

City of Mountain View

# **Strategic Roadmap**

Community Engagement Summary

March 16, 2021

Prepared by



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## Overview

The City of Mountain View's strategic planning process began with a Council workshop on February 6, 2021. At this meeting, Councilmembers provided their perspectives about the vision for Mountain View and the City's top strategic priorities. As discussed at this meeting, the next step in this process was to gather community input to inform the City of Mountain View's draft Strategic Roadmap. CivicMakers conducted two open community meetings and three targeted focus groups for Mountain View's Spanish-speaking, Mandarin-speaking, and small business communities. The meetings were promoted through the City newsletter, social media, press releases, the City website, and through community-based organizations. The project team also gathered input through an online comment card and emails to City Council.

The community meeting dates and attendance rates were as follows:

- **Community Workshop 1** (February 25, 2021): **39** Active Participants
- **Community Workshop 2** (February 27, 2021): **43** Active Participants
- **Small Business Focus Group** (March 3, 2021): **9** Active Participants
- **Spanish Language Focus Group** (March 3, 2021): **11** Active Participants
- **Mandarin Language Focus Group** (March 4, 2021): **10** Active Participants

## Outreach

CivicMakers partnered with City staff and community partners to ensure these important engagement opportunities were widely promoted to Mountain View residents.

We used the following channels to spread the word broadly about the community meetings:

- [Press Release](#)
- [City Webpage](#)
- [Eventbrite](#)
- City Social Media, including [Facebook](#), [Instagram](#), [Twitter](#) and [NextDoor](#)
- City Newsletter, The Briefing
- The Parks & Recreation Department Class Registration System (trilingual)
- Printed Flyers distributed in food pantry delivery bags by CSA Cares
- Community partner mailing lists and social media

- Direct emails by community partners (including the Mountain View Chamber of Commerce and Sarah Astles from the Downtown Business Association) to the small business community

To engage monolingual Spanish, Mandarin and Russian speakers, we partnered with the City's Multicultural Outreach Team. The team used the following channels to recruit for these focus groups:

- WeChat
- WhatsApp
- Phone calls

Note: While we offered a focus group for monolingual Russian speakers, there was not sufficient interest to hold the meeting. However, we understand that at least a handful of Russian speakers attended the open community meetings.

## Themes

The goal of the open meetings and focus groups was to introduce the Strategic Planning process to the public and engage community members in meaningful discussions about their vision and priorities for the City. Participants were also encouraged to share their perception of Mountain View's assets and obstacles toward accomplishing the priorities and vision. (See Data Analysis Process section below for details about the process for distilling these themes.)

## Open Community Meetings

### Vision & Priorities

The key themes that emerged from the two open community meetings were:

**Increasing affordable housing to maintain diversity, prevent displacement, and create more housing security.** Participants saw lack of access to affordable housing as the biggest threat to maintaining a diverse community. They envisioned a Mountain View where everyone has access to stable, secure, and safe housing with no one unsheltered or homeless.

**Thoughtful development that creates more housing options for all income levels while promoting social inclusions and access to amenities.** Participants highlighted the tension between needing to increase the affordable housing supply and wanting to prevent the negative impacts of increased development (ex: traffic, encroachment on green space.)

**Leadership in sustainability with a focus on climate resilience.** Participants felt Mountain View is positioned to lead by example by shifting to renewable energy, reducing greenhouse gas emissions, promoting green buildings, and addressing air pollution and the urban heat island effect.

**Multi-modal transportation system that emphasizes connectivity, walkability and bikeability.** Residents voiced a need to shift away from being car-centered to reduce traffic and pollution. They felt increasing pedestrian and bike access to essential shops, services, and open green space was critical to quality of life in the city.

**Equitable access to parks and open space.** Participants emphasized the importance of access to green space and its positive impact on quality of life. They wanted to see access across socioeconomic backgrounds to safe, tree-covered green space with native plants and ecosystem biodiversity. They worried that increased development could encroach on green space and encouraged thoughtful development that values these spaces.

**Considering equity as a core aspect of decision-making, planning and public service delivery.** With diversity named as one of Mountain View's greatest assets, community members commented that focusing on equity is crucial to protecting diversity.

**A local economy with a vibrant downtown where small businesses thrive and big tech invests in the local community.** Community members want to see the City take active measures to ensure the survival and diversity of small businesses. They feel Mountain View's charming downtown sets the city apart. There was complexity in the discussion around the beneficial and challenging impacts of being home to big tech companies.

## Assets & Obstacles

Participants also shared many assets and obstacles that they felt would impact the future of Mountain View. Most reiterated the themes discussed in the vision and priorities above. High level themes included:

## Assets

- The diverse, engaged community and well-run, responsive government were identified as the City's greatest assets. Some participants named a desire for more community engagement around decision-making processes and more follow up after community input is gathered.
- Existing public infrastructure, facilities, services, and amenities (such as bike paths, parks and open space, libraries, schools, paths, Downtown, Performing Arts Center, etc.) were also considered to be assets to continue to support and expand upon.

## Obstacles

- Obstacles included high cost of housing and living, resistance to change and development, climate change, and lack of public transit options. There was discourse over whether the tech industry was an asset or obstacle since it supports the economy, tax revenue, and development, but also contributes to the growing issues around inequities.

## Focus Groups

\* themes with an asterisk indicate a difference in priorities relative to the open community meetings.

### Spanish Language Focus Group

#### Vision & Priorities

Two key themes surfaced in the Spanish-Language focus groups: **Public Services\*** and **Affordable Housing**. Participants wanted to see City-funded programs and holistic community services geared towards supporting low-income Latinx communities, youth, and working families. They wanted to see a greater supply of affordable housing and prevention of displacement through methods like eviction and rent moratoriums, tenant legal support, and improved rental assistance programs.

#### Assets & Obstacles

Unity and strong leadership within the Latinx community were considered an asset in addition to the City's willingness to listen to residents. Obstacles included a need for more support for communities vulnerable to displacement and a perceived lack of follow through by the city after collecting community input.

## Mandarin-Language Focus Group

### Vision & Priorities

This focus group valued **Parks and Open Space, Public Safety,\* Transportation** and **Housing** as core parts of their vision for Mountain View. They wanted to see more abundant, cleaner parks and public spaces with ample programming and space for dancing.

### Assets & Obstacles

This group identified parks and open spaces, community centers (particularly for seniors), and safe neighborhoods as some of Mountain View's strongest assets. Areas for improvement included City infrastructure, roadway safety, city services and facilities, and vaccine availability.

