



City of  
**Mountain View**

Attachment 1

# **ECONOMIC VITALITY STRATEGY**

February 2024



# Acknowledgements

This Economic Vitality Strategy has been developed in close collaboration with the City of Mountain View Community Development Department and Economic Development Team staff, under the guidance of City Council and the Economic Vitality Advisory Group. In addition, we'd like to thank numerous local and regional partners and stakeholders for their participation in interviews and workshops that contributed to the findings and development of this plan.

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## General Acknowledgements

Many residents, businesses, and community members contributed to the Economic Vitality Strategy through participation in interviews, focus groups, studios, and written feedback. In particular, the City would like to thank the following individuals and organizations for providing guidance and feedback on the Economic Vitality Strategy:

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# EXECUTIVE SUMMARY



In 2021, as the world worked through nearly two years of challenges with the global pandemic, the City of Mountain View anticipated coming out of COVID-19 with a need for an Economic Vitality Strategy. This Strategy would establish a new alignment between Mountain View leadership, residents and businesses towards a common economic vision. In 2022, the City contracted with Community Attributes, Inc. (CAI) to embark on data analytics and stakeholder and public engagement to better understand local interests from a broad range of perspectives.

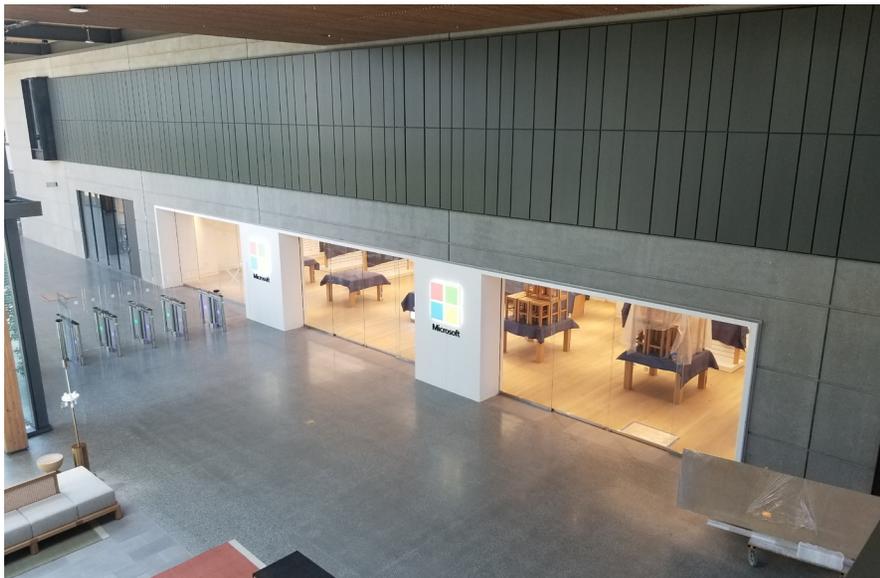
There have been multiple channels of work to date resulting in a draft

**Economic Vitality Strategy (EVS).** Initial work consisted of understanding leadership perspectives on priorities, followed by extensive analysis of the most current economic indicators available. As strategic themes emerged, outreach and interviews with business and community leaders broadened the input to inform the development of draft goals and strategies.

Through these analyses and engagement, the project team identified several themes and key findings. The subsequent pages provide a summary-level overview of these themes and findings.

## Local and Regional Growth

- Until recently, Mountain View grew in population at a rate consistent with the region. **During the pandemic, however, the region lost residents while Mountain View grew in population.**
- Mountain View in 2022 had 83,900 residents. If growth remains consistent with the current rate, **Mountain View is on track to grow by 11,000, or around 550 residents per year, by 2040.**
- Beginning in 2010, Mountain View began **adding jobs at eight times the rate of population and housing unit growth, through 2021.**
- In 2020, the pandemic immediately changed the region's commute and employment patterns. Mountain View's largest employers led work-from-home trends, and their employees in 2023 have not returned to pre-pandemic patterns of working primarily in the office.
- **Recent layoffs across the region's largest employers**, including Google, have brought greater uncertainty regarding growth trends for the city's highest-employing industry.



## Community Concerns

The following content was synthesized from a series of focus group meetings conducted for this planning process. Throughout the process, issues that ranked high for residents and developers were found to rank equally high amongst local employers. These employers cited housing that is affordable to its workforce as the greatest concern with a significant impact on their economic interests.

- **Chief among residents' concerns in 2023 is housing**, including the very high cost of renting or buying homes in Mountain View, as well as the scarcity of housing available in the city and the region.
- **The lack of opportunities to shop and dine in Mountain View's neighborhood centers ranks high amongst City concerns.**
- **Both stakeholder and City leadership view a thriving Downtown Mountain View as critical for economic vitality.**
- **Concerns about Mountain View's development process and code, including how to create flexible opportunities for new technology and uses (eg, life sciences), were prominent.** Opportunities, such as engaging new customers, and challenges, such as investments required in Downtown's character, were also cited.
- **Retail vacancy and depreciation** – especially Downtown; as well the need to support vitality and diversity of local entrepreneurship and small business (versus chain businesses) were cited as concerns.



## Employment and Industry

- Nearly 90,000 people worked at jobs located in Mountain View prior to the pandemic.
- Most workers commute into Mountain View from South Bay communities, but as a whole they come from all over the region – as far as San Francisco and the East Bay. Only 9% of all jobs based in Mountain View are held by Mountain View residents.
- The largest industry by employment in Mountain View by far is the Information sector. Google is well known to be the largest employer, and the sector includes other globally known companies, such as Microsoft, LinkedIn, and many others.
- The Information sector represents nearly half of the city's jobs (46%), followed by the closely related Professional & Scientific Services industry (20%), with companies such as Synopsis Inc., Wipro, and Fenwick and West, LLP.



## Land Use and Development

- Research and development space and other office spaces combined account for 16% of the city's land. Six percent of the city's land is occupied by retail uses. Residential uses account for the largest share (42%) of land in Mountain View.
- The distribution of residential and employment-generating land uses across the city creates connectivity challenges, with major employment centers cut off from residential areas by rail and highway infrastructure.
- Being perceived as a welcoming, reliable, and consistent city to work with is a competitive advantage in the region, and stakeholders believe Mountain View is missing an opportunity to set itself apart from its neighbors in this area.
- Most cities in the Bay Area, including Mountain View, are perceived to have use permit processes that move much more slowly than developers would prefer or can afford. Strategically, whatever the City can do to make permitting more efficient would induce a competitive advantage over its peers and neighbors to attract desired development.
- Stakeholders claim that many cities' zoning codes have not kept up with modern business and industry demands.
- Parking requirements, in-lieu fees, and other costs related to permitting and entitlements also appear to be barriers for prospective or growing small-business owners.

## Housing

- **More than 60% of Mountain View households are high income, with incomes greater than \$199,000 or 120% of the Area Median Income, or AMI, which is \$168,500 for the San Jose – Sunnyvale – Santa Clara metro area, as defined by the Department of Housing and Urban Development (HUD).**
- **Overall, 66% of all Mountain View households are not “cost burdened”,** which is slightly higher than in Santa Clara County (65%) and higher than California overall (59%), but lower than the US (69%). Cost burden means a household spends more than 30% of its income on rent and utilities.
- **Mountain View has more renters than owners** (60% of Mountain View households are renter occupied, compared to 43% of the Bay Area and California).
- **Housing production since 2015 in Mountain View fell short of the City’s most recent housing goals** and state-mandated affordable housing allocations. The number of permits issued for housing units affordable to high-income households were three times higher than the number allocated by the state. The number of permits issued for affordable housing units accounted for only 24% of the City’s allocated affordable housing targets.



## Retail

- **Retail conditions citywide is of great concern for Mountain View civic and community leaders.** Many perceive other cities in the region to be outperforming Mountain View, particularly in attracting and supporting experiential and higher end retail.
- Retail data analysis suggests that in aggregate, across all retail segments, Mountain View retailers generally produce the total sales volume expected for a city its size and location in the South Bay.
- **Mountain View’s per capita retail spending within the food services and drinking places sectors exceeds the regional trade area,** while spending within the clothing and clothing accessories industry is well below the regional average.
- When the analysis considers the daytime population in Mountain View (factoring in workers coming in from elsewhere), the findings present unrealized upside opportunities. For instance, per capita sales in Mountain View fall short of the regional trade area by \$1,600 per person if full daytime population is considered. **There may be opportunities to draw increased customer traffic away from corporate campuses into Downtown and / or neighborhood commercial nodes.**
- Stakeholders perceive that the City is reluctant to locate food and beverage uses in select retail areas, or that the City is seeking out for other retail types / uses that may not have current market support. **There is broad interest in the type of high-end shopping experience that is offered at Santana Row in San Jose.** However, real estate professionals who provided input into the Economic Vitality Strategy share their efforts to create that experience have run into market obstacles, possibly due to market saturation regionwide of similar retailers. As newer commercial developments mature, in time higher end retailers may follow.

## Downtown

- Downtown is a clear asset for Mountain View. Anchored by the Center for Performing Arts and civic uses to the south and mass transit connections to the north, Downtown has “good bones”, which make it easy to envision a thriving Downtown Mountain View.
- The Downtown faces challenges, nonetheless, **Downtown Mountain View retail vacancy rates are nearly double Mountain View’s citywide average**, which ranks high among the concerns of local leaders and stakeholders.
- **Parking is a problem for visitors and business owners**, and there is a lack of consensus amongst business leaders, building owners, prospective developers, and City leadership, about the solutions. The costs associated with parking (specifically in-lieu fees) were noted by stakeholders as a significant issue for businesses considering a Downtown location. The State of California has since enacted legislation rescinding parking requirements for new developments within a quarter mile of transit<sup>1</sup>.
- Other factors challenging a thriving Downtown include the absence of daytime population from large employers, compared to pre-pandemic customer traffic.



1. Interviews were conducted prior to the implementation of Assembly Bill 2097, which rescinded requirements for parking minimums or in-lieu fees for new development.

## EVS Vision & Goals

In light of these themes and findings, this draft Economic Vitality Strategy presents a working draft set of goals, strategies, and actions to align Mountain View leadership, residents, and businesses toward a common economic vision for the city, as follows:

**Mountain View seeks to create a thriving community where small businesses, innovation, entrepreneurship, and diversity are encouraged and flourish. We aim to be a global leader that balances economic growth with the health and well-being of our community and the environment.**

Mountain View’s Economic Vitality includes a commitment to address causes of social and economic inequity for residents and workers in Mountain View. Opportunity and advancement for all requires broad civic and community participation, livable neighborhoods without barriers to economic opportunity, and a robust economy that supports wealth creation opportunities for all residents and workers. Social and economic equity are embodied in specific actions throughout this Strategy.

