

***Summary of Levels, Levers, Strategies, and Actions***

**Level 1: Integrate Sustainability and Resilience Across City Government**

Strategy	Foundational	Advanced	Innovative
<b>Strategy 1.1: Elevate and Make Explicit the Importance of Sustainability and Provide Necessary Staff and Funding Resources</b>	Publicly release and implement a shared vision for sustainability.	Incorporate resilience into the shared vision for sustainability and ensure that resilience is addressed by the interdepartmental committee.	Mainstream sustainability and resilience actions across all city plans, policies, standards, investments to enable regenerative sustainability and all-hazards resilience and identify funding and investment opportunities.
	Conduct capabilities assessments on an ongoing basis to determine needs for additional expertise, through new hires or capacity, or training and professional development opportunities for existing staff.	Allocate resources to integrate sustainability and resilience into department work, including appropriate staffing levels and discretionary funding for pilot projects.	Allocate additional resources as appropriate and integrate a sustainability and resilience lens into hiring decisions for positions at a managerial level and above, and incorporate sustainability into performance expectations where relevant.
	Establish an interdepartmental sustainability governance committee at a leadership level to support implementation of the Strategic Sustainability Plan, cross-departmental decision-making, and accountability.	Create/add a Chief Sustainability and Resilience Officer (CSRO) position in the CMO at the appropriate level.	Formally integrate regenerative and triple bottom line sustainability impact analysis into any major decision made within departments.

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<b>Strategy 1.2: Adopt Sustainability Practices in Internal Facilities Upgrades and Operations</b>	Implement a revolving loan fund for city facility sustainability projects.	Conduct a climate risk and opportunity assessment and update the LHMP (risk assessment would cover all sectors, for instance (1) resilience of transportation systems to power outages as the community increasingly depends on EVs, (2) water stress risks for parks and natural ecosystems and the building sector, (3) flood risk to the building sector and transportation sector, and (4) the impact of climate risks and ongoing hazards to disadvantaged populations).	
	Implement comprehensive efficiency upgrades, electrification, and energy generation across city facilities (including solar, solar hot water, and other technologies as appropriate).	Develop more advanced requirements for new city facilities and major renovations, including a building electrification policy to require all-electric construction and a policy to require assessment of cost-benefit of LEED Platinum.	Require LEED Platinum in new City facilities and major renovations.
	Finalize policies for LEED Gold attainment and building retro-commissioning at city facilities.	Invest additional resources to more aggressively reduce city employee single occupant vehicle commuting (e.g., through incentives, tools for transit planning and payment, parking feebates, etc.).	Reduce embodied carbon in building materials for new City facilities.
	Continue to assess opportunities for city fleet electrification (and adoption of other low carbon fuels) spanning light duty vehicles to shuttles to heavier equipment.	Make a commitment to electrifying city fleet aligned with vehicle replacement schedule	
	Implement sustainable operational practices in buildings, fleet, materials conservation/zero waste events, water operations and leak reduction, park maintenance, and other city functions (including tree and turf replacement plans, tree canopy goals, etc.).		
	Expand EV infrastructure in public facilities.		
	Continue current programs to support city employees in sustainable commute options.		

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<b>Strategy 1.3: Track and Report on Sustainability Metrics Across City Programs and Departments</b>	Assign a manager-level working group to support implementation of the ESAP and identify metrics for sustainability and resilience progress that are aligned with department missions, develop a tracking plan, set targets for each metric, and report frequently on progress.	Assess the impact of projects and policies on the metrics identified by the working group in all staff reports.	Develop a methodology for estimating regional equity impacts of sustainable and resilient actions, including avoided “spillover” effects of displacement.
	Set annual GHG targets after analyzing pros and cons of both absolute and normalized measures (e.g., GHG per service population). Set an aggressive schedule to achieve the City’s long-term goals (e.g., constant percent decrease per year or better).	Create a climate dashboard and communicate progress to the public on a regular basis.	Manage Mountain View's emissions budget through streamlined inventory and emissions bank/offsets.
	Continue regular sustainability planning (e.g., through the ESAP process) with prioritized, actionable steps that have clear roles and responsibilities.	Develop and track metrics to measure success of sustainable land use strategies (e.g., jobs-housing balance, minutes to cross city, livability index).	Conduct a consumption-based GHG inventory.
	Analyze transportation projects for GHG emissions.		