## Small Business Focus Group

### Vision & Priorities

Small business owners in this focus group prioritized three key themes: **Festive and Inviting Downtown,\* Diverse and Flexible Development,** and **City Responsiveness.\*** They have a strong belief that downtown and the broader city have potential to attract visitors and business to local establishments.

### Assets & Obstacles

Some participants shared that obstacles to this vision include rigid precise plans and uncoordinated communication with the City. Small business owners hoped to see a more coordinated effort across City departments to create a strategy for stimulating the local economy, and more flexibility with Precise Plans to encourage more creativity and innovation.

## Emails & Online Comment Cards

Council comment cards and emails aligned with what was communicated in the community meetings and focus groups, including advocating for initiatives within development, housing, parks & greenspace, communications, diversity and equity, policing, and Council meeting procedures. Top themes that were mentioned included: **Community For All, Quality of Life, Sustainability, Housing, and Transportation.**

# Participants

## Community Workshops

**A total of 82 active participants** (out of 128 RSVPs) attended the community workshop across both sessions. There were additional attendees who participated only as “quiet observers” and limited their participation in the breakout group discussions.

Across both community workshops, **all but a few attendees indicated that they are residents of Mountain View.** (As noted in the Data Analysis Process section toward the end of this summary, comments shared by non-residents were de-emphasized.) A majority were longtime residents, including a few people born and raised in Mountain View, but there was also participation from a few who had recently moved to the City (as recent as only 2 weeks before the workshop). Neighborhoods represented included, but were not limited to:

- Monta Loma
- San Antonio
- Moffet
- Varsity Park
- Willow Gate
- Cuesta Park
- Downtown
- Dutchaven
- Jackson Park
- Old Mountain View
- Rex Manor
- Shoreline
- Sylvan Park
- Whisman

At least 2 participants indicated they are business owners. Seven indicated that they raise or have raised children in Mountain View. One indicated that they own property in Mountain View but do not reside there. Additionally, there were 3 non-residents who didn't indicate any direct connections to Mountain View, but stated that they are actively involved in the Silicon Valley or Bay Area region.

Around **half of the attendees considered themselves to be “actively engaged”** in the Mountain View community or local politics and activism. A majority represent or hold positions with local community organizations or City advisory bodies. A few have previously held appointed or elected positions. A couple considered themselves to be local activists. One was a high school student. These affiliations included:

- Carbon Free Mountain View
- Mountain View Coalition For Sustainable Planning
- School District Board of Trustees
- Rental Housing Committee
- Leadership Mountain View
- League of Women Voters
- Human Relations Commission
- Downtown Committee
- Mountain View YIMBY
- Cuesta Park Neighborhood Association
- Community Services Agency of Mountain View and Los Altos
- Senior Advisory Board

- Bicycle/Pedestrian Advisory Committee
- Neighborhood Watch Board
- Youth Advisory Committee
- Sierra Club Chapter
- Mountain View Housing Coalition
- Democratic Socialists of America
- Day Workers Center
- Preserve Monta Loma
- Stevens Creek Trail
- Carbon Free Silicon Valley
- SV Bike Coalition
- Santa Clara Valley Audubon Society
- Housing Justice Coalition
- District Budget Task Force
- Performing Arts Committee
- Peninsula Democratic Coalition
- Old Mountain View Neighborhood Association
- Sustainability Task Force

The remaining attendees considered themselves to be engaged residents and/or were new to attending public workshops but attended out of curiosity and interest.

### Workshop 1

**39 active participants** (out of 60 RSVPs) attended the first community workshop on Thursday, February 25, 2020, 6:00 - 8:00 p.m. Overall, this session had a relatively balanced showing between folks who do not regularly participate in these types of engagements and those who consider themselves to be “actively engaged.”

### Workshop 2

**43 active participants** (out of 68 RSVPs) attended the second community workshop on Saturday, February 27, 2020, 9:00 - 11:00 a.m. In general, this session had a larger showing of regularly and “actively engaged” attendees who came prepared with advocacy talking points.

## Chinese Focus Group

**Ten (10) monolingual Mandarin-speakers** participated in the Chinese Focus Group. Of the ten, eight (8) have lived in Mountain View between 5-10 years, one (1) for nearly 15 years, and one (1) for 30 years. They are residents of neighborhoods that include Sierra Vista, Moorpark, Whisman Station, Sylvan Park, and Cuesta Park. One (1) indicated they lived in senior housing.

## Spanish Focus Group

**Eleven (11) monolingual Spanish-speakers** participated in the Spanish Focus Group. Of the eleven, most indicated that they were long-term residents of Mountain View, with a majority specifying 15-20 years and some specify over 30 years of residency. All participants were active in the community, particularly in the Spanish Leadership Academy ; Community Action Team,

Mountain View Tenant Coalition (MVTC); District Learner Advisory (DILAC); and English Learner Advisory Committee (ELAC).

## Small Business Focus Group

**Nine (9) small business owners** participated in the focus group. Businesses represented included a fitness studio, night club, coffee shop, janitorial service, auto shop, food market, attorney/commercial landlord, hotel, and restaurant/event space. Four businesses were located downtown, the rest in other parts of Mountain View. Participants talked from their experience as business owners rather than residents of Mountain View.

## City Council Emails

**Eight (8) emails** were sent to the City Council. Seven (7) of the email senders were also attendees of the community workshops. Most indicated that they are Mountain View residents. Three indicated that they are affiliated with local organizations, such as Mountain View Coalition for Sustainable Planning (MVCSP), Green Spaces MV, and League of Women Voters Los Altos Mountain View.

## Online Comment Cards

**Thirty-one (31) participants** filled out the online comment cards. At least 2 also attended one of the community workshops. Participants indicated that they reside (28), own real estate (21), work (8), go to school or have children who go to school (9) in the City of Mountain View. Zip Code of residence includes: 94040 (12), 94041 (10), 94043 (6), 94066 (1), 94089 (1), 94118 (1), and 95134 (1).

Seven submitters of comment cards explicitly indicated that they *lead or represent* a local community group or organization in Mountain View, however 16 shared that they are affiliated with one or more of the following:

- Montelena of Mountain View HOA
- Old Mountain View Neighborhood Association
- Coalition for Housing Justice
- Mountain View Voices for Peace and Justice
- Cafecitos
- Acterra
- Stevenson PACT School
- Mountain View Whisman School District
- Shoreline West Neighborhood Association
- CSMA
- GreenSpacesMV
- Balanced MV
- Carbon-Free Mountain View
- YIMBY
- Mountain View Senior Center
- Willow Gate Community Garden
- Cypress Point Community Preservation Group
- Parks and Recreation Commission
- Bay Area Jet Noise

## Data Analysis Process

Community input (i.e., data) from the community workshops, focus groups, comment cards, and emails were analyzed separately to distinguish the unique perspectives of various groups and feedback mechanisms.