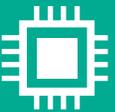
**This Economic Vitality Strategy advances five draft goals that align with the vision and advance Mountain View’s equity interests, as follows:**



**GOAL 1:** ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.



**GOAL 2:** REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.



**GOAL 3:** GROW MOUNTAIN VIEW’S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.



**GOAL 4:** HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.



**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.

**Each of these goals is accompanied by strategies and actions outlined in this Economic Vitality Strategy.**

## **Section 1: Introduction**

Section 2: Vision

Section 3: Mountain View in 2023

Section 4: Goals, Strategies & Actions

Appendices

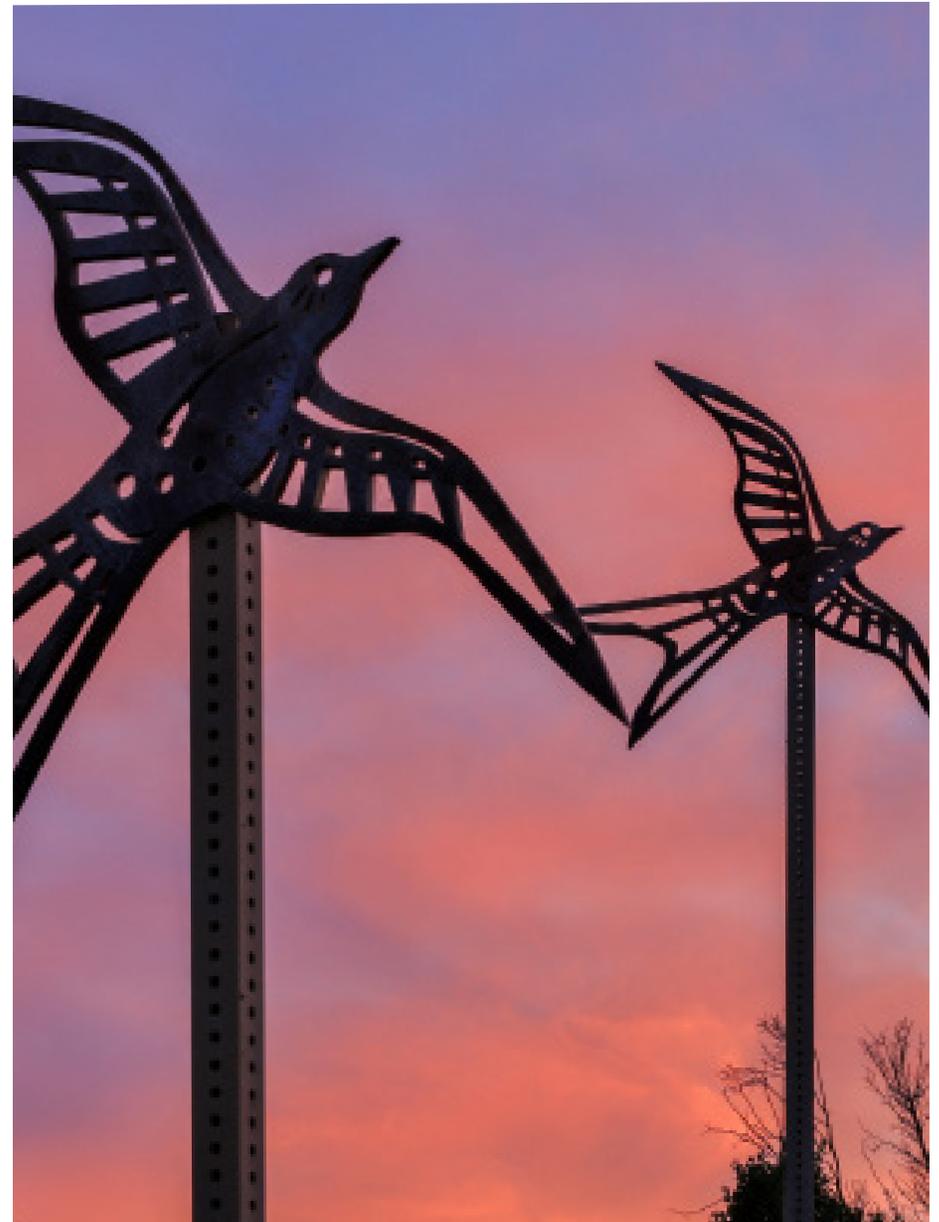
# INTRODUCTION

In 2021, as the world worked through nearly two years of challenges with the global pandemic, the City of Mountain View anticipated coming out of COVID-19 with a need for an Economic Vitality Strategy. This Strategy would establish a new alignment between Mountain View leadership, residents, and businesses towards a common economic vision. In 2022, the City contracted with Community Attributes, Inc. (CAI) to embark on data analytics and stakeholder and public engagement to better understand local interests from a broad range of perspectives.

There have been multiple channels of work to date resulting in a draft **Economic Vitality Strategy (EVS)**. Initial work consisted of understanding leadership perspectives on priorities, followed by extensive analysis of the most current economic indicators available. As strategic themes emerged, outreach and interviews with business and community leaders broadened the input to inform the development of draft goals and strategies. In 2023, a complete working draft EVS was developed and reviewed with the public and City Council. The Council provided direction at a Study Session on September 26, 2023. This direction has been incorporated into this revised draft EVS.

**Swift Crossing Migratory Swallows Metal Art,  
rear entrance of Shoreline Park, Mountain View**

Source: Yuval Helfman - stock.adobe.com, 2024.



Section 1: Introduction

**Section 2: Vision**

Section 3: Mountain View in 2023

Section 4: Goals, Strategies & Actions

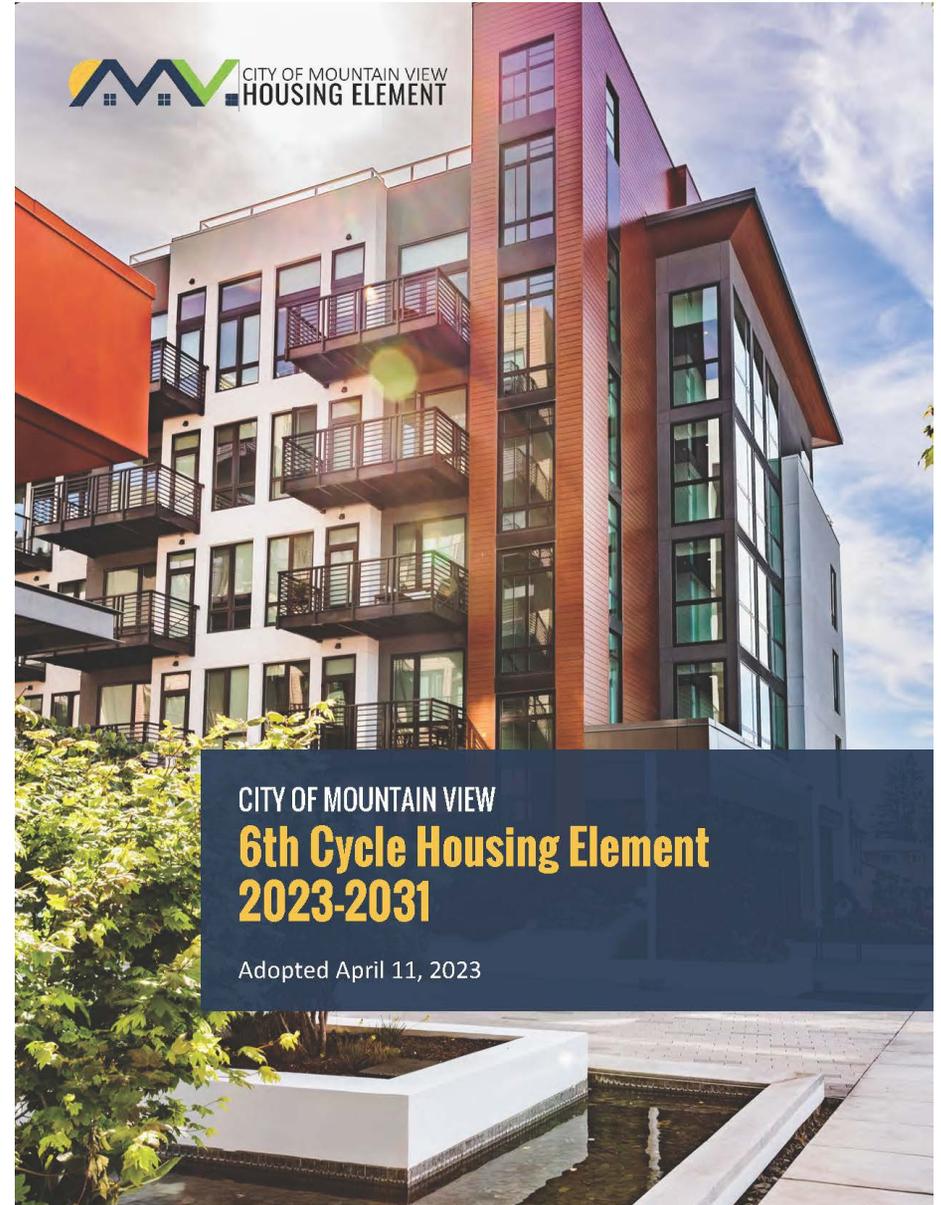
Appendices

## Alignment with other City Plans

Many issues raised as high concerns related to Economic Vitality are being addressed by efforts already underway. Chief amongst these is the City's **Housing Element** which was approved by the California Department of Housing and Community Development on May 26, 2023. That important document provides in-depth research and recommendations on housing needs and challenges for residents of all incomes, particularly those earning below 80% of area median income (AMI). The EVS references that work whenever possible to show alignment, while also emphasizing the importance of housing for the EVS. There is also alignment with the City's other plans including Precise Plans for neighborhoods throughout the city, an in process Public Art Strategy, a recent assessment of Downtown by the Urban Land Institute, the Matrix Development Review Study, Transportation Demand Management Ordinance, and a comprehensive 10-year **Downtown Parking Strategy** adopted in 2021.

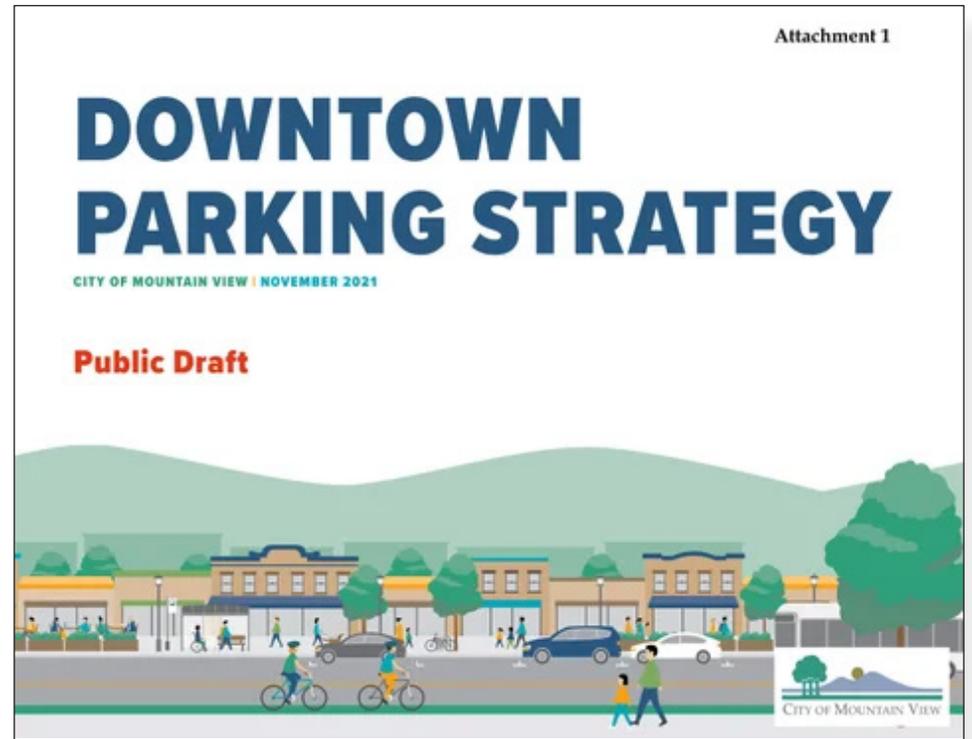
### Mountain View's newly-adopted Housing Element for 2023-2031

Source: City of Mountain View, 2024.



Ongoing and emerging economic disparities surfaced during the pandemic and continue to evolve as the economy and local market factors remain in flux. Conversations around the ‘new normal’ at for office workers and the hybrid workplace now include concerns around the long-term impacts of office vacancies and expiring leases on employment centers and the businesses that support them. Housing prices and shifting demand are putting more pressure on low- and middle-income households, and current interest rates are prohibitive to many buyers. The City and its stakeholders acknowledge the impacts of these trends across workers and residents of different backgrounds, cultures, industries, and income levels. The EVS has identified actions to address disparities in economic opportunity identified through data analysis and outreach efforts.

This draft **Economic Vitality Strategy** presents the findings from research designed to serve economic vitality citywide, along with a working draft set of goals, strategies, and actions to align Mountain View leadership, residents, and businesses toward a common economic vision for the city.



**Mountain View's 10-Year Downtown Parking Strategy, 2021**

Source: City of Mountain View, 2024.

