (SOV) trips and increase mode share of walking, biking, carpooling, and transit.
- Streamline and standardize the Transportation Analysis review process for new development.

The MTA Handbook and General Plan jointly identify TDM programs as a cost-effective means to reduce traffic congestion, improve air quality, address parking demand, provide affordable transportation, improve community health and fitness levels, and promote urban livability while expanding transportation options in all areas of the City.

The update to TDM Program Standards in the MTA Handbook is designed to provide a clear and standardized approach for new development to implement sustainable transportation choices for residents, employees, and visitors. They support the implementation of enhanced TDM criteria, as outlined in [Housing Element](#) Action Items 1.2(c) and 1.3(d). Specifically, the Standards define the criteria under which residential projects may qualify for exemptions from parking requirements by proposing TDM plans with enhanced features. The Standards include a menu of TDM strategies that developers can choose from to meet trip reduction goals, offering a range of approaches that vary in scale, implementation, and cost. This framework allows projects to design purpose-built TDM plans suitable for varying contexts while also advancing the City's broader goals for mobility, sustainability, and increasing housing access.

TDM Program Standards Contents

These TDM Program Standards contains the specific requirements necessary for a new development project to comply with the City of Mountain View's Transportation Demand Management (TDM) Ordinance. The document is organized as follows:

- **Section 1. Applicability:** Defines which projects are subject to the TDM Ordinance and outlines exemption criteria.
- **Section 2. TDM Program Process:** Describes the overall TDM compliance process and clarifies the roles and responsibilities of the developer/applicant, property owner, Transportation Coordinator, and City staff.
- **Section 3. TDM Plan Process:** Describes the process for preparing a TDM Plan, and the City's review and approval process.
- **Section 4. TDM Plan Monitoring & Reporting:** Explains the two phases of monitoring and reporting processes and the required steps that must be taken to maintain ongoing compliance.
- **Section 5. Non-Compliance:** Describes what actions and inactions constitute non-compliance, the grace period provided to projects to resolve non-compliance issues, and potential penalties and enforcement actions the City may take to remedy non-compliance.
- **Section 6. Glossary of Terms:** Provides definitions for key terms used throughout this document.
- **Appendices:** Provides templates, resources, and detailed descriptions of TDM strategies (i.e., the TDM Toolkit)

Section 1. Applicability

The City of Mountain View's Transportation Demand Management (TDM) Ordinance (Chapter 19, Article X) applies to new development projects, major renovations, and changes in use that generate significant net new vehicle trips. Specifically, projects must comply with the TDM Ordinance and these Standards if the project:

- Seeks discretionary approval of a Planning Permit, ministerial approval, change of use, or renovation; **and**
- Will generate **200 or more net new Average Daily vehicle Trips (ADT)**.

The following types of projects are **exempt** from TDM requirements:

- Projects for which an application has been deemed complete by the City on or before the effective date of this Ordinance.
- Projects that provide 100% restricted affordable units (excluding unrestricted manager units) that are:
 - Deed restricted by a public entity for at least 55 years (rental) or 45 years (for-sale) to low-income residents ($\leq 80\%$ Area Median Income).
 - Developed at a minimum density of 35 dwelling units per acre (DU/AC).
 - Located in a High-Quality Transit Area (HQTA), defined as areas within one-half (0.5) mile of a high-quality transit corridor or major transit stop. A high-quality transit corridor is defined in the California Public Resources Code, **Section 2115(b)** as may be amended. A major transit stop is defined in the California Public Resources Code, **Section 21064.3**, as may be amended.
- Very Small Projects, defined as any single-family residential development of 12 units or fewer, any multi-family residential development of 20 units or fewer, or any office development that is 10,000 square feet or less.

- Patron-driven Uses less than 100,000 square feet. Patron-drive Uses are non-residential uses whose trip generation is primarily patrons, rather than employees, including child care, religious institutions, community centers, indoor recreation and fitness centers, schools, studios, retail (general merchandise, grocery, and similar), restaurants, personal services, entertainment, medical services, banks and financial services, hotels and motels, service stations, repair and maintenance of vehicles and consumer products, and similar uses. The Public Works Department may use any available data to determine if more than 50% of a use's trip generation are typically patrons.