Lever 2: Mobilize the Local Community in Sustainability and Resilience Action

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<b>Strategy 2.1: Engage Residents across Mountain View’s Neighborhoods and Demographic Groups</b>	Partner with community organizations to host meetings in communities across the city, particularly those not often represented through usual engagement channels.	Develop lasting partnerships with community-based organizations, enlisting them to participate in substantial and ongoing agenda setting and co-creation of solutions.	Develop a formal stakeholder engagement policy for residents that clarifies how heavily to engage with whom for major decisions (similar to that developed by the City of Boulder).
	Provide multi-lingual resources and childcare in for evening engagements.	Collaborate with community organizations or non-profits to regularly engage residents.	
	Conduct frequent community pulse checks on feelings toward sustainability and quality of life via surveys, pop-up/mobile town halls, listening tours of community meetings and hearings, and other mechanisms.		
<b>Strategy 2.2: Engage Small Businesses, Large Employers, and Nonprofits to Determine Shared Priorities and Collaborate on Implementing Sustainable Actions</b>	Gather input and ideas from the biggest employers in Mountain View on the sustainability topics that are most salient to their operations and their continued success, including transportation.	Develop a group of business, institutional, and civic representatives to share information on and pilot sustainability solutions in their organizations.	Establish a formal business and organization engagement policy that clarifies how heavily to engage with whom for major decisions.
			Integrate sustainability partnerships into the City’s economic development strategies for small business engagement and retention, such as by publicizing energy performance and cost data on available real estate vacancies, or by becoming an early adopter of sustainability products and services offered by these businesses.

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<p><b>Strategy 2.3: Develop and Implement a Communications Strategy that Celebrates Successes and Acknowledges Collaborators</b></p>	<p>Strategically celebrate successes internally and externally through multiple major communications channels to foster momentum by affirming staff contributions and to motivate community supporters to be part of the City’s movement.</p>	<p>Partner with community groups and businesses to host peer learning exchanges and informational fairs on topics of interest to their constituencies (e.g., convening large property owners to share sustainability best practices; convening employers to share TDM best practices and other best practices; convening landlords and tenants to learn about techniques to overcome split incentives).</p>	
		<p>Host annual events to recognize the most innovative community-sourced ideas (e.g., a Sustainability and Resilience Innovation Challenge or a hackathon). These would be tied to community micro-grants.</p>	
<p><b>Strategy 2.4: Develop Direct Outreach and Education Programs Aimed at Encouraging Sustainable Behaviors for Residents, Workers, Visitors, and Property Owners</b></p>	<p>Map out city constituents’ behaviors that affect sustainability (e.g., in transportation, electricity, heating, water, waste, ecological impacts), and assess whether educational campaigns will have substantial impacts.</p>	<p>Develop sophisticated Community-Based Social Marketing campaigns covering major activities such as commute behavior, energy management, sustainable food, waste reduction, and more (e.g., pass a resolution supporting “Green Mondays”; reduce, reuse, and recycle campaigns; lawn replacement, sustainable landscape care that reduces fertilizers and pesticides, and electrification of landscape and garden equipment).</p>	<p>Recruit community ambassadors to implement intensive long-term campaigns and competitions in every major sector of the population and every major type of organization in the City.</p>
	<p>Host regular informational fairs such as EV Ride and Drive campaigns and building decarbonization expos.</p>	<p>Provide technical assistance to property owners to help them navigate the permit system for sustainable technologies, and connect them with grant opportunities.</p>	<p>Educate landlords on efficiency, electrification, and green leases, provide technical assistance/program management, and convene property-owner forums to explore barriers to deployment and identify solutions.</p>
	<p>Use community events, street fairs, and other highly attended activities to educate people about waste reduction, recycling, and energy and water conservation.</p>	<p>Connect contractors with information and training resources to enable them to fill customer needs for installing heat pumps, EV charging, solar, solar thermal, and more.</p>	<p>Provide assistance and education to small developers and contractors regarding new codes and technologies.</p>

