

Goal 1.					
Strategy 1A Differentiate the character, mix of uses, and visual appeal of Mountain View’s mixed use centers to shoppers, visitors, and quality retailers.					
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	Progress
1A.1	Develop a visual merchandising window display program to aid small businesses in improving their brand and visual appeal.	Immediate	\$\$	ED/Planning/ Consultant	Completed
1A.2	Consider including in the Public Art Strategy utilization of public spaces, including micro-spaces and pocket parks, to showcase works of public art by local and regional artists.	Mid-Term	\$	ED/PW/CSD	In Progress
1A.3	Identify business districts and engage Mountain View business owners in evaluating the feasibility of creating a business improvement district (BID) to maintain cleanliness and safety, as well as advertising, promotion, special events, or other activities that promote Mountain View.	Mid-Term	\$\$\$	ED/Attorney	In Progress
1A.4	Streamline, update current City regulations to create standards for activating ground floor windows when buildings are vacant or temporarily vacant due to construction.	Mid-Term	\$	ED/Planning/ Attorney	In Progress
1A.5	Study the funding and creation of a rotating design services loan fund that would support façade changes and American with Disability Access (ADA) improvements.	Short-Term	\$\$\$	ED/Planning/ Building	In Progress
1A.6	Explore adding a citywide live entertainment ordinance that supports busking and other outdoor live entertainment, complying with established decibel levels.	Mid-Term	\$	ED/Planning/ Attorney/PD	Not started
1A.7	Enable sidewalk-serving retail service transactions such as exterior window ordering and pick up outside the building.	Mid-Term	\$	ED/Planning/ PW	Not started
1A.8	Consider statewide tools like State- wide Community Infrastructure Program (SCIP) or Enhanced Infrastructure Financing Districts (EIFD) to finance public realm improvements.	Long-Term	\$\$	PW/FASD/ED	Not started
1A.9	Explore placemaking through public and private realm improvements including street furniture, lighting, landscaping, tree canopy, public art, and signage (ex. Corridors like San Antonio, El Camino, Moffett). Encourage a distinctive look and feel for the public and private realm in commercial and neighborhood centers throughout the city to differentiate them.	Long-Term	\$\$\$	ED/Planning/ CSD/PW	Ongoing
Strategy 1B Accelerate transition of Mountain View toward increased walkability and convenient, multimodal access to daily goods and services.					
1B.1	Support neighborhood-serving businesses that are walkable and offer goods and services.	Short-Term	\$	ED	Ongoing
1B.2	Map and add wayfinding for safe walking and biking routes from different parts of the city to Downtown, including from Rengstorff Park, San Antonio Plaza, Cuesta Park, and others.	Mid-Term	\$	ED/PW/IT	In Progress
1B.3	Improve parking permit program communications by deploying web based application for the various parking permit programs the city manages.	Mid-Term	\$\$	ED/IT	In Progress

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1B.4	Implement parking wayfinding systems to redirect vehicles to open spaces at peak times within business districts.	Mid-Term	\$\$\$	ED/PW	In Progress
1B.5	Consider reinvesting parking revenue into enhancing bike and pedestrian access networks and facilities, including additional bike rack locations and bikeway improvements.	Long-Term	\$	ED/PW/FASD	Not started
1B.6	Explore how to increase the Community Shuttle frequency, range, and visibility.	Long-Term	\$\$	PW/FASD/ED	In Progress
1B.7	Evaluate reducing or eliminating parking requirements or allowing shared parking with principal uses (for example office or residential) for neighborhood serving uses in mixed-use development to increase the feasibility of providing such uses.	Long-Term	\$\$	Planning/ED/PW	In Progress
1B.8	Limit new curb cuts and aim to remove overly redundant curb cuts with any future redevelopment along public right of way within neighborhood commercial zones and village centers.	Long-Term	\$	PW/Planning	In Progress
Strategy 1C	Address vacancy in Mountain View and encourage flexible, measured, and diverse growth.				
1C.1	Identify funding sources to provide matching grants to property owners for storefront buildout or alterations with signed tenants.	Immediate	\$\$	ED/CMO/FASD	In Progress
1C.2	Adopt requirements to activate windows for any vacant uses in Mountain View; set objective standards for the type of activation and appearance.	Short-Term	\$	ED/Planning	In Progress
1C.3	Create incentives (such as tax sharing, reduced licensing, or others) for building owners to fill vacancies in street facing storefronts or create temporary activations.	Mid-Term	\$	ED/CMO/FASD	In Progress
1C.4	Match vacant storefronts with growing local home-based or shared-space businesses to transition them to brick-and-mortar workplaces.	Mid-Term	\$	ED/Consultant	In Progress
1C.5	Consider increasing allowable densities and mix of uses and ensure that development regulations allow and encourage residential and commercial office uses and the desired range of retail sizes and configurations.	Mid-Term	\$	Planning	In Progress
1C.6	Explore the viability of a vacant property ordinance or vacancy registry, tax, or other means to incentivize action by landlords with long-term vacancies in ground-floor, street facing properties.	Long-Term	\$\$	ED/CMO/Attorney	In Progress
1C.7	Pursue business retention visits and attraction initiatives for local and small businesses, such as hosting broker visits and site selection meetings, and engaging with local maker entrepreneurs.	Long-Term	\$\$	ED	Ongoing
1C.8	Engage property owners to activate vacant space with temporary storefront uses, pop-up installations, food carts, and performing arts (ex. Village at San Antonio, Rengstorff Plaza, Moffett Plaza).	Long-Term	\$\$	ED/Planning	In Progress