To analyze the largest dataset (from our two community meetings), we employed the following process:

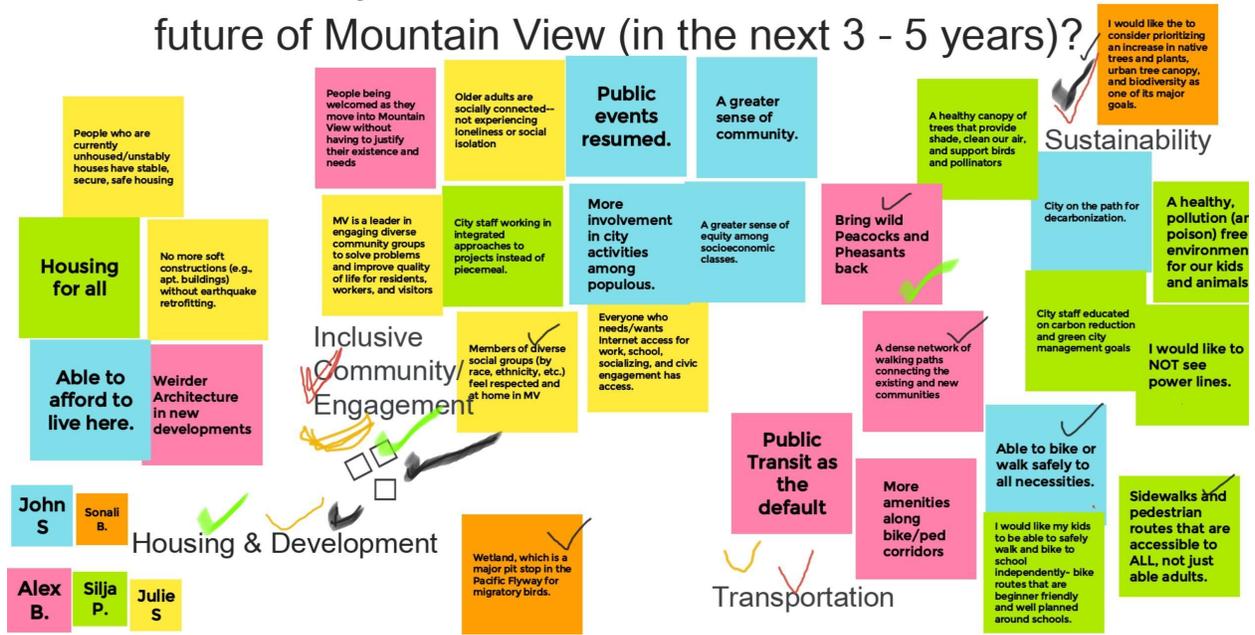
1. Based on facilitator notes and Jamboard data (virtual post-it notes), we analyzed all the themes of the HOPES & DREAMS activity that each breakout group had self-defined and prioritized, of which there were **96 themes** across all 16 breakout groups.
2. Next, we identified the overlaps between the themes from all the breakout groups and consolidated the list to **24 themes**.
3. From the list above, we narrowed the focus of the synthesis to only themes that were voted as a “top 3 priority” theme in three or more breakout groups OR emerged in at least 8 (i.e. half) of the 16 breakout groups. After some synthesis, this resulted in the final list of **7 themes** in the community meetings summary above.
4. Finally, we summarized the discussion notes for each key theme, taking into account our facilitators’ notes on each breakout group’s general consensus around the themes and de-emphasizing comments shared by “quiet observers” and non-residents with little to no connection to Mountain View.
5. We also synthesized and summarized the assets and obstacles by key theme.

We followed a similar process for the small business community focus group, emails and comment cards. Notes from the Spanish and Mandarin focus groups were translated into English and analyzed in a similar fashion.

# Appendix

## Jam Boards

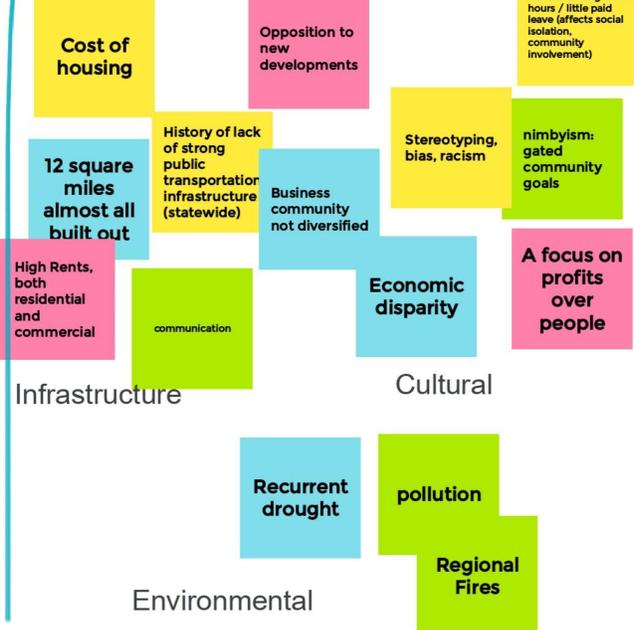
What are your HOPES & DREAMS for the near future of Mountain View (in the next 3 - 5 years)?