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	Provide tools to help households reduce their environmental impact and GHGs, including carbon calculators and the ability to generate and act on a plan.		
	Work with SVCE to develop a knowledge database and conduct outreach regarding building electrification and other sustainability actions.		
	Increase participation in existing building energy efficiency programs through targeted outreach.		
<b>Strategy 2.5: Develop Buy-in to Impose New Sustainability Requirements on Owners of Existing Properties</b>	Convene a stakeholder forum of the largest property owners/property managers in the City to map out shared interests in the development of city programs and possible requirements to improve sustainability performance.	Require energy use disclosure by all existing buildings of a certain size, potentially making the size threshold more stringent than the state-wide disclosure requirement for buildings above 50,000ft <sup>2</sup> . Require or incent actions (e.g., energy audits, commissioning, energy and water conservation measures) to reduce emissions from higher emitting buildings.	Require existing buildings above a certain threshold to achieve performance-based standards in energy consumption, emissions, and water consumption.
	Solicit voluntary commitments from this forum.	Impose additional requirements on businesses (e.g., mandatory composting and recycling, adopting a ban on single-use plastic foodware).	
<b>Strategy 2.6: Develop Options that Facilitate and Enable Sustainable Behaviors and Purchase Decisions by the Community</b>	Using community input, determine Mountain View’s role in stimulating EV market advancement, for instance through an EV action plan and filling priority gaps in the EV charging network such as in multifamily and commercial buildings.	Invest city funds in rebates or incentives for sustainable technologies (e.g., EVs and chargers, micromobility devices, solar, solar water heaters, battery storage, heat pumps, and heat pump water heaters, and electric landscape equipment), within or outside the context of a group buy program.	Invest city funds in equitably providing sustainable “new mobility services” to the broadest possible user base (e.g., the City buys down the cost of offering services the market would not otherwise provide, in order to ensure equitable access to programs like bike-share, car-share for low income housing or rental populations).

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	<p>Using community input, results of SVCE’s pilot incentive program, and emerging state incentive and technical assistance programs, determine Mountain View’s role in stimulating building decarbonization through heat pumps, solar thermal, and other technologies.</p>	<p>Develop advanced waste reduction programs such as expanding compost pickup to all customers, increasing financial incentives for smaller bins and increased diversion rates, and more.</p>	
	<p>Continue improving the most important gaps in a multimodal transportation system in a way that is responsive to community input and prioritization.</p>	<p>Proactively develop PPPs that leverage private innovation and shape the rise of “new mobility services” in the City (e.g., mobility on demand that is electric and pooled, sustainable shared mobility clearinghouse, and mobility subscriptions).</p>	
	<p>Offer annual or regular group buy programs for sustainable technologies (e.g., EVs and chargers, micromobility devices, solar, solar water heaters, battery storage, heat pumps, and heat pump water heaters).</p>		

Lever 3: Partner Regionally to Enhance Connectivity and Impact

Strategy	Foundational	Advanced	Innovative
<p><b>Strategy 3.1: Find Alignment with Peer Governments and Establish a Clear Understanding of Roles, Responsibilities, and Appropriate Frameworks and Metrics for Tracking Regional Progress</b></p>	<p>Initiate informal and periodic check-ins with peer local governments to discuss goals, initiatives, and opportunities.</p>	<p>Generate a regional sustainability and resilience metrics platform to track progress and spur friendly competition across the region.</p>	<p>Work with regional entities and encourage them to maintain a regional accounting system for all sustainability impacts with regular reporting, from GHG to waste to water to environmental quality and habitat protection.</p>
			<p>Develop, track, and regularly update an integrated regional sustainability and resilience roadmap/plan that incorporates climate change in the context of other shocks and stressors.</p>
<p><b>Strategy 3.2: Share Resources, Data, Information, and Funding Widely in Support of Implementing Regional Projects</b></p>	<p>Continue to lead on regional energy topics and maintain an active dialogue with SVCEilicon Valley Clean Energy and other regional and state entities to support sustainability progress and advocate for strong policies.</p>	<p>Assess existing regional collaboration forums for whether there are any critical gaps (in topic coverage, audiences/participant types, and breadth of region—e.g., some regional collaborations may make sense just with immediately neighboring cities, while others should be Bay Area-wide). For any gaps identified, determine the best approach to partner and/or share information, data, and funding opportunities, and spur innovation with businesses, governments, NGOs, foundations, and other relevant organizations.</p>	<p>Harmonize policies and processes across jurisdictional boundaries.</p>
	<p>Co-commission studies that can be used to form regional approaches to shared challenges and share lessons learned from Mountain View’s own research and planning processes.</p>	<p>Conduct collaborative planning on new transportation solutions connecting new developments planned by neighboring cities.</p>	<p>Develop plans with surrounding municipalities for regional shared staffing and capacity building, where appropriate.</p>

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		Develop partnerships with organizations like VTA and employers to provide transit pass discounts, work with surrounding municipalities to create transit priority networks, collaborate with the school district to increase bus services to reduce trip needs to drop off children.	
		Partner with surrounding cities to develop and advocate funding for regional transportation and mobility solutions that are both sustainable and resilient.	
		Conduct annual summit to review and track county, state, and federal sustainability actions. Feed information from peer learning exchanges developed within the community into these regional discussions.	