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Strategy 1D	Support ease of division or modification of existing retail spaces to maximize adaptability to market shifts.				
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
1D.1	Explore an informal liaison within City Hall for landlords and tenants proposing space subdivision, modification, or upgrade projects to move through permitting more quickly.	Short-Term	\$\$	ED	ongoing
1D.2	Develop a business tool kit, in partnership with the Chamber of Commerce, for posting to the City's website, that will assist retail businesses in understanding permitting processes including information on financing improvements, modifications, and subdivisions.	Mid-Term	\$	ED/Chamber	Completed
1D.3	Identify pro bono support or provide financial support to connect owners, tenants, and subdividers to design services and consulting. Pro bono support might include university students or professional associations.	Mid-Term	\$\$\$	ED/Chamber	In Progress
1D.4	When updating Precise Plans, allow for limited non-retail uses as permitted uses along with massing, scale and other design guidance that support placemaking within small business districts in Mountain View.	Long-Term	\$\$	Planning/ED/CMO	In Progress
1D.5	Contract with a specialty retail consultancy to help identify and recruit specific retail niches into Mountain View business centers.	Long-Term	\$\$\$	ED/Consultant	In Progress

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Goal 2.	REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING AND SOCIAL ENGAGEMENT				
Strategy 2A	Develop an updated Precise Plan to differentiate Downtown and maximize its appeal and drawing power in the city and region				
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
2A.1	Engage with existing restaurants and businesses in Downtown to support their retention and minimize displacement resulting from redevelopment.	Short-Term	\$\$\$	ED	Ongoing
2A.2	Support the existing Council-adopted Downtown Parking Strategy that calls for updated parking standards and requirements in the Downtown Precise Plan, including new reduced minimum parking requirements that reflect current market demand, and TDM or shared parking credits.	Mid-Term	\$	ED/PW	In Progress
2A.3	Develop absorption targets for commercial and residential growth in the update to the Downtown Precise Plan.	Mid-Term	\$\$	Planning	In Progress
2A.4	Develop absorption targets for commercial and residential growth in the update to the Moffett Blvd. Precise Plan.	Mid-Term	\$\$	Planning	In Progress
2A.5	Conduct a retail demand survey of residents to help inform efforts to recruit small or mid-size businesses to the Downtown core.	Short-Term	\$\$	ED	Completed
2A.6	Identify partnerships and programming opportunities to activate vacant spaces, with a focus on arts, culture, and entertainment that complements existing restaurant and retail uses.	Mid-Term	\$\$	ED	In Progress
2A.7	Consider more flexible zoning and incentives in and around Downtown to encourage innovative sectors and businesses to locate in and close to Downtown.	Long-Term	\$	Planning	In Progress
2A.8	Consider partnering with private sector and / or non-profit organizations to explore the feasibility of an innovation hub campus, including a City-sponsored or affiliated maker space, potentially utilizing vacant Downtown space as a pilot.	Long-Term	\$\$	ED	In Progress