# VISION

“

**Mountain View seeks to create a thriving community where small businesses, innovation, entrepreneurship, and diversity are encouraged and flourish. We aim to be a global leader that balances economic growth with the health and well-being of our community and the environment.**

”

Section 1: Introduction

Section 2: Vision

Section 3: **Mountain View in 2023**

Section 4: Goals, Strategies & Actions

Appendices



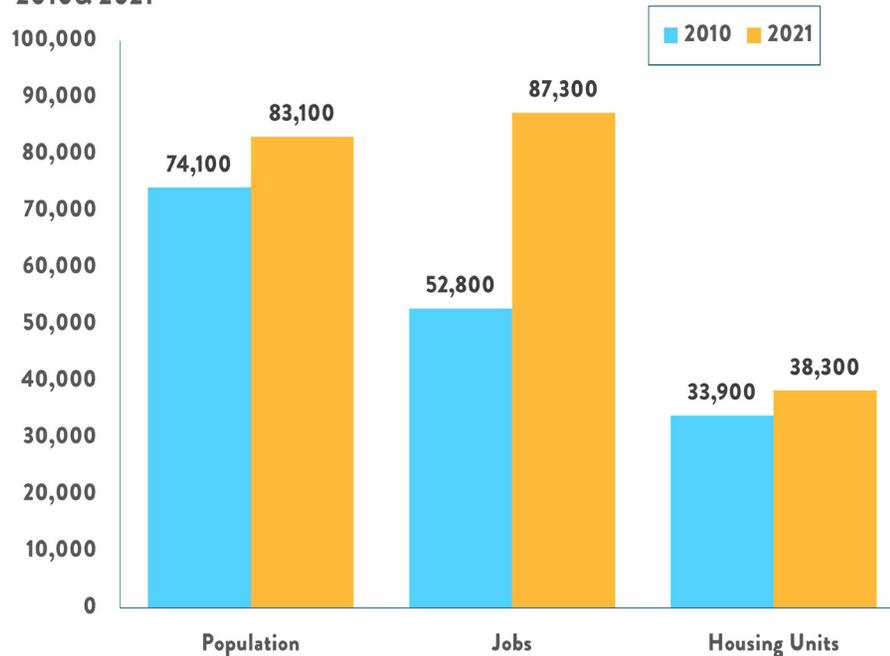
# MOUNTAIN VIEW IN 2023

## Local & Regional Growth

Mountain View, California, is at the heart of Silicon Valley – a dynamic region of global significance, rich with historic events that continues to spur economic growth. As such, Mountain View’s growth and economic vitality are closely linked to what happens elsewhere in Silicon Valley and the global economy. State and local markets and policies also have a significant impact on Mountain View’s economic vitality.

Until recently, Mountain View grew in population at a rate consistent with the region, 1.0% annually since 2010. During the pandemic, however, the region lost residents while Mountain View grew in population, bucking the regional trend and indicating other underlying factors may be making the city more attractive as a place to live. Mountain View in 2022 had 83,900 residents. If it maintains its current growth rate, Mountain View is projected to grow by 11,000, or around 550 residents per year, by 2040.

**Exhibit 1. Mountain View Population, Jobs and Housing Units, 2010 & 2021**



Source: California EDD (jobs), 2022; DOF (housing units, population), 2022; CAI, 2022.

Changes in Mountain View growth trends in recent years have profoundly affected local economic conditions. In the 2000s, long after Silicon Valley had established regional employment centers and urban patterns, Mountain View saw many years of relatively slow population growth, paired with modest fluctuations in employment. **More recently, however, job growth dramatically outpaced population and housing growth in Mountain View.** This comparatively outsized job growth continued into the COVID-19 pandemic, which disrupted everything for employers, workers, local businesses, and residents.

Beginning in 2010, Mountain View employers began adding jobs at eight times the rate of population and housing unit growth, through 2021. From 2010 to 2021, Mountain View saw 9,000 additional residents, and 34,500 additional jobs (**Exhibit 1**). Much of the job growth is tied to Mountain View’s largest employer, Google (Alphabet Inc.).

In 2020, the pandemic immediately changed the region’s commute and employment patterns (as happened everywhere). Mountain View’s largest employers led work-from-home trends, and their employees in 2024 have not returned to pre-pandemic patterns of working primarily in the office. Although tech companies have announced a “return to office” they are often referring more to a hybrid schedule, accommodating significant work from home. As such, these companies’

contribution to daytime population could still likely be less than half of what it was pre-pandemic. Moreover, recent layoffs across the region's largest employers, including Google, have created further uncertainty about growth trends for the city's highest-employing industry.

**It's in this context that the City engaged business and community leaders across Mountain View to discuss priorities for strategic action to sustain and enhance economic vitality citywide.**

The rest of this section presents an integrated discussion of key findings from data analytics and key concerns expressed by stakeholders throughout the process, organized by topics of interest and fundamental significance to Mountain View's Economic Vitality. Please see the Landscape Assessment in Appendix A for complete data analytics.

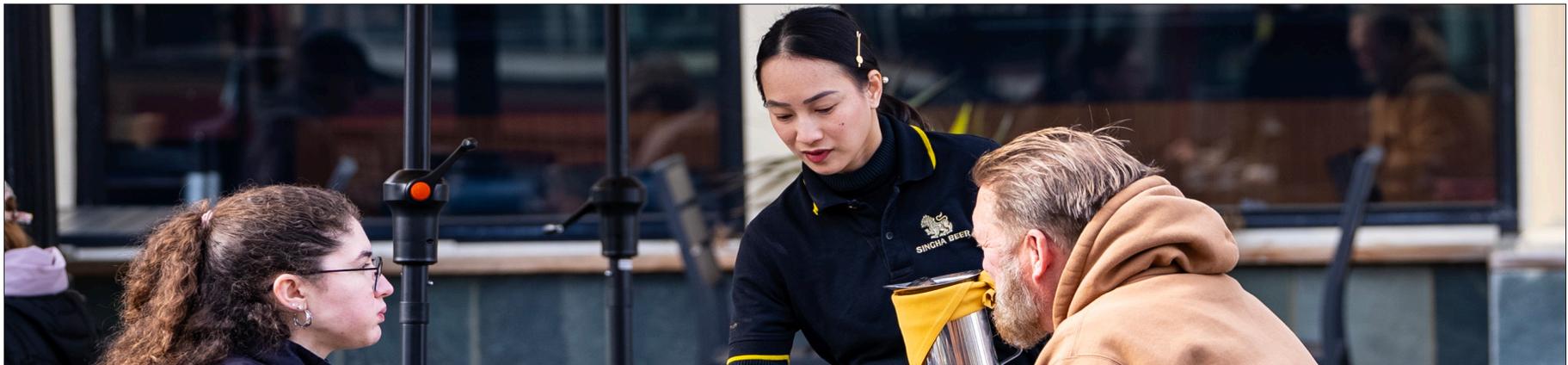
## Community Concerns

Mountain View's approach to this Strategy takes a holistic view of economic vitality, which, in addition to industry and employment, economic vitality, includes residents' overall economic well-being and quality of life. Chief among the concerns identified is housing, including the very high cost of renting or buying a home in Mountain View, as well as the scarcity of housing available in the city and the region. In addition to housing, the need for additional opportunities to shop and dine in Mountain View's

neighborhood centers ranks as a top concern for the city's leaders and residents. Specifically, both stakeholders and city leadership view a thriving Downtown Mountain View as critical for economic vitality.

Concerns about Mountain View's development process and code, including how to create flexible opportunities for new technology and uses (eg, life sciences), were prominent. Opportunities, such as engaging new customers, and challenges, such as investments required in Downtown's character, were also cited. Additionally, retail vacancy and depreciation – especially Downtown were cited as a concern as well as the need to support the vitality and diversity of local entrepreneurship and small business (versus chain businesses).

The good news from a strategic perspective for economic development is that the issues that rank high for residents and developers rank equally high amongst local employers as important to their economic interests. Local employers broadly cite housing that is affordable to their workforce and employees income levels is the greatest concern. Downtown and neighborhood retail, dining, and services are next in importance, along with access to and from these areas and major employment centers. The result is a cohesive set of economic and community interests, shared by major employers, small businesses, and local residents alike. The subsequent sections present those interests, including key findings from data analytics and stakeholder perspectives.



# Employment & Industry

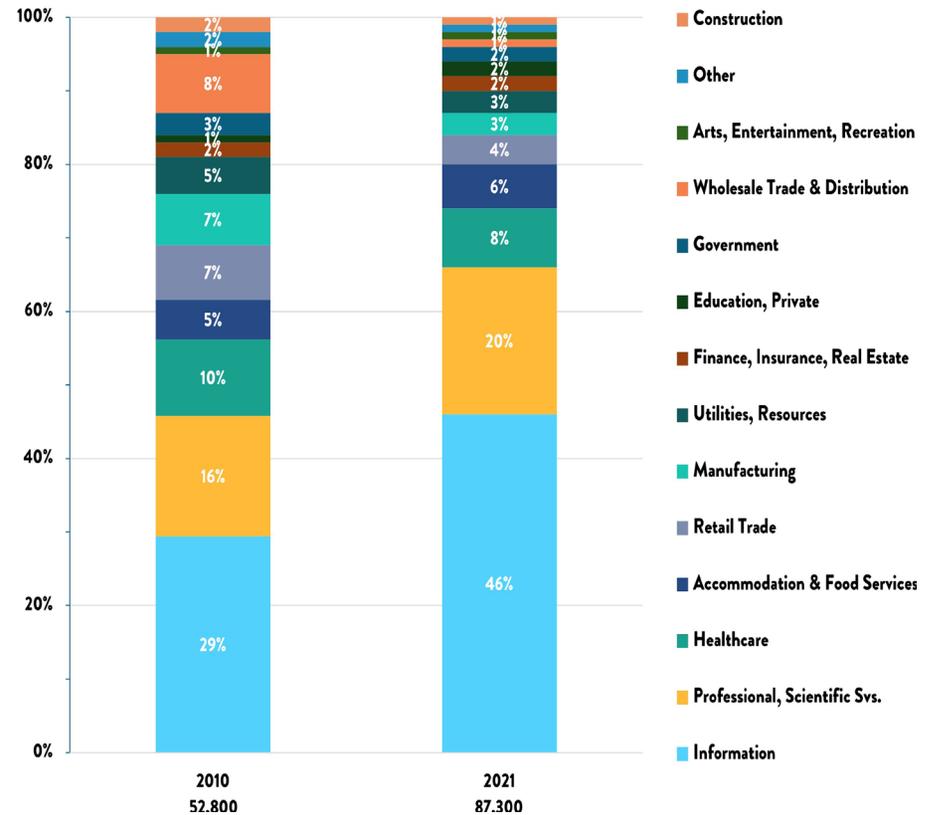
Nearly 90,000 people worked at jobs located in Mountain View prior to the pandemic. Most workers commute into Mountain View from South Bay communities, but as a whole they come from all over the region – as far as San Francisco and the East Bay. Only 9% of all jobs based in Mountain View are held by Mountain View residents.

The largest industry by employment in Mountain View by far is the Information sector (**Exhibit 2**). Google is well known to be the largest employer, and the sector includes other globally known companies, such as Microsoft, LinkedIn, and many others. The Information sector represents nearly half of the city’s jobs (46%), followed by the closely related Professional & Scientific Services industry (20%), with companies such as Synopsis Inc., Wipro, and Fenwick and West, LLP. Together these sectors account for roughly two-thirds of all jobs in Mountain View. No other single sector represents more than 8% of the city’s remaining jobs.

The large share of jobs in Information and Professional Services can obscure the importance of the other sectors in Mountain View. Jobs in Construction, Retail, Arts, Accommodation & Food Service, and Education and Government are all critical to the city’s economic vitality, as well as quality of life for its residents. These sectors provide services, amenities and employment, and help meet the breadth of needs that are essential for a vibrant, balanced community.

The share of jobs in Information and Professional Services also reflects the recent growth in local jobs. Employers in the city added 34,500 jobs between 2010 and 2021, and in doing so the share of jobs in Information and Professional

**Exhibit 2. Mountain View Jobs by Industry Percentages, 2010 & 2021**



Source: California Employment Development Department, 2022; CAI, 2022.

Strategic views on jobs in Mountain View generally fall into the following two categories:



## 1. Support and grow jobs within existing industry strengths and new sector opportunities.

**Maintain strength in technology and professional services.** Some business leaders express that the presence of Google and other major employers should be recognized as important to the Mountain View economy. The City's real estate leases to technology companies are of vital importance as they are a large source of the City's General Fund revenue. Workers in technology shop and support local businesses. The talent based in these industries are a rich source of entrepreneurial and spinoff activity, from which the City has benefitted greatly and can continue to support.

**Foster growth of smaller but established subsectors.** These spinoffs of local tech companies show clear growth potential, with many interrelated technologies. Autonomous vehicles and their many niches (long-haul freight, local transit, last-mile deliveries and more) each warrant support for growth. Stakeholders cite potential for life science applications that build on local technology, supported by lower cost research and development (R&D) space, as well as companies focused on artificial intelligence and cloud-based networking technologies.

Stakeholders also want more business diversity overall. As disparities grow between tech and non-tech workers, stakeholders want to see more non-tech jobs in Mountain View.



## 2. Restore sectors hit hard by the pandemic and nurture sectors that serve the community.

**Pandemic impacts and local services.** The pandemic had many impacts on how jobs were done economy-wide, but it had a disproportionately greater direct impact on some industries than others. Jobs in Retail, Restaurants & Hospitality, Arts & Entertainment, Manufacturing, Warehousing and Distribution all declined and have not returned to pre-pandemic levels. Local residents stress the importance of many of those sectors, along with Education and Neighborhood Services, to meet local employment needs, provide local services and improve the quality of life. These sectors require targeted strategies and raise important issues in the strategy, most notably housing, land use, and neighborhood development.