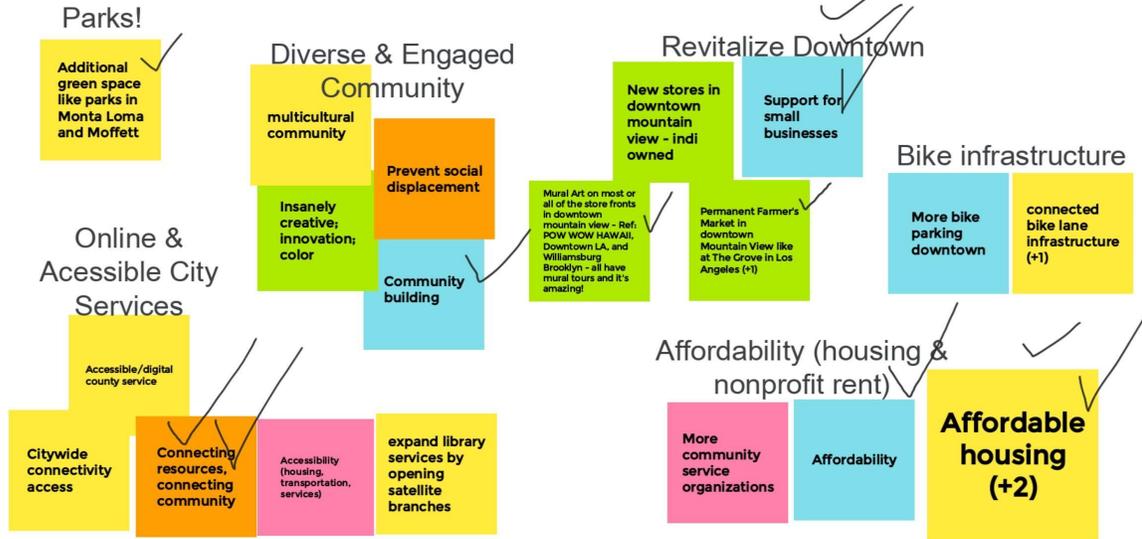
## Community ASSETS



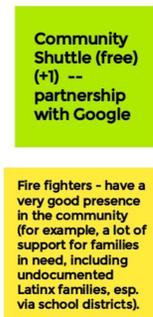
## Community OBSTACLES



## What are your HOPES & DREAMS for the near future of Mountain View (in the next 3 - 5 years)?



## Community ASSETS



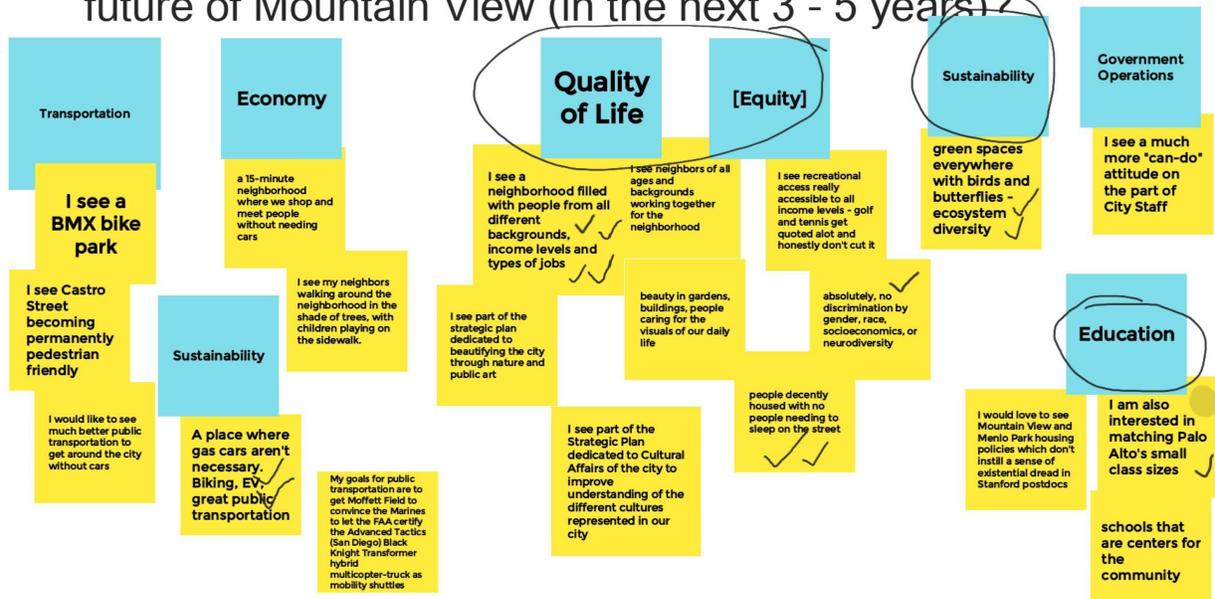
## Community OBSTACLES







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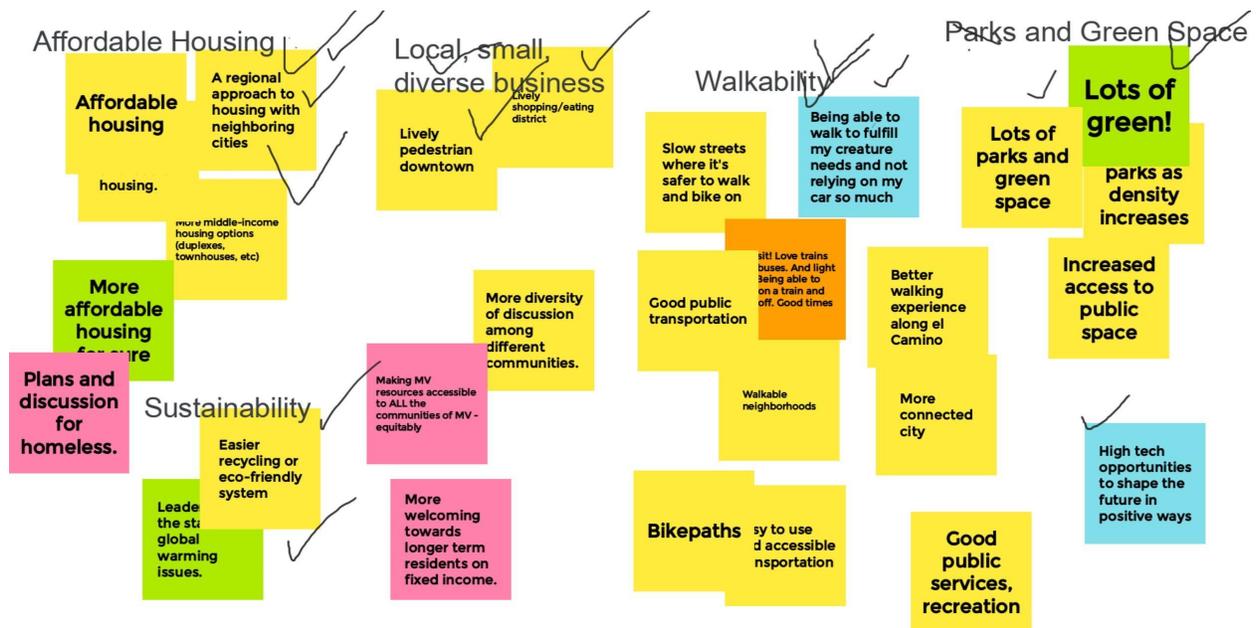
## Community ASSETS