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Strategy 2B Improve connections between Downtown and other major Mountain View employment centers.					
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
2B.1	Per the existing Council adopted Downtown Parking Strategy, support the improvement of wayfinding for non-vehicular traffic between employment centers, commercial nodes, public transportation stops, and Downtown.	Short-Term	\$	ED/PW	In Progress
2B.2	Work with Mountain View Community Shuttle to reduce headway times and add more direct services during peak hours to and from Downtown to North Bayshore and other major employment centers.	Short-Term	\$\$	PW/ED	In Progress
2B.3	Strengthen signage and wayfinding on Central Expressway to direct vehicles into Downtown.	Mid-Term	\$\$	PW/County	In Progress
2B.4	Work with major employers to create and distribute recommended transit, walking, or biking routes that incorporate bike lanes, trails, transit, and businesses.	Mid-Term	\$\$	ED/PW/ CHAMBER	Not Started
2B.5	Consider a Passport to Downtown program that highlights existing businesses, restaurants, and events; work with the Chamber, Downtown Business Association, and employers to promote it with residents, visitors, and workers.	Mid-Term	\$\$	ED/Chamber	In Progress
Strategy 2C Expand cultural and civic activities in Downtown.					
2C.1	Work with local arts and cultural groups to identify and promote entertainment and civic uses that build upon established cultural, entertainment, and civic uses in Downtown.	Short-Term	\$	ED/CSD	In Progress
2C.2	Work with regional art galleries, museums, and individuals to encourage permanent or temporary art installations or programming in Downtown, including within vacant spaces.	Short-Term	\$	ED	In Progress
2C.3	Identify opportunities for pop-up events or temporary uses in vacant spaces, particularly in partnership with cultural organizations and entrepreneurial-focused organizations like Hacker Dojo, a non-profit working space for engineers, artists, scientists, activists, and other tech entrepreneurs.	Short-Term	\$\$	ED	In Progress
2C.4	Work with cultural organizations to host additional holiday celebrations and festivals in Downtown.	Short-Term	\$\$	ED/CSD	Ongoing
2C.5	Mine local employers, unions, and employee associations in tech and other industries for trade festival or fair opportunities, including competitions.	Short-Term	\$\$	ED	Ongoing
2C.6	Partner with regional or local tourism and restaurant groups to host events like Restaurant Week or Cocktail Week in Downtown.	Mid-Term	\$	ED/Chamber	Ongoing

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Strategy 2D Support the Council-adopted Downtown Parking Strategy’s efforts to improve the management, supply, access, and regulation of parking benefiting Downtown businesses, visitors, and workers.					
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
2D.1	Support the resumption and expansion of valet parking service for Downtown businesses.	Short-Term	\$	ED/PW	Not Started
2D.2	Support transparent parking enforcement with clear communication, real time data, and dynamic curb management.	Short-Term	\$	PD/PW	In Progress
2D.3	Conduct outreach to Downtown businesses to spur participation and representation in a Parking Benefit District (PBD) oversight committee.	Short-Term	\$	ED	Not Started
2D.4	Partner with other City departments, state agencies, and local employers to offer multimodal incentives for employees and customers.	Mid-Term	\$\$\$	PW	Not Started
2D.5	As recommended in the approved Downtown Parking Strategy, implement parking solutions like dynamic (demand-based) pricing in public parking spots in mixed use centers during peak hours.	Mid-Term	\$\$\$	ED/PW/PD	Not Started
2D.6	Consider a small business employee access program that offers reduced parking permit fees and/ or incentivized use of transit, micro-mobility options, and carpooling.	Mid-Term	\$\$	ED/PW	In Progress
2D.7	Update and simplify systems and signage to ease navigation and ease use of parking.	Mid-Term	\$\$	ED/PW	In Progress
2D.8	Work with business and building owners to identify easement opportunities to expand public access to existing off-street private parking for employees and customers.	Long-Term	\$\$	ED/Attorney/PW	Not Started
2D.9	Support the expansion of bicycle parking facilities and additional new bike facilities within Downtown.	Long-Term	\$\$	PW	In Progress
Strategy 2E Create an authentic and unique sense of place in and experience of Downtown Mountain View.					
2E.1	Support and leverage Castro Street Pedestrian Mall improvements – including pavement enhancement, a new central walkway, sidewalk and patio license enhancements, and cleanup of City furnishings and storm drains – to boost unique Downtown programming in the public and public-private realms.	Short-Term	\$\$	PW/CSD	In Progress
2E.2	Support grassroots community programming ideas and implementation at Civic Center Plaza through grants or in-kind assistance to applicants including private citizens and local businesses.	Short-Term	\$\$	ED/CSD/FASD	Not Started
2E.3	Build on the success of Mountain View’s Farmer’s Market, Music on Castro, KidStock, and other Downtown experiences to create more regularly occurring public events that showcase Downtown businesses.	Short-Term	\$\$	ED/CSD/PW	In Progress
2E.4	Continue to enhance and program public gathering spaces in Downtown Mountain View that make people feel welcome, such as a playground or interactive water feature, inviting street musicians, re-commencing and expanding Taste of Mountain View, and / or facilitating open houses at Downtown startup spaces.	Mid-Term	\$\$	PW/CSD/ED	Ongoing