**Local industry and services employment.** While providing important jobs for local residents, some sectors face market challenges in Mountain View. For example, Manufacturing and Distribution, while not high ranking in total job count, play an important role in connecting the economy. Light industrial land uses face significant pressure from other land uses, as well as worker retention issues. Stakeholders identify the need for low-cost R&D space, more non-hospital health offices, general office space, and more industrial space, along with better access and infrastructure.

# Land Use & Development

## Zoning & Available Land

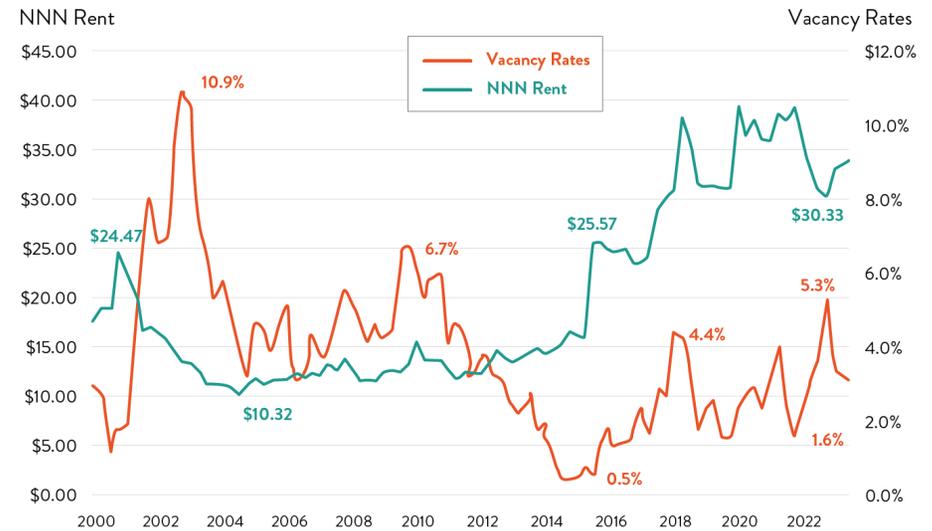
Citywide land use policies and regulations guide economic and community development patterns including location and intensity. In Mountain View, land use policy is closely intertwined with other concerns, most notably housing affordability, access to jobs, retail center health, and Downtown vibrancy.

Policies have a significant impact on costs to develop in Mountain View, but policies alone do not determine total costs. Many market factors influence development and resulting costs to occupy space, including land acquisition (with demolition and any environmental clean-up), cost of materials and labor, borrowing costs, expectations of returns on investments and soft costs, such as design and other entitlement costs. In other words, policy alone cannot address all issues. However, it can help strategically foster structure and guide other interventions.

Regarding land capacity devoted for businesses and employers of all types, light industrial was mentioned as limited in supply compared to the demand for new development. Many building types for employment uses were cited as being in short supply, most notably life sciences and more modern light industrial buildings (**Exhibit 3**). In most cases, in Mountain View, redevelopment is more likely to accommodate these investments. Vacant land is scarce in Mountain View, as it is in most established cities. The city has ample amounts of relatively older, low-density light industrial spaces. These spaces appear suitable for redevelopment consideration, and they can also be good spaces for new and smaller companies, with cheaper rents and fewer amenities that might otherwise drive up rents.

**Research and development space and other office spaces combined account for 16% of the city’s land.** These are primarily located in North Bayshore and east Whisman neighborhoods. Stakeholders note that many startups in innovative sectors like Artificial Intelligence (AI), robotics, and even health are interested in Mountain View and being close to downtown. Finding space with appropriate zoning is challenging for those potential users.

**Exhibit 3. Industrial Rental Rates and Vacancy Rates, City of Mountain View, 2000 – 2023**



Sources: CoStar, 2023; Community Attributes Inc., 2023.  
 Note: The property’s tenant has a Triple Net Lease (NNN) and is responsible for all expenses related to their occupancy of the building.

**Six percent of the City’s land is occupied by retail uses.** There is no set norm for retail land share for cities; subsequent sections present more specific retail analysis. Retail clusters primarily run along El Camino Real, Castro Street, and the southwest corner of North Bayshore.

**Residential uses account for the largest share (42%) of land in Mountain View.** The central and southern portions of the city are largely occupied by single family residential uses.

The distribution of residential and employment-generating land uses across the city creates connectivity challenges, with major employment centers cut off from residential areas by rail and highway infrastructure. The City is addressing connectivity issues between North Bayshore and Downtown with the Castro Grade Separation and Transit Center Access Improvements and Shoreline Boulevard Corridor Study efforts.

### Development Process

Stakeholders have much to say about desired improvements for securing the right to build new developments and accommodate business growth. Being perceived as a welcoming, reliable, and consistent city to work with is a competitive advantage in the region, and stakeholders believe Mountain View is missing an opportunity to set itself apart from its neighbors in this area.

**Mountain View is not alone in this challenge.** Most cities in the Bay Area are perceived to have use permit processes that move much more slowly than developers would prefer or can afford. **Strategically, whichever city can improve this process in a tangible way would have a competitive advantage over its peers and neighbors to attract desired development.** Currently, Sunnyvale, Santa Clara, and Fremont are all viewed as offering more transparency and flexibility in their development processes.

**Stakeholders claim that many cities' zoning codes have not kept up with modern business and industry demands.** For instance, when a business is interested in leasing space, some zoning districts do not allow many uses as permitted, requiring the business to obtain a use permit. Developers suggest that the use permitting process, which requires a public hearing, has become lengthy and costly and therefore untenable for most businesses apart from large tech companies.

Finally, parking requirements, in-lieu fees, and other costs related to permitting and entitlements also appear to be barriers for prospective or growing small-business owners. These costs can significantly increase the up-front capital required for a startup and become prohibitive for small business establishment or growth in Mountain View. Since the time of this analysis, the state of California has enacted legislation that does not allow requirements for parking minimums for new developments.



In 2021, the City took an important step to addressing permitting concerns by conducting a comprehensive assessment of its development review operations across multiple departments and internal systems, including process and procedures, technology, and development review. The resulting study called for reforms to Community Development, Public Works, and Housing processes and procedures to support development in Mountain View. The Study includes both short-term strategies the City has already implemented and long-term recommendations to address staffing, continuity, and streamlining of development. The EVS will support reform and improvement efforts underway and provide guidance for future implementation.

# Housing

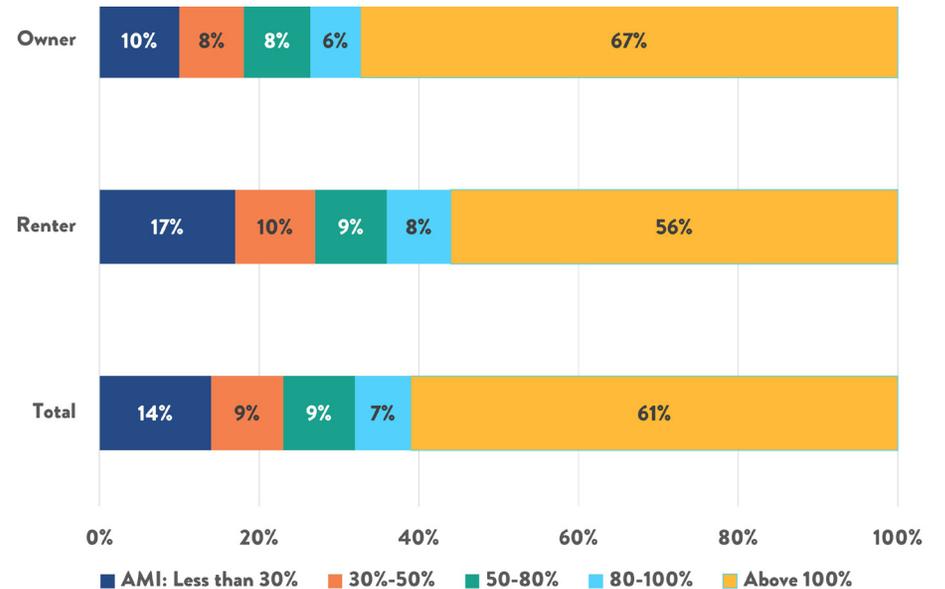
The high cost of housing in Mountain View is typically the first concern cited by business and community leaders. This is not exclusively a Mountain View challenge, of course, but as for all cities, Mountain View’s housing challenges come with locally rooted context and needs.

As presented in prior sections, from 2010 to 2021, there were eight times more jobs than housing units produced in the City, contributing significantly to housing challenges. Mountain View’s residents have high household incomes. More than 60% of Mountain View households are high income (incomes greater than \$199,000 or 120% of the Area Median Income, or AMI, which is \$168,500 for the San Jose – Sunnyvale – Santa Clara HUD metro area)(as shown in **Exhibit 4**). Mountain View’s rental market differs from many other places, in that a greater share of renters are high earners.

**Overall, 66% of all Mountain View households are not “cost burdened”\*, which is slightly higher than in Santa Clara County (65%) and higher than California overall (59%), but lower than the US (69%).** Renters in Mountain View are more likely to be cost burdened than homeowners in Mountain View, as is the case nationally. Mountain View has more renters than owners (60% of Mountain View households are renter occupied, compared to 43% of the Bay Area and California). As a result, the rising cost of the rental market in Mountain View is of particular concern.

In addition to a high-income housing market, housing production since 2015 in Mountain View fell short of the City’s most recent housing goals and state-mandated affordable housing allocations. The number of permits issued for housing units affordable to high-income households (those earning more than 120% AMI) were three times higher than the number allocated by the state. Permits were issued for only 24% of allocated units deemed by the state as affordable to very low- and low-income households below 80% AMI.

**Exhibit 4. Income Level by Housing Tenure, Mountain View, 2015-2019**



Sources: U.S. Census American Community Survey 5-Year Estimates, 2022; Community Attributes Inc., 2023.

\*Cost burden means when a household spends more than 30% of its income on rent and utilities.

Mountain View is not alone in this challenge. Many high cost inputs into housing development push developers to set higher housing end prices; and many of these inputs are outside of the City's control, such as the cost of labor, financing, and materials.

Employers and residents expressed an urgent need to address the housing price crisis. Current costs of housing challenge employers' ability to attract talent amongst middle to lower wage occupations. Consumer service industries cannot house their workers. On April 11, 2023 the City adopted an innovative, forward-looking new Housing Element for the period 2023-2031. The Housing Element was approved by the State Department of Housing and Community Development on May 26, 2023, one of the first in the Bay Area. The analysis is current, rigorous, and complete with strategies and recommendations. The goals of the housing element align with economic vitality concerns of businesses and community leaders. With very little vacant land in the city, net new housing gains will require greater density. Higher housing densities will support stakeholders' other goals of a more vibrant downtown and bring more demand for local retail.

The City's Housing Element plans to accommodate 11,135 housing units, with 4,370 units affordable to very low- and low-income households, (approximately 40%) of all new planned units. Within the City of Mountain View there are 3,765 housing units currently in the pipeline. For 2023, 372 units completed the entitlement phase, of which 240 are affordable. Also in 2023, 321 units received building permits, of which 210 are affordable. Of the housing units that were under construction through 2023, 1,116 received occupancy permits.



## Retail

Retail conditions citywide are of great concern for Mountain View civic and community leaders. Many perceive other cities in the region to be outperforming Mountain View, particularly in attracting and supporting experiential and higher end retailers.

Retail as an experience has continuously evolved. Independent “mom and pop” stores and main streets have faced challenges and competition for decades. Large format retailers and the continued expansion of online purchasing with home delivery have forced independent stores to compete on experience and a sense of place. Mountain View’s central location in Silicon Valley compounds these challenges. Mountain View residents have many places in neighboring cities to choose from for shopping within a short drive from home.

Retail data analysis suggests that in aggregate, across all retail segments, Mountain View retailers generally produce the total sales volume expected for a city its size and location in the South Bay. Total taxable retail sales per capita for consumer retail in Mountain View generally match regional trends. However, the aggregate view masks specific niches that outperform and present opportunities.

In fact, Mountain View’s per capita retail spending within the food services and drinking places sectors far exceeds the regional trade area (defined as a 25 minute drivetime from Mountain View), while spending within the clothing and clothing accessories industry is well below the regional average.