The Program Standards advance a streamlined approach of applying TDM requirements citywide to ensure new development can more effectively navigate the entitlement process and maintain ongoing compliance with required trip reduction strategies. This program builds on past experience and brings consistency and clarity to TDM requirements that make it easier for residents, tenants, employees, and visitors to access sustainable travel modes such as transit, carpooling/vanpooling, walking, rolling, biking, and scooting.

Previously entitled and built projects may opt into the current TDM Program in place of their existing TDM Plan requirements, subject to City staff review and approval. Benefits of opting into the program include a streamlined pathway for updating TDM Plans, as well as simplified monitoring and reporting requirements.

Section 2. TDM Program Process

The following diagram illustrates the key steps and responsibilities involved in complying with the City of Mountain View's TDM Ordinance. It provides a visual timeline from project application through ongoing monitoring, highlighting the roles of the developer/applicant, property owner, Transportation Coordinator, and City staff at each phase of the process.

Entitlement / Project Application

- **Developer/Applicant:**
 - Identify applicability (Average Daily Trips should be identified through the standard Transportation Analysis process as outlined by the City's MTA Handbook)
 - Prepare and submit TDM Plan Form with application
- **City Staff:**
 - Review TDM Plan Form
 - Provide feedback and request revisions (as needed)
 - Approve final TDM Plan

Construction / Pre-Occupancy

- **Developer/Property Owner:**
 - Execute TDM Agreement (prior to building permit issuance)
 - Designate on-site Transportation Coordinator (TC) and provide TC contact information
 - Implement approved TDM strategies (physical and programmatic)
 - Submit proof of strategy implementation (contracts, marketing materials, photos, etc.)
- **City Staff:**
 - Conduct site inspection
 - Confirm implementation of TDM strategies
 - Issue Certificate of Occupancy

Occupancy

- **Property Owner or Transportation Coordinator:**
 - Launch on-site TDM program for tenants/employees, per approved TDM Plan
 - Maintain required strategies and propose any modifications/improvements as needed
 - Ensure ongoing communication and engagement to support utilization of TDM strategies
- **City Staff:**
 - Monitor initial compliance
 - Support participating projects with technical guidance

Ongoing Monitoring & Reporting

- **Property Owner or Transportation Coordinator**
 - Submit Annual TDM Reports
 - Conduct annual travel surveys and traffic counts (if applicable)
 - Update TDM Plan (as needed)
 - Notify City of property transfer or Transportation Coordinator change (if applicable)
- **City Staff:**
 - Review Annual TDM reports
 - Provide feedback and request corrective actions (if needed)
 - Enforce compliance and penalties for non-compliance

Roles Key:

- **Developer/Applicant:** Responsible for preparing and submitting TDM Plan and implementation
- **Property Owner:** Ultimately responsible for ongoing compliance, reporting, and addressing any related non-compliance issues
- **Transportation Coordinator:** Main contact for TDM program, reporting, and TDM Plan updates
- **City Staff:** Review, approval, monitoring, enforcement, and technical support

Section 3. TDM Plan Process

3.1 Entitlement Process Requirements

3.1.1. Determine Project Applicability

Any project that meets the applicability criteria of Mountain View Municipal Code Chapter 19, Article X, Sec. 122, as outlined in [Section 1 Applicability](#) of these Standards will be subject to the TDM Program requirements. Subject projects must submit a TDM Plan form and administrative fee along with the development application.

3.1.2. TDM Performance Targets (ADT Reduction Targets)

Each project subject to the TDM Program must meet a specified **Average Daily Trip (ADT) reduction target**. Average daily trips is a standard metric used in transportation planning to estimate the total number of vehicle trips entering and exiting a site over the course of a typical day, consistent with the [Institute of Transportation Engineers \(ITE\) Trip Generation Manual](#). ADT is calculated as follows:

$$ADT = \frac{\text{Total vehicle trips (inbound \& outbound) over count period}}{\text{Number of days counted}}$$

The ADT reduction targets are tiered based on project size and land use (see Table 1).