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Goal 3.	GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.				
Strategy 3A	Develop targeted, highly effective business retention and expansion assistance.				
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
3A.1	Maintain a database to identify local businesses the City visits and track progress in meeting their needs.	Immediate	\$	ED	Completed
3A.2	Expand collaboration opportunities with the Mountain View Chamber of Commerce and Downtown Business Association, such as partnering with the Chamber to collaborate on retention visits and business engagement.	Immediate	\$	ED/Chamber	Ongoing
3A.3	Engage and follow up with key businesses to coordinate, consult and offer technical assistance and a small business program for retention or expansion.	Immediate	\$	ED/FASD	Ongoing
3A.4	Collaborate with existing and new partners on periodic events to connect the business community to City permitting and license assistance, and real estate, financing and workforce resources.	Immediate	\$	ED	In Progress
3A.5	Clarify the City's procurement processes and market contracting and purchasing opportunities to local businesses.	Immediate	\$	ED / FASD	In Progress
3A.6	Evaluate, refine, and expand current marketing materials and business development tools, including financial and technical resources, and make these broadly accessible on the City's website in multiple languages representative of the community.	Short-Term	\$	ED	In Progress
3A.7	Consider development of a business appreciation program focused on retention of companies currently headquartered in Mountain View.	Short-Term	\$	ED	In Progress
3A.8	Consider developing a program where fast-scaling businesses can pay a premium, linked to the number of employees, for faster building permit processing associated with tenant improvements and tooling installation.	Mid-Term	\$\$	ED/CDD	Not Started
3A.9	Explore a City financing plan for commercial linkage fees (Impact fees) owed by small businesses or property owners looking to expand.	Mid-Term	\$\$	ED/FASD/ Attorney	Not Started
3A.10	Implement a land management system that allows for better tracking of property, tenants, and permits and is accessible across departments and interactive with existing software systems.	Mid-Term	\$\$\$	CDD/IT	In Progress
Strategy 3B	Support employers' needs for a diverse workforce and make Mountain View and its business community champions for equity and shared prosperity.				
3B.1	Offer economic development policies and programs to the diverse cultural identities of Mountain View's small business base and translate materials and outreach into Mountain View's primary languages.	Immediate	\$	CDD/CMO	In Progress
3B.2	Leverage NOVAWorks' existing partnerships with K-12, Higher Education, and local Community Based Organizations to develop training programs that cater to the unique needs of underrepresented groups.	Short-Term	\$	ED/ NOVAWorks	In Progress
3B.3	Identify, inventory, and engage industry associations attached to target sectors, such as Biocom California and California Life Sciences, to maintain a cutting edge understanding of available workforce resources and diversity initiatives.	Mid-Term	\$	ED	In Progress