Moreover, when the analysis considers the daytime population (**Exhibit 6**) in Mountain View (factoring in workers coming in from elsewhere), the findings present unrealized upside opportunities for additional potential retail spending (**Exhibit 5**). Retail leakage means that residents are spending more for products than local businesses capture.

### Exhibit 5. Spending Per Capita and Potential Surplus or Leakage by Industry, Mountain View, 2021

| Industry  | Per Capita Spending |                     | Leakage        |
|---|---------------------|---------------------|----------------|
|   | Mountain View       | Regional Trade Area |                |
| <b>Daytime Population</b>                               |                     |                     |                |
| Motor Vehicle and Parts Dealers                         | \$1,100             | \$2,240             | (\$94,765,900) |
| Clothing and Clothing Accessories Stores                | \$270               | \$960               | (\$57,385,300) |
| Building Material, Garden Equipment, and Supply Dealers | \$340               | \$980               | (\$53,201,900) |
| Gasoline Stations                                       | \$710               | \$930               | (\$18,288,200) |
| Home Furnishings and Appliance Stores                   | \$630               | \$850               | (\$18,288,200) |
| Food and Beverage Stores                                | \$660               | \$660               | \$0            |
| General Merchandise Stores                              | \$1,660             | \$1,240             | \$34,913,800   |
| Food Services and Drinking Places                       | \$3,410             | \$2,210             | \$99,753,600   |

Sources: ESRI Business Analyst, 2022; California Department of Finance, 2022; California Department of Tax and Fee Administration, 2022; CAI, 2022.

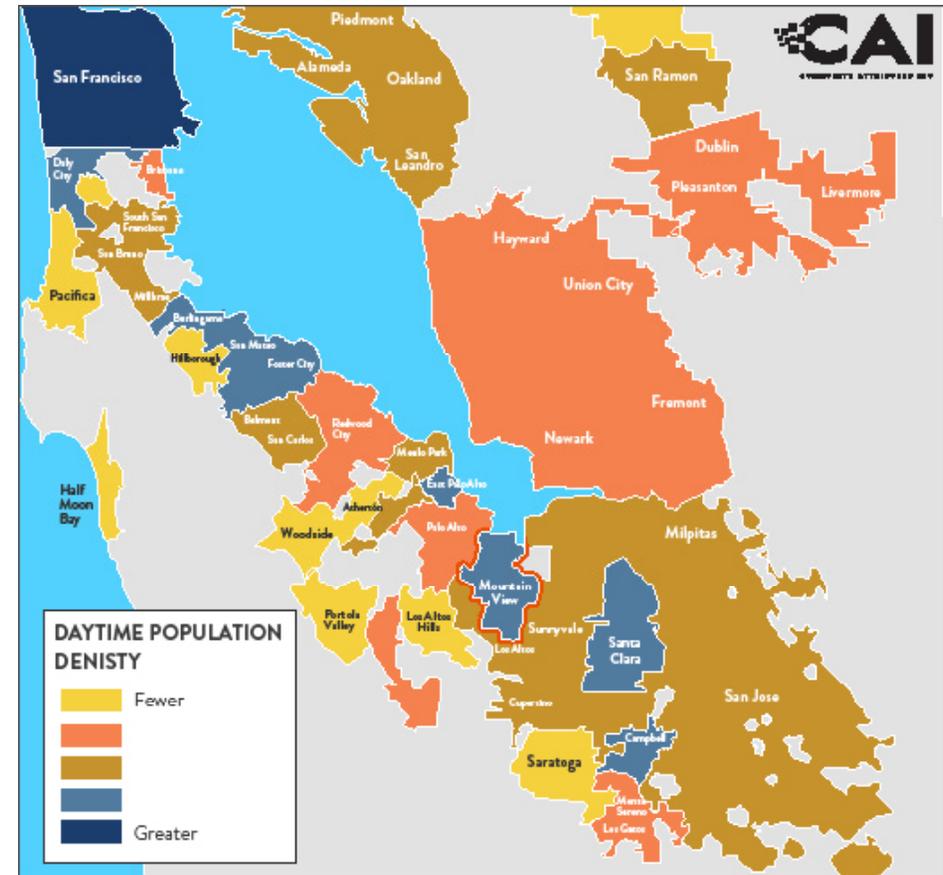
Mountain View's per capita retail spending is higher than the regional trade area per capita spending for the resident population. Per capita sales in Mountain View fall short of the regional trade area by \$1,600 per person if full daytime population is considered. Potential retail spending by the daytime population suggests Mountain View may be able to support much more retail space, depending on some portion of Mountain View workers returning to the office and retailers attracting spending from those trips.

Retail space across the regional trade area is concentrated in Mountain View, San Jose, Santa Clara, Milpitas, Sunnyvale, Palo Alto, Redwood City, Cupertino, and Menlo Park. Together these nine cities contain more than 80% of retail space across the regional trade area.

Neighborhood-serving retail is an essential part of Mountain View's economic vitality and is supported in part by a high daytime population density as shown in Exhibit 6. **Not only is retaining and attracting local retail and restaurant establishments valued highly by community members as a desired asset, but it is also a significant part of a larger strategy to revitalize and realize visions for community development.** Stakeholders suggest enabling food and retail throughout the city, which can contribute to the city's overall walkability, particularly if it is aligned with efforts to increase circulation between village centers and other parts of the city and creating satellite locations for community services (such as libraries or childcare).

Stakeholders perceive that the City is reluctant to locate food and beverage uses in retail areas, or that the City is seeking other retail types / uses that may not have market support. While there is broad interest in the type of high-end shopping experience that is offered at Santana Row in San Jose, real estate professionals who provided input to the EVS believe that these comparisons are not realistic. Some stakeholders call for creativity from the City in filling vacant spaces rather than maintaining zoning and parking requirements and other development standards that prohibit businesses from signing leases. In other cases, management of commercial centers may have non-compete options in leases that might keep out tenants that otherwise would expand offerings to shoppers.

### Exhibit 6. Daytime Population Density, Mountain View & Surrounding Cities, 2021



Sources: ESRI Business Analyst, 2022; California Department of Finance, 2022; California Department of Tax and Fee Administration, 2022; CAI, 2022.

To realize hopes for desired retail, the City may be required to adapt adopted development regulations and adjust policies and procedures surrounding land use and development. Stakeholders indicate that the City's ability to update its policies, regulations, and processes will determine its future industry opportunities. They urge the City to look at and stress test its zoning and building codes, particularly for office uses, at-home/hybrid work, housing, retail, and industry.

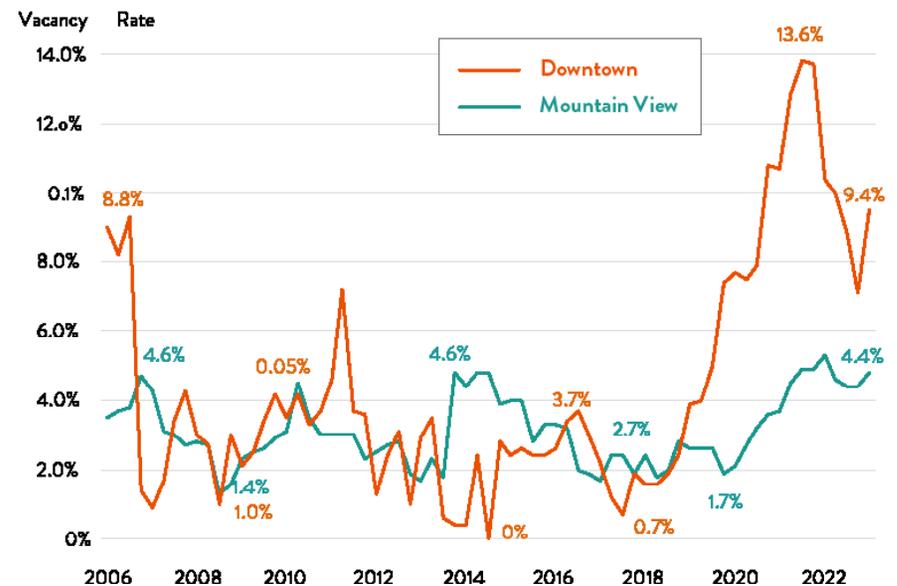


## Downtown Mountain View

Downtown is a clear asset for Mountain View. Anchored by the Center for Performing Arts and civic uses to the south and mass transit connections to the north, Downtown has “good bones”, which make it easy to envision a more thriving Downtown Mountain View. During the pandemic, the City supported Downtown restaurants and businesses, closing Castro Street to vehicles, and allowing long-term use of the street for outdoor dining and gathering areas. Businesses and residents embraced this new experience, which has since been made permanent with the adoption of the Castro Street Pedestrian Mall and supported by City investments. The Castro Street Pedestrian Mall has identified interim improvements focused on enhanced safety, aesthetics and social engagement. Improvements for the permanent pedestrian mall are envisioned to occur after new funding is identified.

There are, however, challenges facing Downtown. Downtown Mountain View retail vacancy rates are nearly double Mountain View’s citywide average, which ranks high among the concerns of local leaders and stakeholders. The vacancies detract from the experience of shopping and dining Downtown.

**Exhibit 7. Retail Vacancy Rate, Mountain View and Downtown, 2006 - 2023**



Source: CoStar, 2022; CAI, 2022.

Stakeholders identified Downtown parking as a problem for visitors and business owners, and there is a lack of consensus amongst business leaders, building owners, prospective developers, and City leadership as to the solutions. The costs associated with parking (specifically in-lieu fees) were noted by stakeholders as a significant issue for businesses considering a downtown location<sup>1</sup>. The State of California has since enacted legislation rescinding parking requirements for new developments within a quarter mile of transit.

Other factors challenging a thriving Downtown include the absence of daytime population from large employers, compared to pre-pandemic customer traffic. When Google and tech companies refer to a “return to office” they may actually be referring to a perpetual hybrid work style, accommodating work from home two to three days per week. This means that for the foreseeable future, these companies’ contribution to daytime population could be only half of what it was pre-pandemic. While Mountain View retailers cannot count on tech companies’ return to the office restoring pre-pandemic levels of daytime and evening customers, there is still significant additional foot traffic potential from the workers that do return.

Another challenge is the size, configuration, and condition of retail spaces in Downtown. Stakeholders noted the large size of many retail spaces in Mountain View, upwards of 3,000 feet or more. Most retail businesses want 1,000 to 1,500 feet. Large retailers that usually fill larger spaces have not shown much interest in them. Necessary modifications to these spaces are often cost prohibitive to small and/or new businesses and property owners. These modifications may also be complicated by historic district designations. Stakeholders report that these historic buildings often sit vacant the longest.

Many stakeholders and City leaders are pursuing creative ideas to fill empty spaces. Stakeholders would like to see more food and beverage uses (not just in downtown, but also in shopping centers like the San Antonio Center). They also urge the City to consider a broader mix of uses in Downtown, including more offices, especially on upper floors. Downtown would also benefit from improved wayfinding and access, in particular from the freeway.

<sup>1</sup> Interviews were conducted prior to the implementation of Assembly Bill 2097, which rescinded requirements for parking minimums or in-lieu fees for new developments.