Transit-Oriented Development (TOD) projects are those located in a High-Quality Transit Area (HQTA), defined as areas where at least fifty percent (50%) of the project area is within one-half (0.5) mile of a high-quality transit corridor or a major transit stop. A high-quality transit corridor is defined in California Public Resources Code Section **21155(b)**, as may be amended, and a major transit stop is defined in California Public Resources Code Section **21064.3**, as may be amended. Such transit facilities may include: (a) an existing rail station or ferry terminal served by bus or rail; (b) a bus stop with peak service frequency of fifteen (15) minutes or less; or (c) a planned rail station or planned ferry terminal served by bus or rail.

Table 1. ADT Reduction Targets by Project Size

Project Size	Residential & Transit-Oriented Development (TOD)	Non-Residential & Non-Transit-Oriented Development (Non-TOD)
Small (200–499 ADT)	20%	30%
Medium (500–999 ADT)	30%	40%
Large (1,000+ ADT)	40%	50%

The ADT reduction target is calculated from the project’s estimated trip generation. Please see Chapter 4 of the **City of Mountain View Multi-Modal Transportation Analysis (MTA) Handbook** for undertaking trip generation analyses.

ADT for Mixed-use projects:

- Mixed-use projects that have a **non-residential component under 50,000 square feet** (presumed to have a less than significant impact on VMT per the City of Mountain View Multi-Modal Transportation Analysis Handbook) must calculate net new ADT using only the residential portion;
- Mixed-use projects with a **non-residential component of 50,000 square feet or more** must calculate net new ADT for each land use type discretely and then sum for the total project trip generation.

3.1.3. Enhanced TDM Criteria for Residential Projects

The TDM Program Standards include provisions to support implementation of the City’s adopted **Housing Element**:

Action Item 1.3(d): adopt a TDM Ordinance that provides clear requirements for residential trip reduction across the city, while also allowing developers to meet TDM goals through a range of strategies, including lower-cost options.

Residential projects that seek exemptions from the City’s minimum parking requirements or other development standards must meet certain criteria that exceed minimum TDM requirements. These

criteria serve to enhance a project's TDM Plan by exceeding base requirements to reduce vehicle trips and support uptake of alternative transportation choices.

To satisfy the enhanced TDM criteria, a residential project must either:

- 1) exceed its applicable ADT reduction target by *at least five percent (5%)*; **or**
- 2) adopt one (1) additional Core Strategy and two (2) additional Auxiliary Strategies over the minimum required number.

For example, a residential project with a required ADT reduction target of 30% would need to achieve a 35% reduction to be considered as meeting the enhanced criteria. Alternatively, the applicant may select one additional complementary Core Strategy and two Auxiliary Strategies from the TDM Toolkit or propose an unlisted measure with approval from City staff.

Residential projects that meet enhanced TDM criteria may be eligible for exemptions from minimum parking requirements, consistent with Housing Element Action Item 1.2(c) and 1.3(d), which identifies "residential parking reductions for projects that implement TDM and exempt parking requirements from projects meeting enhanced TDM criteria."

The enhanced criteria are intended to incentivize higher levels of trip reduction for residential projects and support the City's broader goals related to expanding affordable housing and access to multimodal transportation options. The City may periodically review and update the enhanced TDM criteria to reflect evolving best practices, local conditions, and policy objectives.

3.1.4. Prepare a TDM Plan

To achieve the necessary vehicle trip reductions, the developer or applicant can select a range of TDM strategies from the TDM Toolkit best suited to support future building occupants in selecting alternative transportation options (see Appendix A). The TDM Toolkit contains a list of measures that reflect varying levels of effectiveness for reducing trip generation. The TDM strategies are grouped into two categories of Core and Auxiliary strategies.

The applicant should select the requisite number of Core Strategies to achieve the required ADT reduction. The Toolkit is designed to offer a menu of TDM strategies that vary in scale and cost, allowing projects to design site-specific TDM Plans fit for purpose.