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Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
3B.4	Encourage and support the creation of a roundtable forum for major employers in Mountain View and across Silicon Valley to share policies and best practices in diversity, equity, and inclusion (DEI).	Mid-Term	\$	ED/Private Companies	Not Started
3B.5	In collaboration with workforce development agencies and other partners, such as Science Form Scientists, monitor and increase participation of underrepresented groups in skills training and workforce development or education programs, especially in STEM (Science, Technology, Engineering, Math)-related fields, and share out prospects with local employers.	Mid-Term	\$	ED/CMO	Not Started
3B.6	Collaborate with leading workforce development and business agencies, specifically NOVAWorks, SBDC, ReWork the Bay, and SCORE, and educational institutions, like Foothill College and DeAnza College, to link both businesses and workers in target sectors to programmatic support, including local training opportunities and career pathway assistance.	Mid-Term	\$	ED/Partners	Not Started
3B.7	Support NOVAWorks in expanding its collaboration with educational institutions for targeted curriculum development based on new industry development in target sectors and niche industries as they emerge, especially in technology and green job sectors.	Long-Term	\$	ED/NOVAWorks	Not Started
Strategy 3C	Identify and cultivate new niches within advanced industries and grow and diversify other, established sectors.				
3C.1	Investigate the feasibility of tax sharing or credit programs that support business investment.	Short-Term	\$	ED/CMO/FASD	In Progress
3C.2	Establish business attraction targets for Artificial Intelligence (AI), autonomous vehicles, sensors and tracking, medical devices, life sciences, biotech, optics and photonics, health care, climate / green industries, and R&D.	Mid-Term	\$	ED	Not Started
3C.3	Monitor land capacity and building inventory for advanced industries on an ongoing basis, and audit existing uses. As necessary, consider expanding zoning to allow complementary, supportive, or inter-related allowable uses.	Mid-Term	\$	ED/Planning	In Progress
3C.4	Connect small businesses and startups doing R&D with SBA's SBIR (Small Business Innovation Research) program and provide application guidance; explore other avenues of grant assistance for small businesses under 100 employees.	Mid-Term	\$	ED/Chamber	Not Started
3C.5	Identify businesses with synergistic relationships to Mountain View's strongest existing sectors to promote and support new business investment.	Long-Term	\$	ED	In Progress
3C.6	Analyze local resident occupational strengths and build industry strategies around identified talent leakage.	Long-Term	\$	ED/NOVAWorks	Not Started
3C.7	Perform periodic analyses of Mountain View employment across clusters to identify and target support and outreach for emerging and growing industries.	Long-Term	\$\$	ED/NOVAWorks	Not Started
3C.8	Work with developers that specialize in state-of-the-art turnkey spec and custom facilities for the advanced industries and niches in Mountain View.	Long-Term	\$\$\$	ED/NOVAWorks	Not Started

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Strategy 3D	Market Mountain View to businesses in specific target sectors and niches				
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
3D.1	Work with site selectors and brokers in targeted sectors to support business attraction.	Immediate	\$	ED	Ongoing
3D.2	Strengthen the partnerships along with facilitating the growth and development of Fogarty Institute incubator, Y-Combinator, Hacker Dojo and other incubators and accelerators in Mountain View.	Immediate	\$	ED	In Progress
3D.3	Promote the local creative economy to attract more creative organizations and individuals to the city.	Immediate	\$	ED	Ongoing
3D.4	Identify and conduct outreach to firms within Mountain View's targeted sectors.	Short-Term	\$	ED	Ongoing
3D.5	Conduct city tours with target sector companies and site selectors and highlight the community's available properties, unique character, and key amenities.	Short-Term	\$	ED	Ongoing
3D.6	Develop a suite of programs and tools made available on the City's website to locate headquarters in Mountain View across target industries.	Short-Term	\$	ED	Ongoing
3D.7	Act as a liaison between entrepreneurs and companies in appropriate health-related fields including the Fogarty Institute.	Short-Term	\$	ED	Ongoing
3D.8	Utilize partners such as NOVAWorks' extensive networks to attract businesses by showcasing the skilled and diverse workforce of our region.	Short-Term	\$	ED /NOVAWorks	In Progress

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Goal 4.	HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.				
Strategy 4A	Develop and communicate policies and programs designed to assist small and mid-sized businesses.				
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
4A.1	Enhance education and outreach to existing micro, small, mid-sized, and ethnic businesses on the array of small business support resources, including business planning, market research, financing, incentives, workforce development, as well as networking events and other assistance.	Immediate	\$	ED	Ongoing
4A.2	Tailor small and mid-sized business outreach and resources to the diverse cultural identities in Mountain View with translation and multi-cultural liaisons.	Immediate	\$	ED/CMO	Ongoing
4A.3	Re-assess and evaluate City insurance requirements associated with basic contracting, arts installations and patio licensing to support and encourage small business activations and utilization.	Short-Term	\$	ED/FASD / PW	In Progress
4A.4	Develop a multilingual online small business toolkit to assist in navigating the City permitting processes for space development and licensing.	Short-Term	\$	ED/CDD/CMO	In Progress
4A.5	Augment a preference policy for small, local, and independently owned businesses in City procurement.	Short-Term	\$	ED/FASD	Not started
4A.6	Evaluate City code changes that may provide flexibility when requiring use permits for a small and mid-sized business-related development that may not be able to meet parking requirements.	Mid-Term	\$	ED/CDD	Ongoing
4A.7	Develop and track performance metrics around small business permitting process efficiency, time, cost and outcomes.	Mid-Term	\$\$	CDD	Not Started
4A.8	Identify partners to provide trainings to small and mid-sized business owners on leasing or purchasing commercial property and lease negotiations.	Mid-Term	\$\$	ED/Chamber	Not started
4A.9	In larger developments, explore partnering with private developers to negotiate Community Benefits Agreements (CBAs) reserving ground floor spaces for small and local businesses.	Mid-Term	\$\$	ED/Planning	Not Started
4A.10	Seek opportunities with small business organizations to partner on micro business training with potential startup grants for completion.	Mid-Term	\$\$	ED	In Progress
4A.11	Develop a formalized program or toolkit that both educates and helps ensure businesses are compliant with the Americans with Disabilities Act (ADA) through the use of Certified Access Specialists (CAsp).	Mid-Term	\$\$	ED/Building	In Progress
Strategy 4B	Support local businesses that foster an authentic Mountain View commercial-cultural identity in the city's neighborhoods.				
4B.1	Identify opportunities to better support creative workers, including artists and performers, by assisting or connecting them with affordable live-work studio spaces.	Short-Term	\$\$	ED/Housing	In Progress
4B.2	Support community-centric local organizations, like Hacker DoJo (which subsidizes fees based on need) and NOVAWorks, that nurture entrepreneurs that stay and grow within Mountain View.	Short-Term	\$\$	ED/Partners	Ongoing
4B.3	Examine and implement best practices regarding business zones supportive of independent and locally-owned small business for select areas of Mountain View.	Mid-Term	\$	ED	Not Started

