



## CITY OF MOUNTAIN VIEW

**MEMORANDUM**

City Manager's Department

**DATE:** March 19, 2021

**TO:** City of Mountain View Advisory Bodies

**FROM:** Melvin E. Gaines, Principal Management Analyst

**SUBJECT:** **Advisory Body Input on the Mountain View Strategic Roadmap – Potential Projects for Fiscal Years 2021/22 and 2022/23**

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**PURPOSE**

Consider the potential project list for the new Mountain View Strategic Roadmap. Provide input on which projects are most important.

**BACKGROUND**

The City is currently engaged in a strategic planning and visioning process with consultant assistance from a team of experienced engagement, planning and facilitation consultants from CivicMakers. The planning process will result in a strategic roadmap that describes a vision of where the City strives to be in the next three to five years and identifies the City's top strategic priorities (what the City currently calls Council Major Goals). The strategic roadmap will also include an achievable multi-year work plan of the critical projects to accomplish the strategic priorities and vision.

This plan will replace the City Council Major Goals Work Plan. The strategic planning and visioning process differs from the City's past process of setting major goals. It includes more extensive community, City Council, and City staff engagement and is designed to establish strategic priorities aligned with the City's vision and a work plan aligned with the City's available staff capacity and resources.

**Engagement Process Update**

To kick off the strategic planning and visioning process, the City Council held a workshop on February 6, 2021. Following the Council workshop, staff and CivicMakers provided a variety of engagement opportunities to receive input from community members and City staff on the City's vision and strategic priorities. Community input opportunities included workshops and focus groups attended by a total of 108

community members, including two Citywide workshops, and separate focus groups in Spanish and Mandarin, respectively, and one for small businesses. The City also received public input on the City's vision and strategic priorities from 31 online comment cards as well as numerous e-mail communications. CivicMakers also met with a variety of staff teams to discuss their perspective on the City's vision and strategic priorities as well the current process for setting and implementing Major Goals.

CivicMakers synthesized the community, City Council and staff input to develop a draft vision and strategic priorities which were presented to the City Council on March 16, 2021. The City Council provided feedback on the vision and strategic priorities and affirmed that the strategic priorities would include the following general categories (the wording and descriptions of these strategic priorities are still being refined and will not be finalized until the strategic roadmap is adopted June 22, 2021):

1. Equitable Community for All
2. Intentional Development and Housing for All
3. Mobility and Connectivity
4. Sustainability and Climate Resiliency
5. Thriving Local Economy
6. Organizational Strength and Good Governance
7. Livability and Quality of Life

The City Council also discussed potential projects to achieve these strategic priorities, and developed a list of 46 potential projects at the March 16 meeting. These potential projects consists of 28 projects that are from the existing City Council Major Goals Work Plan and 18 newly proposed projects.

Links to materials from each of the previous strategic planning and visioning meetings and more information can be found at [MountainView.Gov/StrategicRoadmap](http://MountainView.Gov/StrategicRoadmap).

## **DISCUSSION**

### **Identifying the Most Important Projects**

The purpose of this item is for advisory bodies to review the potential project list for the new Mountain View Strategic Roadmap and provide input on which projects are most

important. City staff is working to evaluate the potential project list and develop a prioritized project list to present to the City Council on April 27. Staff’s project evaluation includes analyzing the work required to deliver on the projects and determining whether it will be feasible to implement the projects in an effective and timely manner given existing staff resources and operational realities. City staff will also discuss potential tradeoffs involved with prioritizing one project over another. To assist with this, the City requests that advisory bodies provide input on which projects are most important.

**Potential Project List for the New Mountain View Strategic Roadmap**

The following 46 projects are those that the City Council would like to consider for the strategic roadmap. Carry-Forward projects are those included in the in Fiscal Years 2019/20 and 2020/21 City Council Major Goals Work Plan that are incomplete and will continue into next fiscal year or beyond. Deferred projects are also from the Fiscal Years 2019/20 and 2020/21 City Council Major Goals Work Plan. New projects are those that were considered and added as potential projects at the March 16 City Council meeting.

<b>Project</b>	<b>Source</b>
Develop a City mobile home ordinance modeled on the CSFRA and administered by the RHC (scope updated per description earlier in this Study Session memo).	Carry-Forward (Project 2.5)
Facilitate the development of affordable housing at the VTA Evelyn Site.	Carry-Forward (Project 2.8)
Develop and consider a Community Workforce Agreement.	Deferred (Project 1.4)
Update the City/School District Joint-Use Master Agreement.	New
Develop a Parks and Recreation Strategic Plan.	New
Explore the feasibility of alternative mental health crisis response methods.	New
Develop a comprehensive Homelessness Response Strategy that includes housing, services, and an expenditure and funding plan.	New
Hold a Study Session on a displacement response strategy and net loss; develop a work plan for any desired follow-up actions.	Carry-Forward (Project 1.1)
Develop and consider an ordinance to address wage theft and responsible construction.	Carry-Forward (Project 1.2)
Develop strategies for middle-income persons to afford different housing types.	Carry-Forward (Project 2.4)