TDM In Practice

- Applicant proposes a 75,000 sq ft development for future office/commercial use, which has an estimated trip generation of 520 ADT
- It is located 0.4 miles from the Mountain View station and therefore qualifies as a Transit Oriented Development (TOD)
- The estimated 520 ADT places the project in the medium-sized TOD category, requiring a 30% ADT reduction.
- The applicant would select from the requisite number of strategies from the TDM Toolkit to achieve at least a 30% ADT reduction in aggregate.
- Post-occupancy, this translates into a trip cap of 364 ADT ($520 \text{ ADT} \times 0.7 = 364 \text{ ADT}$)
- To successfully meet compliance, the site must not exceed 364 average daily vehicle trips, measured as the total number of vehicle trips entering and existing the site over a 24-hour period, averaged over the representative days for which monitoring occurred.

To support implementation of Core Strategies, the project will be required to adopt a set number of Auxiliary Strategies in accordance with project size. The tiered requirement for Auxiliary Strategies is as follows:

- Small Projects: At least 2 Auxiliary Strategies
- Medium Projects: At least 3 Auxiliary Strategies
- Large Projects: At least 5 Auxiliary Strategies

The applicant will document the selected Core and Auxiliary strategies by submitting a TDM Plan Form (see Appendix B) as part of the initial application for a Planning Permit, Ministerial Approval, or Building Permit.

Failure to submit a complete and approved TDM Plan Form may delay project review and approval. City staff are available to provide detailed guidance on completing the form. Please contact the Public Works Department at public.works@mountainview.gov for support.

3.1.5. TDM Plan Review Process

City staff will review each TDM Plan Form to ensure it is complete and meets the Program Standards. Once submitted, Staff will review the selection of Core and Auxiliary strategies to determine the ability of the project to reduce single occupancy vehicles and incentivize multimodal transportation options. If applicable, City staff will also assess the TDM Plan's level of effectiveness for achieving the required ADT reduction target and meeting the site-specific trip cap, once the building is occupied. Given the range of available TDM strategies, City staff will provide support to ensure the selected measures are appropriate given the project's land use type, size, and location. Revisions may be requested if deemed necessary by Staff.

Once approved by the City, the TDM Plan Form and ADT reduction target will be included as Conditions of Approval for the project. The property owner is ultimately responsible for ensuring that all required TDM strategies are incorporated into project design and planning documents as applicable.

Section 4. TDM Plan Monitoring and Reporting

The TDM Program includes two phases of monitoring and reporting processes. The first process occurs at the time of formal application for a Planning Permit, Ministerial Approval, or Building Permit, and the second process occurs following issuance of the Certificate of Occupancy by the City. Further information on these processes is detailed in the following sections.

Section 4.1 Pre-Occupancy Requirements

The following requirements must be met to demonstrate compliance with the City's TDM Ordinance at the pre-occupancy stage:

4.1.1. Execution of TDM Agreement

Prior to building permit issuance, the property owner must execute a TDM Agreement that outlines the TDM requirements contained within the project's Conditions of Approval (COAs). The Agreement is executed between the City and the property owner, and is binding on current and future property owners.

4.1.2. Designation of a Transportation Coordinator

A Transportation Coordinator (TC) must be designated for the site prior to occupancy. The TC serves as the primary contact for site-level TDM program implementation, including fulfilling the monitoring and reporting requirements. Contact information for the TC is initially provided in the TDM Plan form and must be kept up to date. Should the TC contact information change, the project will be required to submit an updated TDM Plan form.

4.1.3. TDM Strategies Implementation

The property owner and TC are responsible for ensuring that all strategies in the approved TDM Plan are implemented prior to occupancy. This includes confirming that all required amenities and services, such as physical infrastructure (e.g., showers, secure bike storage, etc.), programmatic measures (e.g., unbundled parking), and outreach materials, are in place and ready for use when tenants and/or employees occupy the project.

By establishing these strategies from day one, the property maximizes the likelihood that TDM strategies will be well-utilized and effective, supporting successful outcomes for both site operations and compliance. Acceptable documentation may include, but are not limited to:

- signed contracts or invoices for third-party service providers,
- photographs of on-site facilities,
- receipts or purchase orders (e.g., transit passes, signage, etc.)
- copies of communication materials distributed to tenants or employees (e.g., welcome packets, onboarding materials, flyers, emails, newsletters, website screenshots)
- program schedules or service timetables (e.g., shuttle schedules)

The TC may submit supplemental information in the event that certain strategies will not be fully online prior to occupancy. City staff may accept the following as proof of intent to implement the project's TDM Plan:

- documentation of internal policies or procedures (e.g., lease addenda, property management protocol) that outline commitment to implementing the adopted strategies.
- evidence of budget allocation (e.g., funds set aside for transit subsidies, incentives, or marketing).