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4B.4	Engage with larger employers who have vacant spaces that could be put into productive public use via pop-up kitchens, maker spaces, 3D printing library, or co-working spaces.	Mid-Term	\$	ED	Not Started
4B.5	Evaluate creation of a Legacy Business Program that provides grants to small businesses, and to owners committing to extending leases to tenants.	Mid-Term	\$\$	ED/FASD	Not Started
4B.6	Identify and consider incentivizing potential community partners to provide free or affordable space for temporary or long-term local micro-business incubation.	Long-Term	\$	ED	In Progress
4B.7	Analyze the neighborhood distribution of commercial uses, including neighborhood-serving versus center-based retail, and their impacts on serving various cultures / minority communities in the city.	Long-Term	\$	ED/Planning	Not Started
Strategy 4C	Support and sustain a new generation of successful founders and entrepreneurs.				
4C.1	Institute regular listening sessions or interviews in the entrepreneurial community to keep abreast of the local entrepreneurial ecosystem and its needs and trends.	Short-Term	\$	ED	Ongoing
4C.2	Explore partnerships with NOVAWorks, SBDC, SCORE, Foothill College, Hacker Dojo, and DeAnza College for entrepreneurship training in Mountain View.	Short-Term	\$	ED/CMO	In Progress
4C.3	Create a one-stop online resource on the City's website for entrepreneurs to learn about and access various types of financial support including small business loans, grants, and financial tools.	Mid-Term	\$	ED	Completed
4C.4	Encourage the adaptive reuse of vacant buildings and commercial spaces by local entrepreneurs or non-profits with potential permit-fee waivers, faster timeline for eligible projects, and other assistance. Consider partnering with local organization, such as Hacker DoJo, on an adaptive re-use pilot project.	Mid-Term	\$\$	CDD/FASD/ Attorney	Not Started
4C.5	Build, maintain, and leverage relationships with successful Mountain View tech alumni and venture capital investors to connect emerging entrepreneurs with established resource and knowledge networks.	Long-Term	\$	ED	Ongoing
4C.6	Initiate mentorship programs, connecting new entrepreneurs with seasoned business leaders in Silicon Valley, either through new program/network development or leveraging existing incubator/accelerator infrastructure.	Long-Term	\$\$	ED	Ongoing
4C.7	Explore whether the City, in partnership with NOVAWorks or others, can provide shared services for business formation for firms outside of an incubator environment, including accounting, legal, regulatory, and hiring services.	Long-Term	\$\$	ED	In Progress