## Community OBSTACLES



# Bike Rack



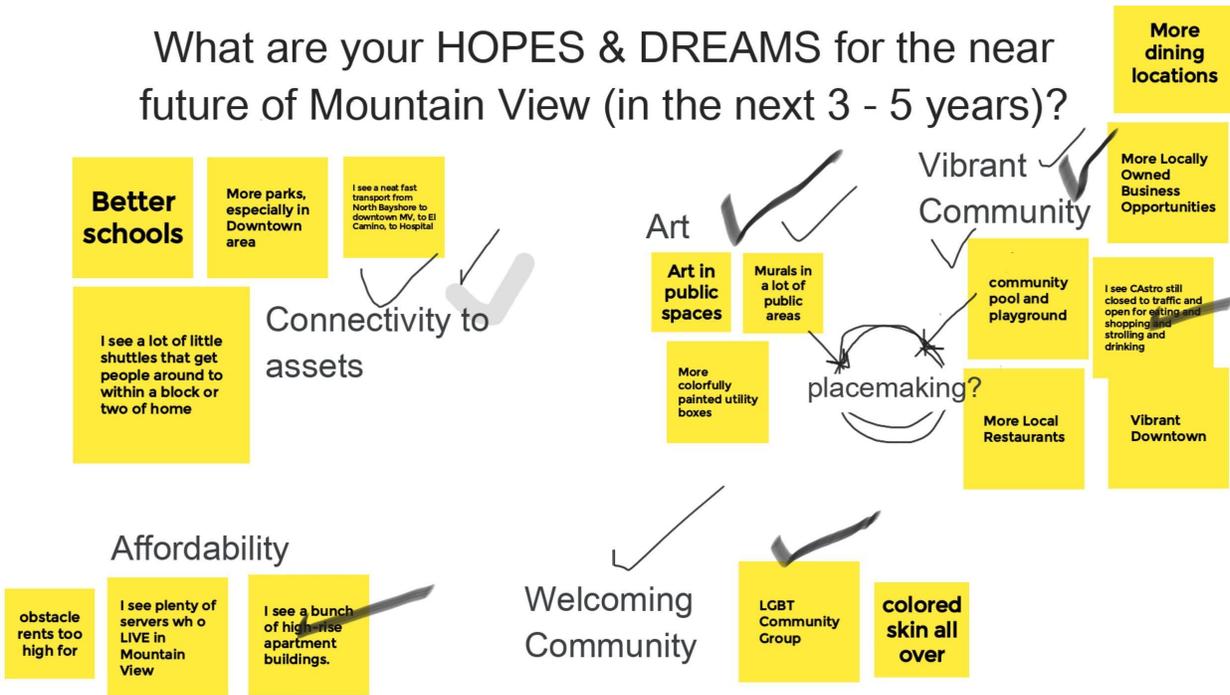
## Community ASSETS



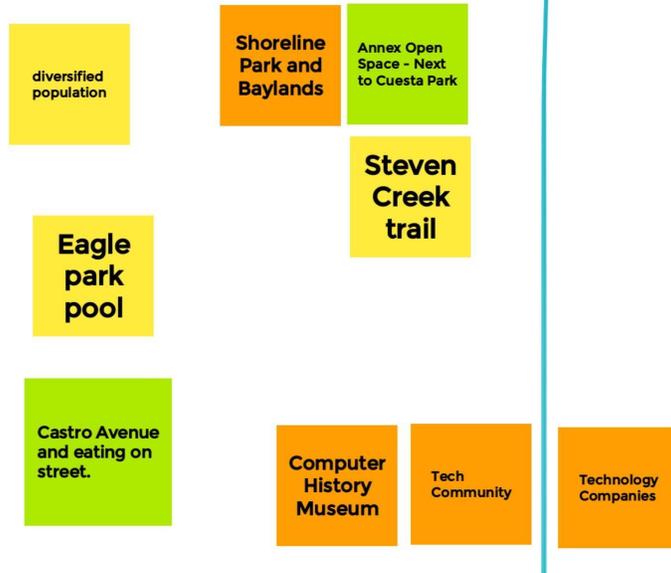
## Community OBSTACLES



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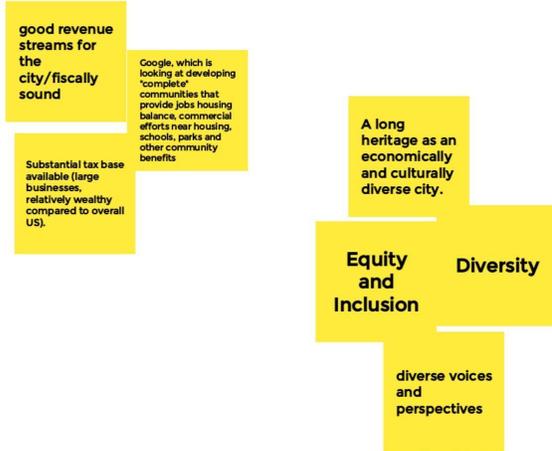
## Community ASSETS



## Community OBSTACLES



## Community ASSETS



## Community OBSTACLES



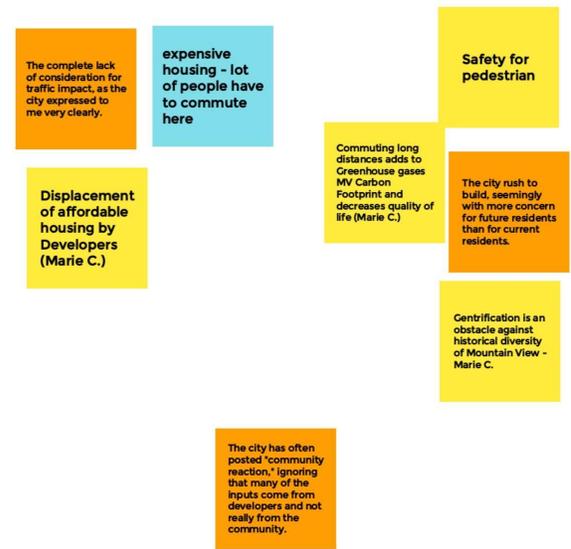
## What are your HOPES & DREAMS for the near future of Mountain View (in the next 3 - 5 years)?