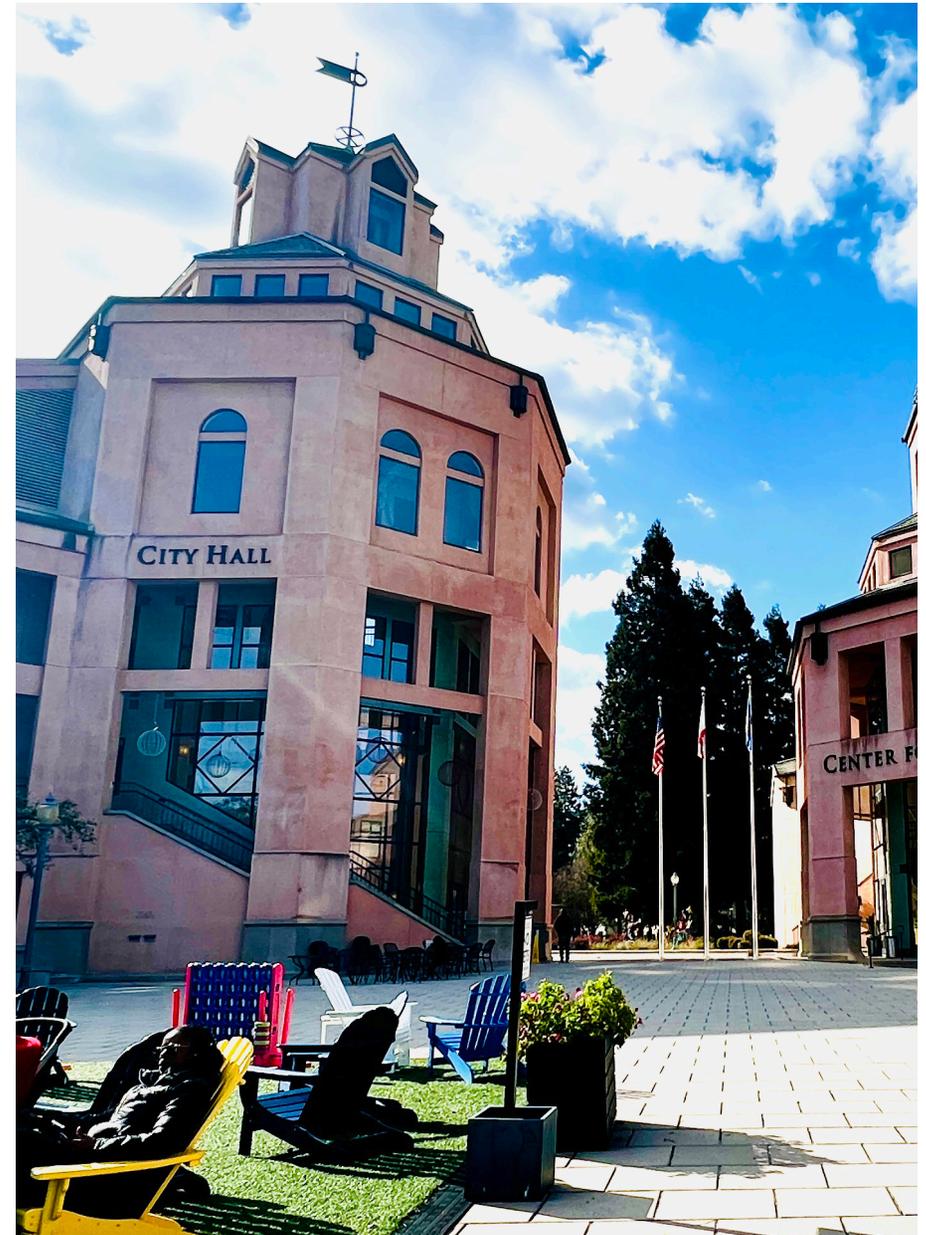
# Opportunities & Challenges

**The preceding sections present an overview of Mountain View’s context and many strengths and challenges. But with challenges come opportunities – which provide the foundations for the goals and strategies in this document.**

Mountain View has an opportunity to prioritize community development and quality of life in its economic vitality planning. Some suggest it is essential for Mountain View to continue its attractiveness as a good place to live, work, and visit. The high cost of housing ranks very high in the list of concerns, as it challenges the ability to attract talent amongst middle to lower wage occupations. Stakeholders also suggest that community identity and development need to be a central part of economic strategies. Community and economic development are mutually reinforcing; economic development (more and better jobs, wages, private investment) feels like a secondary priority to housing to some when it should be foundational to addressing housing inequality and homelessness.

Continuing to support major technology companies remains an essential part of advancing Mountain View’s economic vitality. Google, Microsoft, LinkedIn and other companies are cornerstones of Mountain View’s employment base. Their employees and their visitors (business travelers) patronize local businesses; some of their workers live in the community and are a vibrant talent base. Despite recent layoffs across tech sectors, stakeholders believe that strategies should increase access to tech jobs as well as diversify the portfolio of available occupations for residents of all education levels.

Stakeholders also see room for more diversity within technology. As the tech industry enters the era of second- and third-generation companies, some worry that the tech anchors in Mountain View are no longer a draw for young and emerging talent and startups. **Stakeholders suggest that more flexible zoning and financial and technical support from the City are two potential solutions to barriers in bringing entrepreneurs back to Mountain View.**



Vacancies downtown and in other commercial areas could be addressed through recruiting other business types. Stakeholders view the pandemic as an opportunity for the City to consider what the future of work looks like – and to adjust its land use regulations and local economy strategies accordingly.

There are several non-retail uses that real estate professionals brought up as being in high demand in Silicon Valley but which Mountain View is not currently able to accommodate. They include low-cost R&D, non-hospital health offices, general office space, artificial intelligence (AI) development, industrial space, life sciences, wet labs, medical devices, and biotech. Mountain View may be a high-opportunity market for health care, in particular, because of the well-educated, typically more health-conscious, daytime worker population. However, hybrid work models have a trickle-down effect on many health institutions and related businesses; many of these uses prefer to locate in areas where people work, and providers note they will be paying close attention to where office workers end up and where residents choose to access care. Parking and transportation are also important considerations that health companies will evaluate when locating their businesses.

Downtown remains a major opportunity for Mountain View, and participants in this project believe that Downtown Mountain View has the potential to be one of the best in the region. Stakeholders generally support the closing of Castro Street and believe additional programming, wayfinding, and placemaking efforts would be effective avenues for City and private investment and action.



Fortunately, big employers want the same thing for Mountain View as community-minded leaders do. Affordable housing, connected neighborhoods, a diversity of transportation options, better access to businesses and recreation assets north of Highway 101. All of these objectives rank high for employers, as well as for small businesses and neighborhood or resident stakeholders. For the small businesses, the City needs a coordinated strategy to support the businesses and industries that may be overshadowed by tech giants. The pandemic illuminated disparities that have been building for decades across the country, including in Mountain View. **Stakeholders unanimously agree that the City needs to have a strategy in place to support those left behind in the tech boom – small businesses, brick and mortar retailers, and historically underrepresented groups.**

Stakeholders want an actionable strategy with a clear path to implementation and accountability. Interviewees are largely aware of plans and studies within economic development and want to see an Economic Vitality Strategy that builds upon those efforts. Mountain View has many community and economic assets and institutions. These partners need to be leveraged and engaged in this plan.

**The following section lays out five (5) primary goal areas around which the City of Mountain View will focus its economic future, and 25 strategies, with 164 actions that have been crafted to achieve them.** The Strategies and actions are where the rubber hits the road for economic prosperity and vitality in Mountain View going forward. They're based on all the input received from residents, workers, owners, and experts across the city and region. They are the pillars upon which Mountain View will build its vision for economic vitality into the next decade.

Section 1: Introduction

Section 2: Vision

Section 3: Mountain View in 2023

Section 4: **Goals, Strategies & Actions**

Appendices

# GOALS, STRATEGIES & ACTIONS

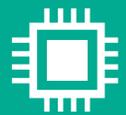
The Economic Vitality Strategy (EVS) includes the following **Goals, Strategies, and Actions**. All are derived from analysis presented in the companion Landscape Assessment; local and regional community and business leaders' recommendations; and collaboration with City Council and City staff. **The Goals and Strategies present a clear framework for Actions. The Actions include initiatives that the City may wish to lead, partner with local leaders, or seek independent leadership from local partners.** All Actions are specific and implementable, but each may also warrant further consideration and deliberation before moving forward. Thus they are characterized as “Action Opportunities” in the following sections.



**GOAL 1:** ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.



**GOAL 2:** REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.



**GOAL 3:** GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.



**GOAL 4:** HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.



**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.



# Section Organization

The following section presents the **Strategies and Actions** at the heart of this plan for achieving equitable economic development in the City of Mountain View. The plan contains **5 Goal Areas** around which the Strategies and Actions are organized. Color-coding and individual icons distinguish each Goal Area section.

Individual **Strategies** correspond to each Goal Area with like colors and numbering. Each Strategy represents one cohesive approach to achieving a Goal and consists of several specific, mutually supportive Actions.

**Insets** (not shown) provide case studies, Mountain View success stories, or exhibits supportive of Strategies and Actions.

**Narrative Overview** provide context describing the importance and circumstances of each Strategy.

**Actions** are where the rubber hits the road in this plan. Specific, implementable tactical opportunities are highlighted and organized numerically by Timing.

**Timing** icons correspond to the listing of Actions in ascending order of implementation:

-  Immediate - less than 1 year
-  Short-Term - 1 to 2 years
-  Mid-Term - 3 to 5 years
-  Long-Term - more than 5 years

**Budget** icons indicate relative cost levels for implementation of individual Actions.

-  Estimated cost less than \$10,000
-  Estimated cost between \$10,000 and \$50,000
-  Estimated cost more than \$50,000

**Equity** Icons (  ) highlight Actions that represent specific steps the City and its partners can take to improve equitable economic outcomes in Mountain View.

**Economic Vitality Strategy** | City of Mountain View



**GOAL1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.**

**Strategy 1A: Differentiate the Centers** Differentiate the character, mix of uses, and visual appeal of Mountain View’s mixed use centers to shoppers, visitors, and quality retailers.

Mountain View’s mixed-use centers, including Downtown, Moffett Boulevard, San Antonio, the El Camino corridor and nodes, and others, are the city’s most important community assets for gathering, shopping, and events. Investments in that experience are required to keep these critical areas competitive with other centers in the region and establish a unique character and feel. This strategy offers opportunities to enhance residents’ and visitors’ experience.

**ACTION OPPORTUNITIES**

**ACTION 1A.1**   Develop a visual merchandising window display program to aid small businesses in improving their brand and visual appeal.

**ACTION 1A.2**   Embrace art by utilizing public spaces, including micro-spaces and pocket parks, to showcase works of public art by local and regional artists.

**ACTION 1A.3**   Identify business districts and engage Mountain View business owners 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. (See Boulder’s Pearl Street Pedestrian Mall, following page)

**ACTION 1A.4**   Streamline, update and/or remove unnecessary City regulations around business signage and create standards for activating ground floor windows when buildings are vacant or temporarily vacant due to construction.

**ACTION 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.

**26 Section Four** Goals, Strategies & Actions | **February 2024**



## GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.

**Strategy 1A: Differentiate the Centers** Differentiate the character, mix of uses, and visual appeal of Mountain View’s mixed use centers to shoppers, visitors, and quality retailers.

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### ACTION OPPORTUNITIES

**ACTION 1A.1**   Develop a visual merchandising window display program to aid small businesses in improving their brand and visual appeal.

**ACTION 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.

**ACTION 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. (See Boulder’s Pearl Street Pedestrian Mall, following page)

**ACTION 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.

**ACTION 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.



## **GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.**

**ACTION 1A.6**  Explore adding a citywide live entertainment ordinance that supports busking and other outdoor live entertainment, complying with established decibel levels.

**ACTION 1A.7**  Enable sidewalk-serving retail service transactions such as exterior window ordering and pick up outside the building.

**ACTION 1A.8**  Consider statewide tools like Statewide Community Infrastructure Program (SCIP) or Enhanced Infrastructure Financing Districts (EIFD) to finance public realm improvements.

**ACTION 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.

### **What We Heard...**

*“Mountain View is the best location on the peninsula, no questions asked. It can draw from San Francisco and San Jose. Because of Google, and entrepreneurs wanting to be close to talent, MV will always be high on the list of where they want to start their companies. Having a hotel downtown would be big. We need to adapt quicker to what people are asking for.”*



**Boulder's Pearl Street Pedestrian Mall**

Source: Flickr: Kent Kanouse. Creative Commons License, 2024.

## **Boulder Pearl Street Pedestrian Mall**

The Pearl Street Mall in Boulder, Colorado is a pedestrian mall in the heart of downtown Boulder.

Overseen by the Downtown Boulder Partnership, it includes more than 1,000 businesses that center on an eleven-block stretch of Pearl Street and radiates to perpendicular and parallel corridors. These businesses include a number of dining, shopping, and entertainment options, and the Partnership organizes community events like live music and holiday celebrations. Pearl Street and its restaurants have been hailed by food critics and publications as a fine dining destination known for quality, local ingredients, and innovating chefs.

The Partnership also serves as the administrator of the area's Business Improvement District (BID), which encompasses 49 blocks. The district puts tax revenue toward public safety, streetscaping, and programming.



## GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.

**Strategy 1B: Multimodal Access** Accelerate transition of Mountain View toward increased walkability and convenient, multimodal access to daily goods and services.

Residents and visitors are more likely to patronize Mountain View businesses if they are accessible across a variety of transportation options. Whether people come by foot, bike, train or car, ease of access is critical. Mountain View has an opportunity – and planning underway – to focus on transportation infrastructure, signage and wayfinding, and other improvements that connect residents and workers with Mountain View businesses. A key task for the City will be to coordinate and communicate various departments’ mutually supportive efforts around transportation and connectivity improvements.