For questions about whether other forms of documentation not listed above are acceptable, please contact the Public Works Department at public.works@mountainview.gov.

City staff may conduct a site inspection prior to issuance of a Certificate of Occupancy to verify that physical improvements and programmatic measures are in place as specified in the approved TDM Plan form and project Conditions of Approval (COAs).

Section 4.2 Post-Occupancy Requirements

After occupancy, the property owner and Transportation Coordinator will assume responsibility of the operational requirements to implement the TDM Plan. The Transportation Coordinator will be tasked with ongoing communication with tenants and/or employees to ensure building occupants are aware of the multi-modal transportation options available to them. As part of the monitoring requirements for applicable projects, the Transportation Coordinator will lead efforts to promote participation in travel surveys for assessing performance of TDM strategies, as well as facilitate traffic counts at applicable sites to determine compliance with ADT reduction targets (if applicable). Further information regarding the ongoing requirements is provided in the following sections.

4.2.1. Annual Monitoring and Reporting

The property owner or Transportation Coordinator shall be responsible for the following:

- **Annual TDM Report:** Projects required to submit a TDM Plan shall submit an annual TDM Report one year following issuance of the Certificate of Occupancy and on January 31 thereafter. The Report will attest to the on-site implementation of the TDM strategies consistent with the project’s Conditions of Approval (COAs).

Non-residential projects (excluding Patron-driven Uses):

- **Travel survey:** Administer a building-wide travel survey to tenants, employees, or residents to collect information about their daily travel patterns, modes of transportation, and commute choices. The property owner and Transportation Coordinator must ensure a 70% response rate to accurately reflect typical onsite travel behavior. The City shall provide sites with a travel survey template to assist with survey administration.
- **Traffic counts:** Conduct onsite traffic counts to measure the number of inbound and outbound vehicle trips generated by the site over a 24-hour period, typically conducted using manual or automated counting methods. Counts must be performed on representative days (e.g., typical weekday conditions during non-holiday weeks, excluding special events, extreme weather, or atypical site operations), and the results are used to verify compliance with the site’s ADT Reduction Target and trip cap. **Traffic count location(s) must be confirmed by the City prior to conducting the counts and collected by a third-party.**

Reporting requirements are tiered based on project size, as shown in Table 2.

Table 2. TDM Reporting Requirements

Reporting Element	Small (200–499 ADT)	Medium (500–999 ADT)	Large (1,000+ ADT)
TDM Report	Annually, for 3 years	Annually, for 10 years	Annually, for 20 years
Travel Survey <i>(Except residential and Patron-driven Uses)</i>	Annually, for 3 years	Annually, for 10 years	Annually, for 20 years
Traffic Counts <i>(Except residential and Patron-driven Uses)</i>	Annually for 3 years	Annually, for 10 years	Annually, for 20 years

An annual TDM Report must be submitted to the City one year following issuance of the Certificate of Occupancy and on January 31 thereafter. The Report will document TDM strategies in place, as well as travel survey results and traffic count data, if applicable. The annual TDM Report will also provide a TDM Plan overview including any updates or changes to the program. Adjustments to the TDM Plan may be necessary in response to tenant or employee turnover or changes in site operations. See [Section 4.3](#) (Updating a TDM Plan) on the process for updating an existing TDM Plan.

Section 4.3 Updating a TDM Plan

The property owner or Transportation Coordinator may request modifications to the site's approved TDM Plan if site conditions or operations change. An updated TDM Plan form must be submitted to the City for review and approval. Public Works staff are available to provide guidance on which strategies might be most effective in supporting current site needs and opportunities.

Upon approval of an updated TDM Plan, the project's TDM Agreement must also be modified and accepted by all parties to reflect the revised commitments and responsibilities.