## Community ASSETS



## Community OBSTACLES



## What are your HOPES & DREAMS for the near future of Mountain View (in the next 3 - 5 years)?



## Community ASSETS



## Community OBSTACLES



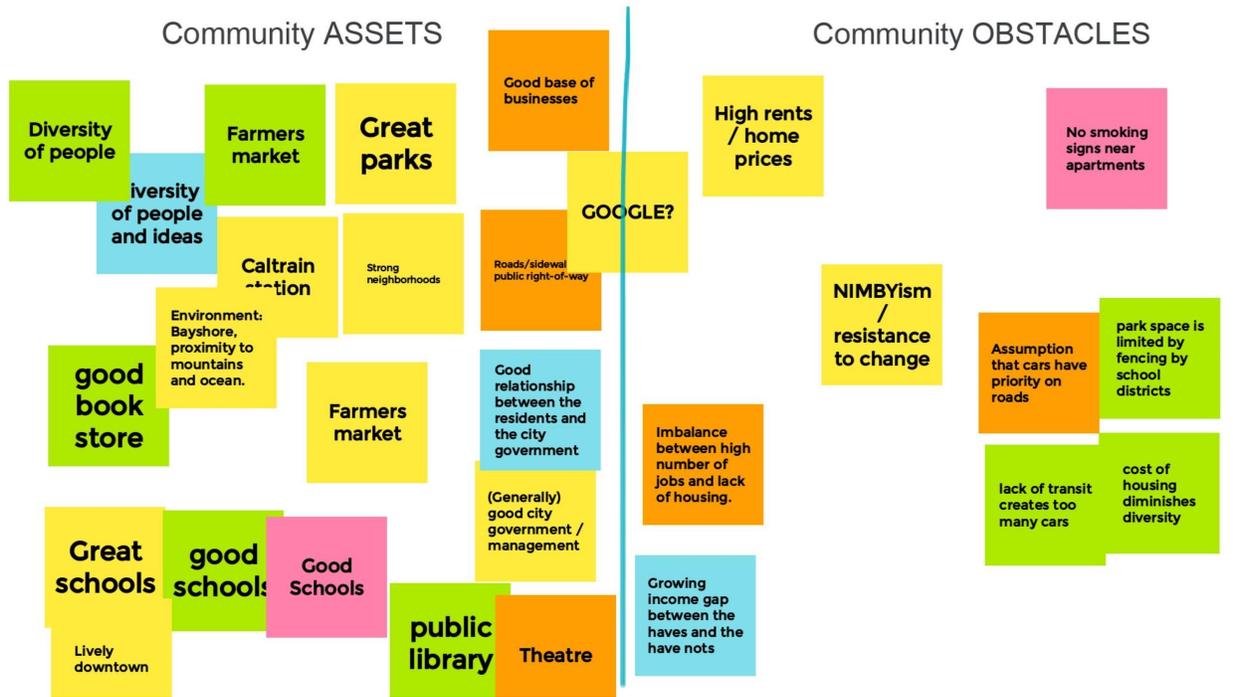
|                         |   |  |  |
|-------------------------|---|--|--|
| Green Space/parks       | Downtown gathering space  | Shoreline Regional Wildlife Area - 20 species of threatened and endangered species Plus recreation along the bay         | Amazing natural resources/location.              |
| Caltrain/vta hub        | progressive populace, forward thinking, open minded, welcome change | great City Council!  | downtown restaurants                             |
| Bird safety regulations | hundreds of species of birds  | Well managed City  | good city staff/leadership                       |
| large parks is an asset | parks and trails  | City Council that is too lost in the detail weeds and doesn't think holistically about the impact of land use decisions. | Financial resources due to large corporate base. |
|                         | an engaged, caring community  | Biodiversity   |  |

## Community OBSTACLES

|   |   |   |
|---|---|---|
| loss of urban forest  | Lack of diverse housing options             | limited native trees and plantings  |
| Mountain View can't afford to be the only one who is building affordable housing in the area. Palo Alto and Los Altos do too. | Adversarial city planning.                  | not enough resources and staff to help with prj   |
| School district and Council seem out of alignment regarding money, growth, etc  | limited land and money                      | State legislation removing local control.   |
| limited land and money, the dreams are too big for the tax base   | Mountain View straddles 2 school districts. | Mountain View has an over reliance on non-city owned park space in places where it intends to grow. We're told that we can't use these parks from 7:30-4pm on school days. This isn't a park. |

What are your HOPES & DREAMS for the near future of Mountain View (in the next 3 - 5 years)?

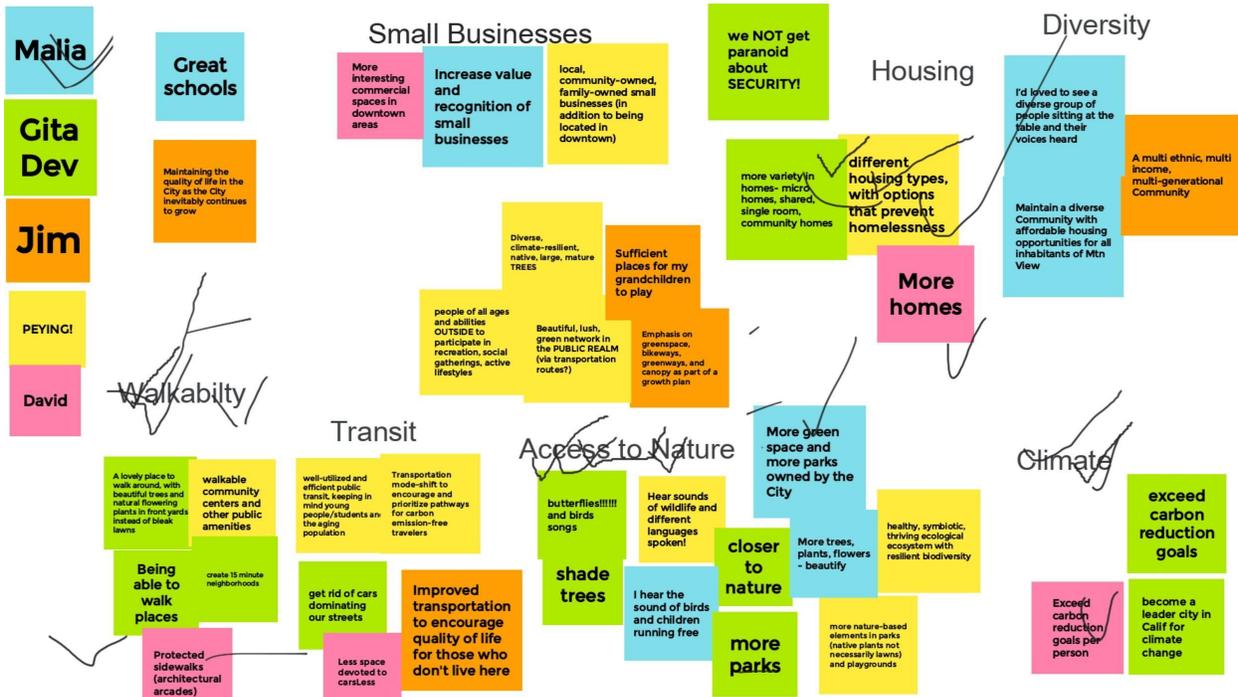
|  |   |   |   |
|--|---|---|---|
| <b>Housing</b> ✓<br>more affordable housing for the residents<br>New housing, especially new affordable housing, has been added to the city's housing stock.<br>affordable housing for low income families<br>affordable housing for all - homes, condos, apartments   | <b>Public Institutions</b><br>Great public institutions - libraries, schools.   | <b>Environment</b> ✓<br>More trees<br>Lots of new trees<br>Empty garbage trucks because people generating less trash. | <b>Business</b><br>Lively downtown, lots of distinctive local affordable businesses.<br>Businesses are in high-density buildings (as opposed to residents) to free up more land for other uses. |
| <b>Families/People/Diversity</b> ✓<br>people of diverse backgrounds work together to solve city's problems<br>Diverse population<br>excellent supportive relationship between the residents and the police<br>Many different dogs being part of families<br>neighborhoods with a range of social/economic levels so housing compatible<br>Hearing many different languages<br>Many smiling faces<br>More diversity | <b>Transportation</b> ✓<br>Busy Caltrain / light-rail station<br>Reducing climate impact - more solar power, fewer single-car trips<br>more bike lanes, that way our children ride safely<br>Network of greenways, suitable for bikes and pets, connecting the city.<br>Fewer cars on road<br>More EV charging, especially near apartment buildings<br>Families walking together or biking together<br>More bike lanes physically separated from car lanes by trees/plants<br>More frequent bus or other local transportation<br>More bike lanes<br>More frequent transit<br>Better transit options. More frequent bus and train service.<br>City fleet is electrified.<br>More bike lanes, more bikeable infrastructure. | <b>Parks</b><br>parks for all<br>Great neighborhood parks for kids and adults.  |   |