### ACTION OPPORTUNITIES

**ACTION 1B.1**    Support neighborhood-serving businesses that are walkable and offer goods and services.

**ACTION 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.

**ACTION 1B.3**   Improve parking permit program communications by deploying web based application for the various parking permit programs the city manages.

**ACTION 1B.4**   Implement parking wayfinding systems to re-direct vehicles to open spaces at peak times within business districts.

**ACTION 1B.5**    Consider reinvesting parking revenue into enhancing bike and pedestrian access networks and facilities, including additional bike rack locations and bikeway improvements.

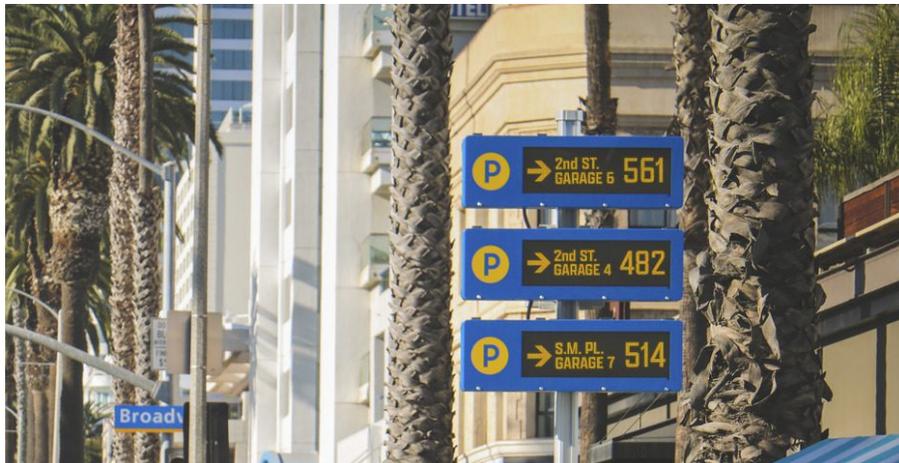


## **GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.**

**ACTION 1B.6**  Explore how to increase the Community Shuttle frequency, range, and visibility.

**ACTION 1B.7**  Evaluate reducing or eliminating parking requirements or allowing shared parking with principal uses (for example office or residential) for small neighborhood serving uses in mixed-use development to increase the feasibility of providing such uses.

**ACTION 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.



### **Santa Monica City-Owned Parking Garages**

The city of Santa Monica owns and operates 11 parking garages, 5 surface parking lots in the city, and 6 beach zone surface lots. Together, these options offer reasonable pricing for parking all over Santa Monica, securing reasonable access to the beach, the pier, the library, the civic center, downtown, main street, and mid-city for those coming via car. By consolidating parking into specific, targeted areas, Santa Monica reduces the need for on-street parking, creates a more walkable environment, and leaves more space for pedestrian-oriented development.

#### **Santa Monica Parking Wayfinding Signage**

Source: Selbert Perkins Design, Commons License, 2024.



## GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.

**Strategy 1C: Vacancy** Address vacancy in Mountain View and encourage flexible, measured, and diverse growth.

Persistent, long-term vacancies are a challenge for some of Mountain View’s mixed use centers, including Downtown. These vacancies detract from the quality of the pedestrian environment and prevent Mountain View from reaching its full potential. A consistent approach to reducing prolonged vacancies would help keep these areas safe, accessible, and fun for all, while broadening the range of goods and services available to residents and visitors.

### ACTION OPPORTUNITIES

**ACTION 1C.1**   Identify funding sources to provide matching grants to property owners for storefront buildout or alterations with signed tenants.

**ACTION 1C.2**   Adopt requirements to activate windows for any vacant uses in Mountain View; set objective standards for the type of activation and appearance.

**ACTION 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.

**ACTION 1C.4**    Match vacant storefronts with growing local home-based or shared-space businesses to transition them to brick-and-mortar workplaces.



## **GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.**

**ACTION 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.

**ACTION 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. (Read more on San Francisco’s Commercial Vacancy Tax Ordinance on following page.)

**ACTION 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.

**ACTION 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).





Vacant Storefront in San Francisco California

Source: MichaelVi - stock.adobe.com

## **San Francisco's Commercial Vacancy Tax Ordinance**

San Francisco's Commercial Vacancy Tax Ordinance went into effect in January 2022 following wide support by voters and an implementation delay due to the COVID-19 pandemic. The purpose of the ordinance is to revitalize commercial corridors, alleviate long-term retail vacancies, and stabilize commercial rents. It applies to ground floor and street-facing commercial properties within San Francisco's Named Neighborhood Commercial Districts (NCDs) or Named Neighborhood Commercial Transit Districts (NCTs), which include some of the city's primary commercial corridors including Broadway, Haight, Polk, Inner Clement, Mission, Fillmore, Valencia, and Divisadero. It does not include downtown.

A property is considered vacant if it is unoccupied, uninhabited, or unused for more than 182 non-consecutive days in a tax year. There are limited exceptions for properties undergoing permitting or that were recently damaged. The tax rate depends on the length of the street frontage and the number of consecutive vacant years. Liable owners and lessees will owe \$250 per linear foot of frontage for the first year of vacancy, \$500 per linear foot following two years of vacancy, and \$1,000 per linear foot after three or more consecutive years of vacancy. Revenue generated under the ordinance are put in the Small Business Assistance Fund and used to assist small businesses in the city.

In its first year, 74 of approximately 2,800 properties subject to the tax paid the tax, or 2.6%. The total number of vacant properties is contingent upon self-reporting by property owners and is not audited by the City. The tax generated \$667,847 in its first year is on the low end of the City's projection of \$300,000 to \$5 million in anticipated annual revenue. The City believes it will take three years to achieve



## GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.

**Strategy 1D: Flexible Retail** Support ease of division or modification of existing retail spaces to maximize adaptability to market shifts.

Making retail spaces in Mountain View’s mixed-use centers more flexible would go a long way to improving visitors’ and residents’ experience of these areas. Flexible spaces are adaptable to different uses of varying scales. As market conditions change, the inventory of built space in mixed use centers will be able to accommodate tenants with market support. Ultimately, this reduces vacancy, improves resiliency, and increases vibrancy.

### ACTION OPPORTUNITIES

**ACTION 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.

**ACTION 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.

### What We Heard...

*“Think creatively about getting different uses into retail spaces. Most are large spaces. People want 1,000-1,500 sq ft of retail, but the buildings are 3,000 sf or more.”*



## **GOAL 1: ESTABLISH CENTERS THROUGHOUT MOUNTAIN VIEW AS COMMERCIAL HUBS AND COMMUNITY GATHERING PLACES.**

**ACTION 1D.3**    Identify pro bono support or provide financial support to connect owners, tenants, and subdivider to design services and consulting. Pro bono support might include university students or professional associations.

**ACTION 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.

**ACTION 1D.5**   Contract with a specialty retail consultancy to help identify and recruit specific retail niches into Mountain View business centers.



**Gallery 5 Gift Shop, Tokyo Opera House utilizes a flexible shelving configuration on steel rails to create a moveable, adaptable retail space.**

Source: FRAME, Retail, January 18, 2023.



**GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

**Strategy 2A: Update the Precise Plan** Develop an updated Precise Plan to differentiate Downtown and maximize its appeal and drawing power in the city and region.

People want to come to Downtown Mountain View for shopping, dining and experiences not found in other commercial and civic centers or Downtowns. Investments in that experience are required to keep Downtown competitive with other shopping options and establish a distinctive character. This strategy offers opportunities to enhance the Downtown experience and further differentiate its unique character and offerings.

## ACTION OPPORTUNITIES

**ACTION 2A.1**    Engage with existing restaurants and businesses in Downtown to support their retention and minimize displacement resulting from redevelopment.

**ACTION 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.

**ACTION 2A.3**   Develop absorption targets for commercial and residential growth in the update to the Downtown Precise Plan. (Absorption represents the demand for a type of real estate product contrasted with the supply over a given time period)

**ACTION 2A.4**   Develop absorption targets for commercial and residential growth in the update to the Moffett Blvd. Precise Plan.

**ACTION 2A.5**   Conduct a retail demand survey of residents to help inform efforts to recruit small or mid-size businesses to the Downtown core.



## **GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

**ACTION 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.

**ACTION 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.

**ACTION 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.

### CITY OF MOUNTAIN VIEW



### DOWNTOWN PRECISE PLAN December 2022



**GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

**Strategy 2B: Better Connect Downtown** Improve connections between Downtown and other major Mountain View employment centers.

Unrealized Downtown market opportunity exists with the city’s daytime population (people in the city during the day, regardless of where they live). A large amount of that daytime population works in the city’s major tech centers. Restaurants in Downtown Mountain View face stiff competition from cafeterias and gathering places within those areas, including within the employers’ buildings and campuses. This strategy focuses on making it easier for this daytime population to come into Downtown during their workdays.

## ACTION OPPORTUNITIES

**ACTION 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.

**ACTION 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 Google’s campus and other major employment centers.

**ACTION 2B.3**  Strengthen signage and wayfinding on Central Expressway to direct vehicles into Downtown.

**ACTION 2B.4**  Work with major employers to create and distribute recommended transit, walking, or biking routes that incorporate bike lanes, trails, transit, and businesses.

**ACTION 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.



## **GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

### **Strategy 2C: Celebrate Creativity** Expand cultural and civic activities in Downtown.

Beyond its role as an economic and job center, many stakeholders and residents look to Downtown Mountain View as the hub of civic connection and cultural celebration within the city. Arts, culture, and civic activities are a powerful placemaking and quality of life driver. Actions within this strategy examine opportunities for the City to acknowledge and celebrate the culture and creativity that Mountain View offers to the region. The City already programs a vast array of events at the Civic Center Plaza including concerts, a Multicultural festival, and a winter holiday tree lighting ceremony.

#### **ACTION OPPORTUNITIES**

**ACTION 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.

**ACTION 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.

**ACTION 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.

**ACTION 2C.4**    Work with cultural organizations to host additional holiday celebrations and festivals in Downtown.

**ACTION 2C.5**   Mine local employers, unions, and employee associations in tech and other industries for trade festival or fair opportunities, including competitions.

**ACTION 2C.6**   Partner with regional or local tourism and restaurant groups to host events like Restaurant Week or Cocktail Week in Downtown.



**GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

**Strategy 2D: Improve Parking Downtown** 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.

Mountain View’s 2021 Downtown Parking Strategy laid out 18 strategies and 82 individual actions across four topical areas – management, supply, access and mobility, and zoning and regulation – for a broad geographic area encompassing the Downtown Parking District and the Downtown Precise Plan boundaries. The Downtown Parking Strategy seeks to address persistent parking challenges with a complete overhaul of policies and tools to manage parking resources. A number of interventions are particularly relevant to a vibrant Downtown economy, and the actions below seek mutual support by identifying and highlighting areas of critical overlap.

**ACTION OPPORTUNITIES**

**ACTION 2D.1**   Support the resumption and expansion of valet parking service for Downtown businesses.

**ACTION 2D.2**   Support transparent parking enforcement with clear communication, real time data, and dynamic curb management.

**ACTION 2D.3**    Conduct outreach to Downtown businesses to spur participation and representation in a Parking Benefit District (PBD) oversight committee.

**ACTION 2D.4**    Partner with other City departments, state agencies, and local employers to offer multimodal incentives for employees and customers.



**GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

**ACTION 2D.5** As recommended in the approved Downtown Park Strategy, implement parking solutions like dynamic (demand-based) pricing in public parking spots in mixed use centers during peak hours.

**ACTION 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.

**ACTION 2D.7** Update and simplify systems and signage to ease navigation and ease use of parking.

**ACTION 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.

**ACTION 2D.9** Support the expansion of bicycle parking facilities and additional new bike facilities within Downtown.





**GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

**Strategy 2E: Unique Experiences Downtown** Create an authentic and unique sense of place in and experience of Downtown Mountain View.

A key driver of a successful and vibrant Downtown that attracts new business activity and mobile talent to want to live and work in Mountain View is an authentic and unique sense of place. With the numerous, related efforts underway to improve structural elements of Downtown’s parking, Transit Center, pedestrian mall, and overall land use and development environment, Mountain View must maintain a keen focus on opportunities to create a compelling and authentic experience in its Downtown.

**ACTION OPPORTUNITIES**

**ACTION 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.

**ACTION 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.



**Castro Street Interim Pedestrian Mall Improvements, 2023-2024.**  
Source: City of Mountain View, 2024.



## **GOAL 2: REINVIGORATE DOWNTOWN MOUNTAIN VIEW AS A PREMIERE DESTINATION FOR PEDESTRIAN-SCALE SHOPPING, DINING, AND SOCIAL ENGAGEMENT.**

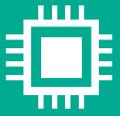
**ACTION 2E.3**  Build on the success of Mountain View’s Farmer’s Market, Music on Castro, KidStock, and other Downtown experiences to create more regularly occurring public events that showcase Downtown businesses.