Section 4.4 Property Transfer, Ownership Change, or Change of Use

When a property subject to the City's TDM Ordinance is sold or transferred, the following process must be completed to ensure ongoing monitoring and reporting compliance:

- The current property owner must submit a Property Transfer Form or Change of Use Form to the Public Works Department within thirty (30) calendar days of any change in property ownership or use.
- The Property Transfer Form serves as official notification of the transfer and facilitates the acceptance of all applicable TDM obligations by the new property owner. The Property Transfer Form will include the updated contact information of the re-assigned Transportation Coordinator.
- Following the City's acceptance of the Property Transfer Form, the new property owner and/or management will execute an amendment to the original TDM Agreement with all parties prior to receiving the Certificate of Occupancy (if applicable). The amended TDM Agreement will complete the transfer of TDM obligations between parties and ensure ongoing compliance with monitoring and reporting activities.

Failure to complete the Property Transfer Form or Change of Use Form with the required information may result in enforcement actions or penalties.

Section 5. Non-Compliance

Projects subject to the City's TDM Ordinance must maintain ongoing compliance with all TDM Program requirements. Non-compliance may include, but is not limited to:

- Failure to submit a TDM Plan Form
- Failure to implement the selected TDM strategies
- Failure to submit a Property Transfer Form or Change of Use Form within thirty (30) calendar days of a change in property ownership/ management or use
- Failure to maintain current Transportation Coordinator information with the City
- Failure to submit annual TDM Reports by the required deadline
- Except residential and Patron-driven Uses, failure to achieve the ADT reduction target/ exceeding the site's trip cap after two annual reporting periods.

Section 5.1 Non-compliance and Adjustments

5.1.1. Annual Reporting & ADT Reduction Target/ Trip Cap

Failure to Provide Annual Reporting

Projects required to submit a TDM Plan shall submit an annual TDM Report one-year following issuance of the Certificate of Occupancy and on January 31 thereafter, which attests to the on-site implementation of the TDM measures and strategies consistent with the project's Conditions of Approval (COAs).

Failure to Meet ADT Reduction Target/ Exceedance of Trip Cap (except residential and Patron-driven Uses)

If the site does not meet the required ADT reduction target (i.e., exceeds its trip cap) within the first year of occupancy, corrective actions shall be identified, such as implementing additional TDM strategies, to achieve the project's ADT target and trip cap compliance. **Section 4.3** (Updating a TDM Plan) outlines the steps for modifying a TDM Plan.

If the ADT reduction target is not met after **two consecutive** annual reporting periods, further modifications shall be considered to the project's TDM Plan as needed. For example, initial programmatic measure(s) may be replaced with alternative strategies to determine an optimal solution for achieving compliance.

Penalties and enforcement measures may be assessed by the City if the project is still unable to meet compliance by the end of the grace period, which will not exceed six (6) months from the date when the non-compliance status was initially determined (see Section 5.1.2. Penalties and Enforcement). The City will review annual TDM Reports and may request additional information to support monitoring activities and TDM Plan modifications as needed.

5.1.1. Notification and Correction Process

The City will issue a written notice of non-compliance to the property owner or Transportation Coordinator. The project will have thirty (30) calendar days from receipt of the notice to propose corrective strategies to return the site to compliance. Consistent with the enforcement provisions of the TDM Ordinance, if the project continues to be out of compliance sixty (60) calendar days after receipt of the initial written notice, it may be subject to penalties and enforcement actions. At the City's discretion, projects demonstrating good faith efforts toward compliance may be provided a grace period of up to six (6) months to re-submit its annual TDM Report demonstrating compliance with the required TDM monitoring provisions and/or ADT Trip Reduction Target. If compliance is not achieved by the end of the grace period, the project may be subject to penalties and enforcement.

5.1.2. Penalties and Enforcement

Penalties for non-compliance may include monetary fines, administrative citations, and/or withholding of permits or Certificates of Occupancy. The amounts of fines are established by Council resolution and adjusted annually according to the Consumer Price Index-All Urban Consumers (CPI-U) as published by the Bureau of Labor Statistics for the Metropolitan Statistical Area or Combined Statistical Area inclusive of Mountain View, or any successor index that the City Council may designate by resolution.

Penalty revenues are allocated to a dedicated City fund for TDM Program administration, monitoring, enforcement, and may also support citywide or area-wide TDM strategies and multimodal transportation improvements.