Lever 4: Manage Inclusive, Sustainable Community Growth

Strategy	Foundational	Advanced	Innovative
<b>Strategy 4.1: Pursue Land Use, Planning, And Transportation Solutions That Decrease Emissions And Equitably Increase Quality Of Life For All Residents</b>	Continue current zoning and land-use planning strategies in current and new precise plans that emphasize mixed-use, walkable neighborhoods, and transit-oriented development to reduce unnecessary travel demand and increase the percentage of travel needs that are met by low-emitting modes.	Plan for complete streets in neighborhoods <b>outside</b> of precise plan areas and optimize for neighborhood connectivity.	Create an adaptable framework for decreasing congestion and emissions that is performance based and becomes more ambitious over time. This could include congestion pricing in North Bayshore and other areas as appropriate, studying and regulating emissions and congestion from TNCs, strong incentives for multi-modal transportation and disincentives for single occupant vehicle travel, and a VMT and congestion reduction requirement.

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	Set policies that minimize new parking supply, set appropriate parking prices, and address parking spill-over. Consider mode-shift incentives and GHG impacts when establishing parking policy.	Curtail growth in single occupant vehicle travel demand through a portfolio of actions in collaboration with the TMA and using other levers under the City’s control. This could be incorporated in a community-wide TDM program that would extend beyond new construction, and would also address special events TDM.	Provide a full suite of low-carbon transportation services for all Mountain View employees and residents through aggressive expansion of the TMA.
	Develop and monitor TDM policy for all new development outside precise plan areas.	Enhance and expand the Mountain View community shuttle.	Base the City’s transportation demand reduction policies on the most recent relevant evidence and research, measure the impacts of current policies when possible, and adopt frameworks for development review that align with best practices (e.g., California Department of Housing and Community Development TOD Housing-Program funds point-system).
	Continue current schedule of implementation of improvements to the active transportation landscape in Mountain View (including bike parking, sidewalk improvements, signal timings, intersection improvements, protected facilities, and more).	Rapidly accelerate the rate of implementation of improvements to the active transportation landscape in Mountain View within 3-5 years to create a low stress bicycle network.	Develop a comprehensive curb management policy
	Construct grade separation at Transit Center to improve bike-ped connections.	Update the Parkland Ordinance to facilitate the use of trails for active transportation.	
	Review options for setting and enforcing stricter trip caps in precise plan locations.		
	Complete comprehensive modal plan, identify gaps, and prioritize strategies and transportation projects using GHG emissions as a factor.		

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<p><b>Strategy 4.2: Pursue Building Sector Solutions In The New Building Stock That Decrease Emissions And Equitably Increase Quality Of Life For All Residents</b></p>	<p>Integrate input from community engagement processes into Mountain View plans for growth.</p>	<p>Set a target date for all new development to be zero net energy (ZNE) or zero net carbon (ZNC) and in the interim incent ZNE or ZNC through density bonuses, climate impact fees, or other mechanisms.</p>	<p>Educate developers about resilience strategies and location-specific risks so that they can develop with optimal resilience to future climate change.</p>
	<p>Update the Mountain View Green Building Code.</p>	<p>Adopt a building decarbonization policy, and pursue opportunities to achieve all-electric building design.</p>	<p>Commit to increasing the affordability of the City’s housing stock without adverse effects on City emissions budgets, resource consumption, environmental quality, or quality of life.</p>
	<p>Increase capacity in the Building Division to enable more time for strategic long-term planning related to sustainability in the building stock broadly.</p>	<p>Require EVSE pre-wiring in new development.</p>	<p>Require installation of EVSE in new development and require pre-wiring for EVSE in additions and alterations.</p>
	<p>Review zoning approaches to encouraging EV charging spaces, solar, storage, heat pumps, and other technologies (e.g., counting EV spaces toward parking requirements, providing development incentives like FAR bonuses and fee waivers).</p>	<p>Provide incentives for above-code new buildings.</p>	
	<p>Engage in research and learning about new and emerging technologies to develop streamlined regulatory processes for the technologies Mountain View wishes to support.</p>	<p>Develop reach code for solar PV in new non-residential development.</p>	
	<p>Review Parkland Ordinance for potential revision to definition of parkland and method of calculating fees</p>	<p>Make the City resilient to drought and climate-related water stress.</p>	