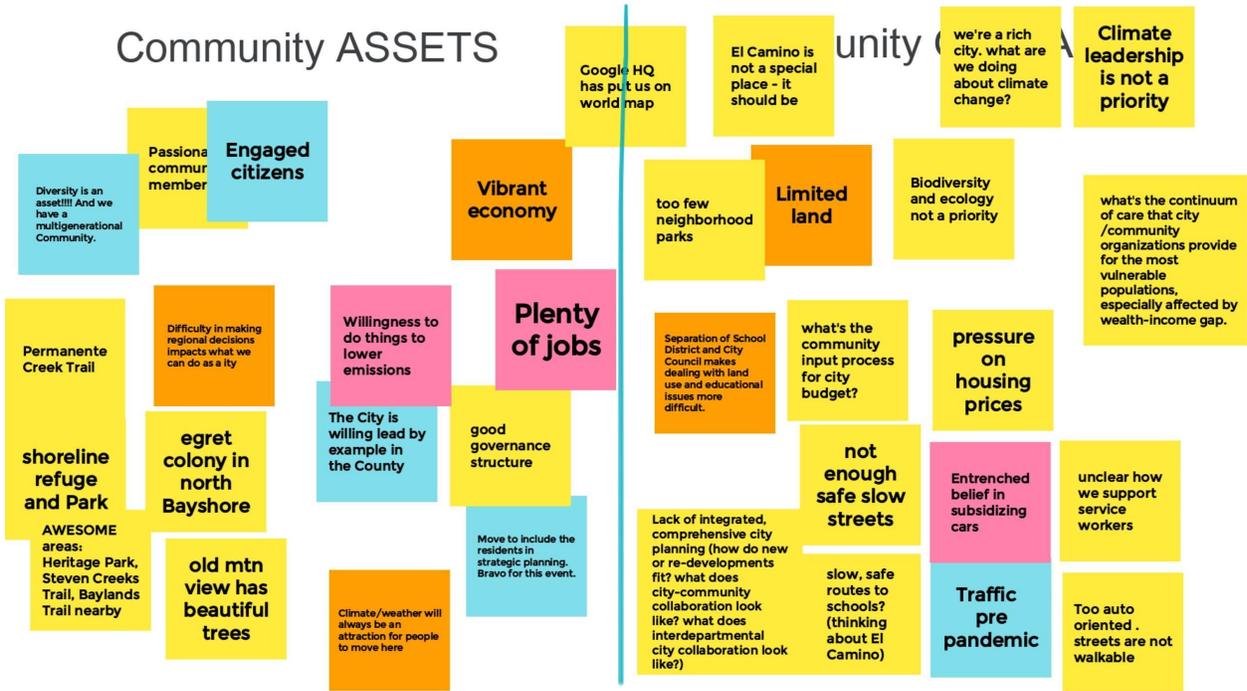
## Community ASSETS



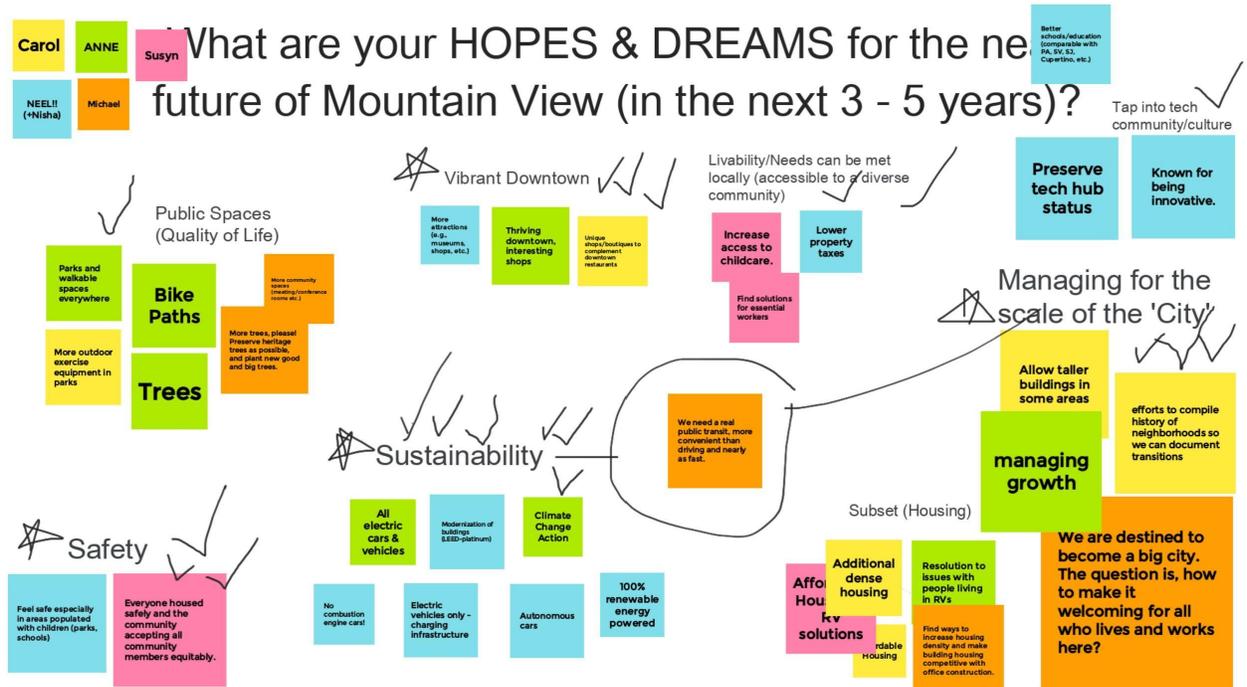
## Community OBSTACLES

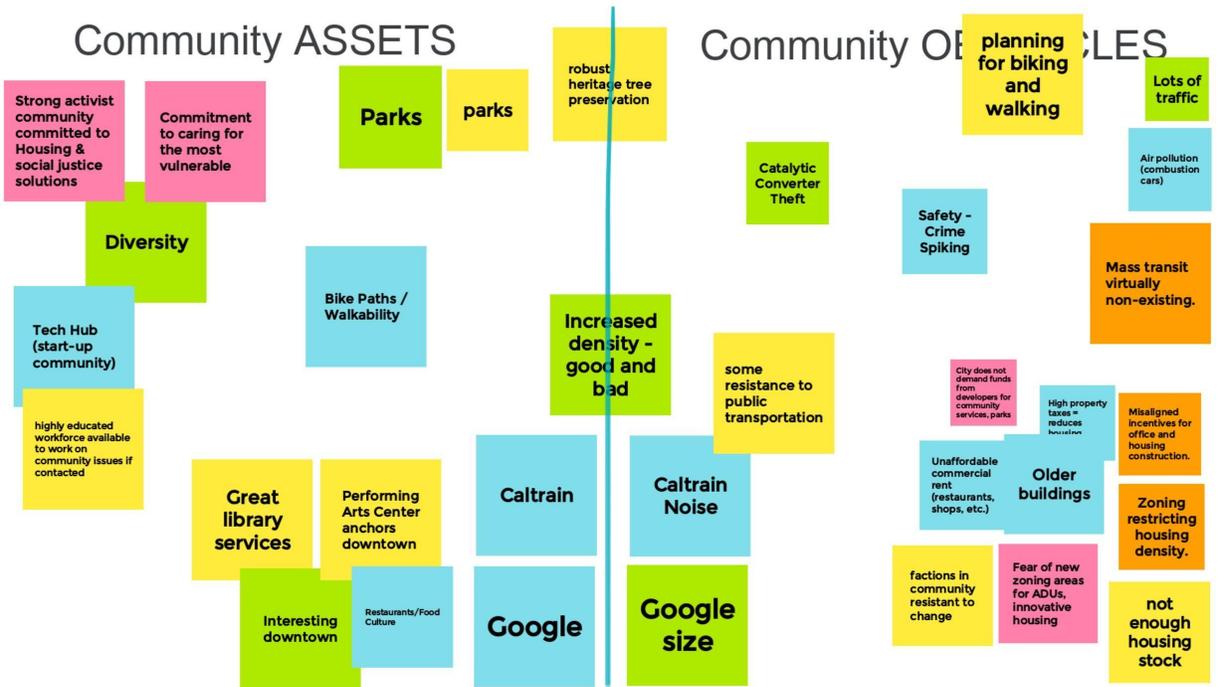