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Strategy 4D	Recruit small businesses that offer products and experiences missing in Mountain View.				
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4D.1	Inventory available spaces and requirements to develop actionable plans to support the successful siting of new businesses.	Immediate	\$	ED	Ongoing
4D.2	Identify strategic partners, including artists, developers, non-governmental organizations, synergistic retailers, and recreational resources that can help attract desired retailers.	Immediate	\$	ED	Ongoing
4D.3	Support the creation and growth of unique, locally grown experiential retailers through pop up activations in prominent, visible local spaces from homes to storefronts.	Immediate	\$\$	ED	In Progress
4D.4	Engage with niche experiential retailers to understand their specific needs such as access, signage and marketing, and local costs of doing business to help attract their future investment.	Mid-Term	\$	ED	Not started
4D.5	Designate areas in Mountain View for food trucks and invite successful mobile food and beverage businesses from throughout the region to do business in Mountain View.	Mid-Term	\$	ED/PW	Not Started
4D.6	Identify and market opportunities for specific lines of business by refreshing the retail leakage analysis to include prospective tenants and niche businesses.	Mid-Term	\$\$	ED	Not Started
4D.7	Consider partnering with NOVAWorks to identify market gaps and align workforce capabilities to support these niche areas.	Mid-Term	\$\$	ED	In Progress
4D.8	Analyze local resident occupational strengths and build industry strategies around identified talent leakage.	Long-Term	\$	ED/Planning/ Housing	Not Started

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Strategy 4E Support growing Latino entrepreneurial and small business enterprises in food and beverage and other industries.					
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
4E.1	Explore partnerships with other food services businesses to explore sub leases, co-ops, and other space rental options.	Short-Term	\$	ED/Chamber	In Progress
4E.2	Convene investors, brokers, and developers to seek investment in Latino businesses and commercial developments to serve a Latino business strategy.	Short-Term	\$	ED	Not Started
4E.3	Help identify locations in Mountain View where Latino businesses may serve multiple demographics and have access to many markets.	Mid-Term	\$	ED	Not Started
4E.4	Collaborate with local partners to seek interest in funding and supporting a commercial kitchen designed to serve Latino and other food businesses in Mountain View.	Mid-Term	\$\$	ED	Not Started
4E.5	Explore Downtown vacancies as a near-term and long-term fit for Latino entrepreneurs and food & beverage businesses.	Mid-Term	\$\$	ED	Not Started
4E.6	Replicate this model for other underserved entrepreneur communities in Mountain View.	Mid-Term	\$\$	ED	Not Started
Strategy 4F Initiate a re-imagined identity and business branding campaign positioning and promoting Mountain View at the intersection of Silicon Valley and community and economic vitality.					
4F.1	Strengthen messaging that Mountain View is a safe and welcoming business environment.	Immediate	\$	ED	Ongoing
4F.2	Inventory Mountain View's assets, progress, and innovations to assess what defines the city and distinguishes it within the region.	Short-Term	\$	ED/CMO	Ongoing
4F.3	Leverage new and upgraded infrastructure, public realm design improvements, and development as opportunities to reinforce the revamped brand of Mountain View.	Mid-Term	\$	ED/CMO/PW	In Progress
4F.4	Strengthen a unique sense of place by supporting and leveraging arts, entertainment, and cultural assets to attract new firms, industries, residents, and visitors while supporting existing businesses and sectors.	Mid-Term	\$	ED	Ongoing

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Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
4F.5	Initiate a strategic effort to re-invigorate Mountain View’s business image and generate compelling messaging that combines the ideas of Silicon Valley with economic and community vitality and distinguishes Mountain View from other cities.	Long-Term	\$\$\$	ED/CMO	Ongoing
4F.6	Focus language of the city’s re-imagined business brand and determine where and to whom to communicate it regionally and nationally.	Long-Term	\$\$\$	ED/CMO/ Consultant	In Progress
4F.7	Create and popularize a certification program with window and product stickers for unique and niche “Made in Mountain View” products, businesses, or services.	Long-Term	\$\$\$	ED	Not Started
Strategy 4G	Implement anti-displacement policies that provide temporary and long-term solutions that keep businesses in place.				
4G.1	Connect vulnerable small business owners and tenants to technical assistance consulting and resources.	Immediate	\$	ED	Ongoing
4G.2	Provide assistance to businesses such as lease consulting, or third-party master leasing of ground floor mixed-use retail space, in areas experiencing gentrification and displacement.	Short-Term	\$\$	ED/Consultant	Not Started
4G.3	Explore the use of rent caps or rental subsidies for small commercial tenants - similar to rent control or voucher programs for residential units.	Long-Term	\$	ED/Attorney	Not Started
4G.4	Expand access to property ownership to marginalized small business owners and non-profits by offering tailored financial services for becoming property owners.	Long-Term	\$\$	ED	Not Started