<b>Project</b>	<b>Source</b>
Review and propose revisions to the R3 Zone standards that consider form-based zoning, incentivizing stacked flats, and updated rowhouse guidelines and Family Design Handbook.	Carry-Forward (Project 2.1)
Work with MVLA to explore the possibility of the District acquiring the Shenandoah property and the opportunity for shared uses and affordable housing on the site.	Carry-Forward (Project 2.2)
Consolidate and update existing plans into a comprehensive wildlife habitat management plan.	Carry-Forward (Project 4.2)
Continue implementation of SAP-4 items.	Carry-Forward (Project 4.5)
Develop a Citywide Transportation Demand Management Ordinance.	Deferred (Project 3.3)
Facilitate the planning, entitlement, and building permit process for Lot 12.	Carry-Forward (Project 2.9)
Continue the Soft-Story Seismic Retrofit Program.	Deferred (Project 2.13)
Review and update the Historic Preservation Ordinance.	Deferred (Project 5.2)
Continue to work with the Visual Arts Committee to encourage public art.	Deferred (Project 5.5)
Create a Moffett Boulevard streetscape design strategy.	New
Continue to implement the Transit Center Master Plan.	Carry-Forward (Project 3.10)
Continue to Participate in South Bay Salt Ponds project in conjunction with California State Coastal Commission.	Carry-Forward (Project 4.10)
Develop e-scooter regulations.	Deferred (Project 3.5)
Continue the Feasibility Study of Automated Guideway Transportation System.	Deferred (Project 3.20)
Develop a City Active Transportation Plan (combining pedestrian and bicycle master plans).	New
Update the Community Tree Master Plan and review existing guiding policies and ordinances in coordination with the update.	Carry-Forward (Project 4.1)
Establish and implement performance auditing to ensure that the City is performing well	New
Conduct a City Buildings Workspace Study.	Carry-Forward (Project 5.12)

<b>Project</b>	<b>Source</b>
Inventory residential buildings that are in areas with lower zoning. Where appropriate, rezone such areas to the higher zoning level (potentially a second phase to the R-3 project)	New
Continue the Citywide Travel Demand Update (including the Greenhouse Gas Reduction Program).	Carry-Forward (Project 4.12)
Develop an ordinance or incentive program to restrict use of gas-powered leaf blowers.	New
Review and consider minor amendments to Downtown Precise Plan Areas A, G, and H, with the work phased to prioritize preserving the character of the downtown core and preventing, to the extent possible, preemption by State legislation.	Carry-Forward (Project 4.7)
Plan, coordinate, and oversee COVID-19 recovery efforts to support community relief and resilience.	Carry-Forward (Project 5.9)
Develop an Economic Vitality Strategy (including strategies to support small businesses).	New
Implement the Public Services Study actions, including population updates and Fire Community Risk Assessment.	Carry-Forward (Project 4.9)
Develop and implement an enhanced legislative program.	Carry-Forward (Project 5.7)
Plan, coordinate, and oversee COVID-19 recovery efforts for the City workforce and facilities.	Carry-Forward (Project 5.9)
Develop a Campaign Finance Ordinance	New
Define biodiversity requirements for landscaping in Mountain View	New
Study and propose any feasible increases to Mountain View's Transient Occupancy Tax (TOT)	New
Expand access to broadband across communities	New
Increase interdepartmental collaboration	New
Establish and implement a method to recover costs for shopping cart abatement	New
Partner with the County to explore the potential conversion of the Crestview Hotel to housing for people who are unstably housed.	New
Continue work on the Housing Element for the 2023-31 Regional Housing Needs Assessment (RHNA) period.	New
Complete the Castro Pedestrian Mall Feasibility Study.	Carry-Forward (Project 3.6)

## **RECOMMENDATION**

Staff requests that advisory bodies review the Potential Project List for the new Mountain View Strategic Roadmap and provide input considering which projects are most important. By action of the advisory body as a whole (consensus or majority), advisory bodies should provide input about which potential projects are most important (up to 16 projects).

A recommended process for advisory bodies to provide input on which projects are most important is as follows:

1. Each advisory body member should review the potential project list worksheet (Attachment 1).
2. Using the worksheet, each advisory body member should select the top 16 projects that they believe are most important. These top 16 projects do not need to be in ranked order. An advisory board member may select fewer than 16 projects
3. During the advisory body meeting, each member should share their top 16 projects. Staff will document each advisory body member's top 16 (or fewer) projects.
4. Staff will tally the number of times that each project is identified as most important by an advisory board member.
5. The projects that are identified as most important by the majority of the advisory body will be documented as the most important.

## **NEXT STEPS**

The projects that advisory bodies identify as most important will be shared with City staff. Considering this input, City staff members from different departments who will lead and support projects will work with CivicMakers to evaluate how potential projects advance the City toward strategic priorities as well as the feasibility of the City undertaking the projects given staff workload from day-to-day operations and other existing City plans. This evaluation will result in a prioritized project list that will be presented to the City Council April 27, 2021.

Following Council direction on April 27, the project list will be further refined, and CivicMakers will conduct a community survey to validate a draft strategic plan and roadmap. Staff will bring a proposed strategic roadmap to the City Council with the Fiscal Year 2021-22 Recommended Budget on June 8, 2021, and the City Council will

consider adoption of the strategic plan and roadmap with the Recommended Budget on June 22, 2021.

- Attachments:
1. Potential Project List Worksheet
  2. [February 23, 2021 City Council Goals Update](#)
  3. [March 16, 2021 Study Session Memo – Strategic Plan](#)