## Community ASSETS



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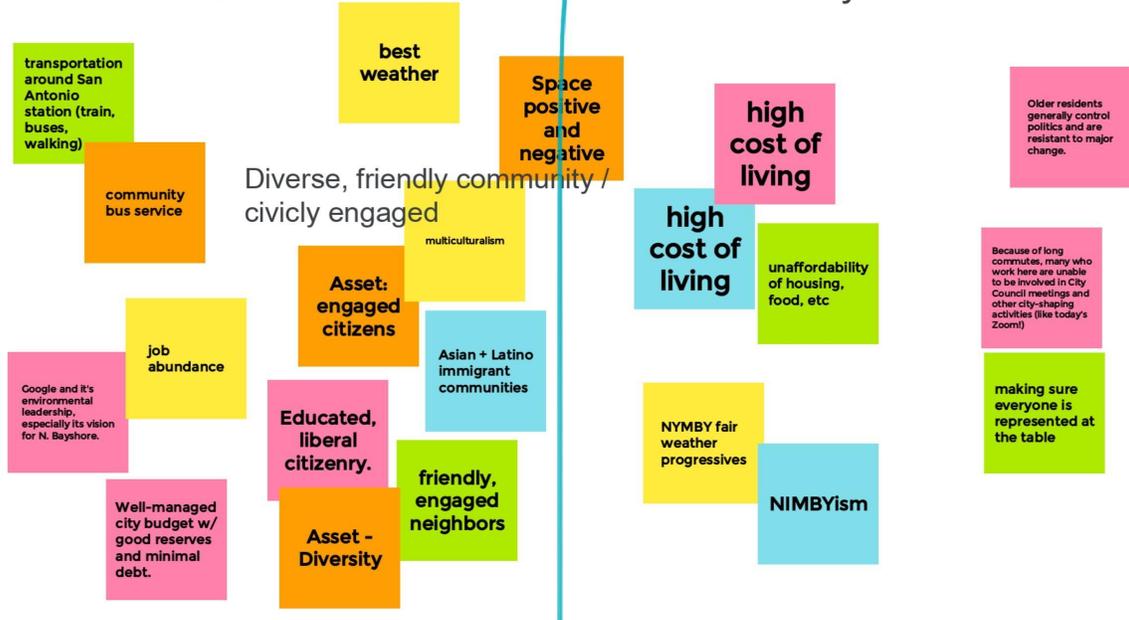






### Community ASSETS

### Community OBSTACLES



## 社区资源



## 社区障碍



## 短期内（未来3-5年）您对山景城市的希望和梦想是什么？