Costs incurred by a Property Owner to implement TDM strategies for the purpose of returning a project to compliance may be credited toward any applicable penalty fees. The assessment of such fees may be waived, in whole or in part, where noncompliance occurs through no fault of the project, including but not limited to circumstances where:

- required TDM strategies are determined to be infeasible due to the unavailability of a service provider;
- payment of Ordinance-related fees would result in economic hardship, such as the loss of all viable value or use of the property;
- TDM strategy implementation cannot be reasonably maintained due to insufficient occupancy, defined as less than 50 percent of total floor area;
- at least 25 percent of the building is converted to an exempt or patron-based use or is occupied by a nonprofit organization, provided that the project remains responsible for meeting all trip reduction standards applicable to the remaining uses of the project; or
- updates to the Institute of Transportation Engineers (ITE) Trip Generation Manual or other relevant data sources warrant reconsideration of the assumptions or methodologies supporting previously established trip generation rates.

The City may require the submittal of supplemental documentation to substantiate eligibility for any such waiver.

Section 6. Glossary of Terms

“Applicant” defined as in [Chapter 16](#) of the Mountain View Municipal Code.

“Average daily trips (ADT)” means the average number of vehicle trips recorded at a specific location over a 24-hour period, typically calculated by summing directional counts.

“Average daily trip reduction target (ADT reduction target)” means a goal established to reduce the number of vehicle trips generated by a site on a daily basis, expressed as a percentage of baseline trip generation.

“Certificate of Occupancy” defined as in Section [42.31\(a\)](#) of the Mountain View Municipal Code.

“Change of Use Form” means documentation submitted by the applicant to note a change of land use.

“Conditions of Approval” means requirements imposed by the City as part of the development review process, which must be satisfied for a project to proceed or receive development permits.

“Developer” defined as in [Chapter 47](#) of the Mountain View Municipal Code.

“Developer Handbook” means a guide provided by the City to assist developers in understanding the TDM process during permit review process and instructions for preparing a TDM Plan.

“Development Permit” applies to a fire or building permit, planning permit, or public works permit that is issued by the City allowing construction, alteration, or use of land or buildings in accordance with zoning and building codes.

“Employer” defined as in [Chapter 21](#) of the Mountain View Municipal Code.

“Estimated Average Daily Trips” means the projected average number of vehicle trips expected to be generated by a development over a 24-hour period, as calculated during the project entitlement or approval phase using accepted trip generation methodologies and assumptions, prior to project construction or occupancy.

“Enhanced TDM” means any residential project proposing to enhance features of a TDM Plan by selecting additional TDM strategies or achieving a higher trip reduction goal than what is required by this

Ordinance or state law, allowing the developer to obtain the benefit of residential parking reductions or exemptions from parking requirements, in accordance with the City's Housing Element.

"High Quality Transit Area" means those areas within one-half (0.5) mile of a high-quality transit corridor or major transit stop. A high-quality transit corridor is defined in the California Public Resources Code, [Section 2115\(b\)](#) as may be amended. A major transit stop is defined in the California Public Resources Code, [Section 21064.3](#), as may be amended.

"Mixed-Use" means a development type that integrates residential, commercial, and/or institutional uses within a single building or site.

"Multi-Modal Transportation Analysis Handbook (MTA Handbook)" means the City of Mountain View document which contains technical guidance for preparing multi-modal transportation analyses for individual development projects, as may be amended.

"Parking Management Plan" means a strategic plan submitted with development proposals that outlines how parking will be provided, managed, and integrated with Transportation Demand Management (TDM) strategies.

"Patron-driven Uses" means non-residential uses whose trip generation is primarily patrons, rather than employees, including child care, religious institutions, community centers, indoor recreation and fitness centers, schools, studios, retail (general merchandise, grocery, and similar), restaurants, personal services, entertainment, medical services, banks and financial services, hotels and motels, service stations, repair and maintenance of vehicles and consumer products, and similar uses. The Public Works Department may use any available data to determine if more than 50% of a use's trip generation are typically patrons.

"Peak Hour Traffic (PHT)" means the highest volume of traffic observed during a one-hour period, typically during morning or evening commute times.