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GOAL 5.	UPDATE MOUNTAIN VIEW'S DEVELOPMENT POLICIES TO PROVIDE CLARITY AND CERTAINTY FOR NEW USES THAT ALIGN WITH THE ECONOMIC VITALITY STRATEGY VISION AND GOALS.				
Strategy 5A	Build adaptability into land use and development codes with provisions that respond to changing demands of commercial and industrial users.				
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
5A.1	In partnership with the Mountain View Chamber of Commerce, develop a process to periodically engage business leaders on Mountain View's planning and development policies and processes.	Immediate	\$	ED/Chamber	Ongoing
5A.2	In tandem with Strategy 3D, pursue zoning changes to ensure land availability for advanced industries and other target sectors.	Mid-Term	\$	ED/Planning	Not Started
5A.3	Explore possible rezoning to better accommodate regionally in-demand uses, including non-hospital health offices, office space, industrial space, and wet labs.	Mid-Term	\$	ED/Planning	Not Started
5A.4	Assess the City code to identify opportunities to revise permitted uses across employment-generating zoning designations; specifically consider allowing a broader range of uses in retail and mixed-use areas, and restricting low employment density uses in core office and industrial designations (e.g. Charleston Plaza, Rengstorff Center).	Long-Term	\$	ED/Planning	In Progress
5A.5	Consider incorporating form-based elements to govern architectural character without overly prescriptive limitations on use.	Long-Term	\$\$\$	Planning/ED	In Progress
5A.6	Partner with utility providers to expand and market the portfolio of renewably-sourced energy to Mountain View facilities and continue to support the adoption of sustainable building practices in the city.	Long-Term	\$\$	ED	In Progress
Strategy 5B	Identify workforce housing and supportive service challenges with critical economic development implications for prioritization and direct action.				
5B.1	Align the City's economic development work program with Housing Element policy to reinforce the City's commitment to provide housing that will be available for Mountain View workers.	Short-Term	\$	ED/Housing	Ongoing
5B.2	Explore possible City roles in facilitating, supporting, and assisting the creation and expansion of childcare services.	Mid-Term	\$	ED/CMO/Planning	Ongoing
5B.3	Work with existing and new partners to address systems supportive of employee retention, including childcare, education, transportation, housing needs, and other social services.	Mid-Term	\$\$	ED	Not started
5B.4	Analyze workforce demand for housing product types and prices not currently available in Mountain View.	Long-Term	\$\$\$	ED/Housing	In Progress

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Strategy 5C Clarify and streamline permitting processes and nurture a business climate that clearly differentiates Mountain View from its neighbors.					
Action	Economic Vitality Strategy Project	Timeline	Cost	Team	
5C.1	Create a dedicated business ambassador response team to handle permits for designated critical development areas (e.g., Downtown, San Antonio Center, major industrial areas).	Immediate	\$	CDD/PW	Completed
5C.2	Allocate resources toward increasing staff to handle permitting processes more quickly and efficiently.	Mid-Term	\$\$\$	CDD/HR	Ongoing
5C.3	Building upon the new development services website, provide easier access to understanding City permitting procedures and getting in contact with City staff with new or expanded user-friendly online resources and / or expanded office hours.	Mid-Term	\$\$	CDD/IT	Ongoing
Strategy 5D Evaluate and adapt policies, regulations, and enforcement to avoid disproportionate or adverse impacts on small businesses.					
5D.1	Review requirements for Conditional Use Permits for proposed reductions in required parking for Mountain View uses.	Mid-Term	\$\$	Planning/PW/ED	In Progress
5D.2	To support new mixed-use development that includes commercial uses, evaluate the necessity for requiring change of use permits following initial construction.	Mid-Term	\$\$\$	Planning	Ongoing
5D.3	Update the City's business license program to include a commercial landlord license category and fees.	Long-Term	\$\$\$	FASD/CMO	Not Started
Strategy 5E Improve connections between the city's commercial and industrial areas to foster easier access for collaboration.					
5E.1	Continue to implement development regulations that encourage or require through-block pedestrian connectivity in existing or potential pedestrian corridors.	Mid-Term	\$\$\$	Planning/PW	Ongoing
5E.2	Collaborate with the Transportation Management Association (TMA) to assess the efficacy of existing Community Shuttle and MVgo service levels and routes in linking major employment hubs with Downtown and other commercial centers.	Mid-Term	\$\$	PW/ED	In Progress
5E.3	Work with employers to assess gaps and opportunities for improvement in non-motorized and public transportation. Explore micro-mobility solutions to follow the current moratorium.	Mid-Term	\$\$	ED/PW	Not Started

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