"Peak Period Trips" means trips occurring during designated peak travel periods, usually defined as 6–9 AM and 4–7 PM on weekdays, when traffic congestion is highest.

"Planning Permit" means a type of development permit issued by the City allowing for residential or business renovation, new development, or alteration of land or buildings in accordance with zoning and building codes.

"Project" defined as in [Chapter 47](#) of the Mountain View Municipal Code.

"Property Manager" means an individual or entity responsible for the day-to-day operation, maintenance, and oversight of a residential, commercial, and/or mixed-use property.

"Property Owner" defined as in [Chapter 42](#) of the Mountain View Municipal Code.

"Property Transfer Form" means a form used to document the transfer of ownership in real property.

"Single-occupancy vehicle (SOV)" means a motor vehicle occupied by only the driver during a commute or trip.

"Site" means a parcel or group of parcels of land considered as a unit for development or land use purposes.

"Telecommuting" means a work arrangement where employees perform job duties remotely, typically from home, under a formal agreement with their employer.

“Transit-Oriented Development (TOD)” means projects that are located within one-half (0.5) mile of High-Quality Transit as defined in California Public Resources Code, [Section 2115\(b\)](#) and [Section 21064.3](#), as may be amended.

“Transportation Coordinator” means a designated individual responsible for implementing and managing Transportation Demand Management (TDM) strategies at a development site, including commuter programs and travel surveys, if applicable.

“Transportation Information Worksheet (TIW)” means the documentation submitted by the applicant to the City for review of a proposed development project and/or use permit.

“Transportation Demand Management Agreement (TDM Agreement)” means a formal agreement between a developer and the City outlining TDM requirements, including the implementation of TDM Strategies, monitoring, and enforcement provisions.

“Transportation Demand Management Plan (TDM Plan)” means a Project's documentation, including a site plan and/or other documentation, that describes the TDM Strategies the project will implement in order to comply with the TDM Ordinance for the Project site as approved by the Public Works Director or Designee.

“Transportation Demand Management Program (TDM Program)” means the City of Mountain View policy requiring Projects to incorporate TDM Strategies in their proposed projects.

“Transportation Demand Management Program (TDM Program) Standards” means the City of Mountain View's Standards that contain details of the TDM Program goals and benefits, processes, ADT targets, TDM Strategies, and evaluation and reporting. These program standards are contained within Appendix J of the City of Mountain View's Multi-Modal Transportation Analysis Handbook.

“Transportation Demand Management Report (TDM Report)” means a yearly report submitted by Transportation Coordinators or property owners detailing the implementation and effectiveness of TDM strategies, including mode share and trip reduction data.

“Transportation Demand Management Strategies (TDM Strategies)” means a programmatic and/or physical strategy that aims to reduce drive-alone trips and/or VMT, and/or encourages sustainable mobility in a way that meets the intent of this Ordinance.

“Transportation Demand Management Toolkit (TDM Toolkit)” means a resource guide listing approved TDM strategies, trip reduction potential, and implementation guidelines for projects to meet ADT reduction targets.

“Traffic Counts” means quantitative data representing the number of vehicles passing a specific point over a defined period.

“Travel Survey” means a questionnaire distributed to site users (e.g., employees, residents) to collect data on commuting patterns, mode share, and travel behavior.

“Trip Cap” means a maximum number of allowable trips generated by a development.

“User-Defined TDM Strategy” means a TDM Strategy that is not currently listed in the TDM Program Standards and is proposed by an applicant for inclusion in a Project's TDM Plan. A proposed User-Defined TDM Strategy shall aim to reduce drive-alone trips and/or VMT, and/or encourage sustainable mobility options in a way that meets the intent of this Ordinance.

“Vehicle Miles Travelled (VMT)” is a metric used to measure the total amount of miles driven by motor vehicles within a given area in Mountain View per (day/month/year).

“Very small projects” means any single-family residential development of 12 units or fewer, any multi-family residential development of 20 units or fewer, or any office development that is 10,000 square feet or less.

Appendices

- Appendix A - TDM Toolkit
- Appendix B - TDM Plan Form
- Appendix C - Sample Travel Survey
- Appendix D - Annual TDM Report Template
- Appendix E - Property Transfer Form / Change of Use Form
- Appendix F - Developer Handbook

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