**ACTION 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.



**City of Mountain View KidStock, Summer 2019.**

Source: City of Mountain View Recreation Division, 2024.



**GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**Strategy 3A: Business Retention & Expansion** Develop targeted, highly effective business retention and expansion assistance.

Mountain View is home to many successful companies, large and small. Keeping those companies in Mountain View—and giving them a path to grow and scale locally, should be a priority.

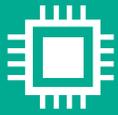
### ACTION OPPORTUNITIES

**ACTION 3A.1**   Maintain a database to identify local businesses the City visits and track progress in meeting their needs.

**ACTION 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.

**ACTION 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.





## **GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**ACTION 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.

**ACTION 3A.5**    Clarify the City's procurement processes and market contracting and purchasing opportunities to local businesses.

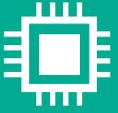
**ACTION 3A.6**    Evaluate, refine, and expand current marketing materials and business development tools, including financial and technical resources, and make these broadly accessible on the City's website in multiple languages representative of the community.

**ACTION 3A.7**   Consider development of a business appreciation program focused on retention of companies currently headquartered in Mountain View.

**ACTION 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.

**ACTION 3A.9**   Explore a City financing plan for commercial linkage fees owed by small businesses or property owners looking to expand.

**ACTION 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.



**GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**Strategy 3B: Equity & Shared Prosperity** Support employers' needs for a diverse workforce and make Mountain View and its business community champions for equity and shared prosperity.

By affirming the City's and its employers' commitment to economic equity and shared prosperity, Mountain View can continue to systematically dismantle barriers and expand opportunities for underrepresented groups and communities of color. Visible, measurable action will support equitable growth in quality jobs, entrepreneurship, ownership, and wealth in Mountain View. To do this, the City can tailor its own policies, facilitate communication, and reinforce accountability for local employers to continually improve awareness, assistance, hiring, and retention.

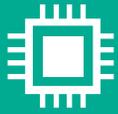
## ACTION OPPORTUNITIES

**ACTION 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.

**ACTION 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.

**ACTION 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.

**ACTION 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).



## **GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**ACTION 3B.5**  In collaboration with workforce development agencies and other partners, such as Science From Scientists, monitor and increase participation of under-represented groups in skills training and workforce development or education programs, especially in STEM (Science, Technology, Engineering and Math)-related fields, and share out prospects with local employers.

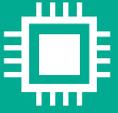
**ACTION 3B.6**  Collaborate with leading workforce development and business agencies, specifically NOVA-Works, SBDC, ReWork the Bay, and SCORE, and educational institutions, like Foothill College and DeAnza College, to link both businesses and workers in target sectors to programmatic support, including local training opportunities and career pathway assistance.

**ACTION 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.



**Mountain View's Annual Technology Showcase.**

Source: Mountain View Chamber of Commerce, 2022.



**GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**Strategy 3C: Advanced Industries** Identify and cultivate new niches within advanced industries and grow and diversify other, established sectors.

Mountain View is home to globally competitive companies across several R&D-focused, STEM-intensive “advanced” industries, including Google, LinkedIn, and Intuit. Advanced industries have an outsized impact by generating spending and investment. They are engines of growth for Mountain View, and the City should help enable these companies and industries to thrive in Mountain View.

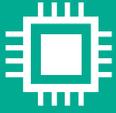
## ACTION OPPORTUNITIES

**ACTION 3C.1**   Investigate the feasibility of tax sharing or credit programs that support business investment.

**ACTION 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.

**ACTION 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.

**ACTION 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.



## **GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**ACTION 3C.5**   Identify businesses with synergistic relationships to Mountain View's strongest existing sectors to promote and support new business investment.

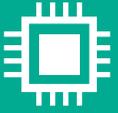
**ACTION 3C.6**   Analyze local resident occupational strengths and build industry strategies around identified talent leakage. (Talent leakage is when talented Mountain View residents work for employers outside of Mountain View).

**ACTION 3C.7**   Perform periodic analyses of Mountain View employment across clusters to identify and target support and outreach for emerging and growing industries.

**ACTION 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.

### **What We Heard...**

*"Mountain View has a unique geography with interesting options on both sides of the freeway. When there are huge backups on 101, Mountain View is great because you could take multiple paths to Google. It accommodates lots of different commute patterns, and there's a lot of flex buildings. Medical devices, robotics, artificial intelligence (AI), software development, big data moving into Mountain View. Can attract the type of engineering you need in Mountain View."*



**GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**Strategy 3D: Market MV** Market Mountain View to businesses in specific target sectors and niches.

Marketing Mountain View's assets, character, innovation networks, talents, and other companies is a core economic development imperative. The City should put its best foot forward to retain, grow and attract businesses across established and prospective industry sectors. The City must communicate what it has to offer with clear and compelling marketing designed and delivered across multiple channels, and must promote itself with brokers, retailers, and business prospects.

## ACTION OPPORTUNITIES

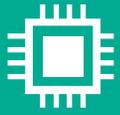
**ACTION 3D.1**   Work with site selectors and brokers in targeted sectors to support business attraction.

**ACTION 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.

**ACTION 3D.3**    Promote the local creative economy to attract more creative organizations and individuals to the city.

**ACTION 3D.4**   Identify and conduct outreach to firms within Mountain View's targeted sectors.

**ACTION 3D.5**   Conduct city tours with target sector companies and site selectors and highlight the community's available properties, unique character, and key amenities.

**GOAL 3: GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION, AND ENTREPRENEURSHIP.**

**ACTION 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.

**ACTION 3D.7** 🕒💰 Act as a liaison between entrepreneurs and companies in appropriate health-related fields including the Fogarty Institute.

**ACTION 3D.8** 🕒💰👥 Utilize partners such as NOVAWorks' extensive networks to attract businesses by showcasing the skilled and diverse workforce of our region.



**El Camino Health Mountain View Hospital.**

Source: El Camino Health, 2024.



## GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.

**Strategy 4A: Small & Mid-Sized Businesses** Develop and communicate policies and programs designed to assist small and mid-sized businesses.

Small businesses disproportionately strengthen Mountain View's economy. They keep more dollars local, have a smaller footprint on the environment, and empower local residents. Strengthening small and mid-sized businesses means increasing awareness and access to resources providing technical assistance, and helping to address workforce and space needs. In many ways, the City can act as an intermediary to listen to and connect small and mid-sized businesses to resources and knowledge.

### ACTION OPPORTUNITIES

**ACTION 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.

**ACTION 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.

**ACTION 4A.3**  Re-assess and evaluate City insurance requirements associated with and basic contracting, arts installations, and patio licensing to support and encourage small business activations and utilization.

**ACTION 4A.4**  Develop a multilingual online small business toolkit to assist in navigating the City permitting processes for space development and licensing.

**ACTION 4A.5**  Augment a preference policy for small, local, and independently owned businesses in City procurement.



## **GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.**

**ACTION 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.

**ACTION 4A.7**  Develop and track performance metrics around small business permitting process efficiency, time, cost and outcomes.

**ACTION 4A.8**  Identify partners to provide trainings to small and mid-sized business owners on leasing or purchasing commercial property and lease negotiations.

**ACTION 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.

**ACTION 4A.10**  Seek opportunities with small business organizations to partner on micro business training with potential startup grants for completion (see Morgan Hill MicroEnterprise Program).

**ACTION 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).

### **Morgan Hill MicroEnterprise Program with Rotary, SBDC**

In Morgan Hill, the local Rotary Club and Small Business Development Center (SBDC) have collaborated, along with other partners, to support and expand the region's small business environment. One program that emerged has been a MicroFinance class for aspiring entrepreneurs. This 8-week training program held at a local high school equips students with financial and business know-how to make their business dreams a reality. Following graduation, SBDC provides one-on-one counseling to the entrepreneurs, and mentors from both the SBDC and the Rotary Club of Morgan Hill continue on with the graduates, who offers advice and support.



## GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.

**Strategy 4B: Treasured Businesses** Support local businesses that foster an authentic Mountain View commercial-cultural identity in the city's neighborhoods.

Unique, beloved, longstanding, and iconic local businesses are often some of the most vulnerable to shifting market forces. At the same time, they form part of Mountain View's identity and history. New and up-and-coming local businesses also require community support to succeed. While much is dependent on market conditions, the City should consider a handful of low-cost policy and regulatory steps to better support both legacy and up-and-coming local and independently-owned businesses.

### ACTION OPPORTUNITIES

**ACTION 4B.1**  Identify opportunities to better support creative workers, including artists and performers, by assisting or connecting them with affordable live-work studio spaces.

**ACTION 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.

**ACTION 4B.3**  Examine and implement best practices regarding business zones supportive of independent and locally-owned small business for select areas of Mountain View.

**ACTION 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.



**GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.**

**ACTION 4B.5**  Evaluate creation of a Legacy Business Program that provides grants to small businesses, and to owners committing to extending leases to tenants (see San Francisco and Seattle Legacy Business programs on following page).

**ACTION 4B.6**  Identify and consider incentivizing potential community partners to provide free or affordable space for temporary or long-term local micro-business incubation.

**ACTION 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.



**Ava's Downtown Market & Deli Member Spotlight Promotion.**

Source: Mountain View Chamber of Commerce, 2024.



La Monita, a Registered Legacy Business in San Antonio, Texas.

Source: RestoreOregon Legacy Business Program, 2024.

## Legacy Business Programs

A Legacy Business Program, as implemented by cities like San Francisco, San Antonio, Pasadena, Boston, and Los Angeles, can recognize and preserve longstanding, community-serving businesses that are also valuable cultural assets. A Legacy Business Registry is a tool for providing educational and promotional assistance to legacy businesses, to encourage their continued viability and success, and market them to the broader community.

San Francisco adopted its Legacy Business Program in 2015, one of the earliest in the nation. The City provides rent stabilization grants to legacy businesses and landlords that enter into long-term leases with them. Since the program was established, nearly \$2.75 million has been paid out to keep legacy businesses in their brick-and-mortar locations. The average grant payment is \$15,000.

Members of San Francisco's program are included in a targeted marketing strategy to highlight and advertise legacy businesses. This approach includes a multi-faceted digital marketing campaign, facilitation of business networking and partnerships, plaques for members of the registry, and financial support for these marketing activities by the City. The marketing plan also provides a mechanism for the City to strategically plan under the same program for legacy businesses that are dispersed throughout the city and which provide a variety of goods and services to the community.

Other cities in the United States have pursued similar Legacy Business Programs. Seattle adopted a program in which one business was selected from each of the city's seven council districts to receive public recognition and businesses services tools. Los Angeles adopted a program in which the city uses funds to help legacy businesses negotiate long-term leases with their landlords.



## GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.

**Strategy 4C: Furthering Founders** Support and sustain a new generation of successful founders and entrepreneurs.

Mountain View has produced successful founders and entrepreneurs in software, artificial intelligence, medical devices, wellness, impact investing, and finance; and accelerators and incubators abound. The City can help extend this remarkable streak of world-changing innovators by listening to, partnering with, and connecting local actors with resource networks, consulting, access to capital, and physical space.

### ACTION OPPORTUNITIES

**ACTION 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.

**ACTION 4C.2**   Explore partnerships with NOVAWorks, SBDC, SCORE, Foothill College, Hacker Dojo, and DeAnza College for entrepreneurship training in Mountain View.

**ACTION 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 (see Philadelphia's Capital Consortium).

**ACTION 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.



## **GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.**

**ACTION 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.

**ACTION 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.

**ACTION 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.

### **Philadelphia's Capital Consortium**

Access to capital is a significant challenge for many local entrepreneurs. The Philadelphia Department of Commerce launched the Capital Consortium to help local small businesses apply for loans. The Consortium is a group of 29 non-profit and for-profit lenders and other funders working with the Department to streamline the process for small businesses to access capital via an open grant portal. Small business participants fill out an electronic form which details their business's information and capital needs. This information is sent directly to potential lenders, who reach out directly to businesses they want to work with. In addition, the Department provides technical assistance to businesses navigating the loan process – including by helping them understand the reasoning if their application is denied.



## GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.

### Strategy 4D: Experiential Retail

Recruit small businesses that offer products and experiences missing in Mountain View

Despite the well-publicized shift of some retail toward the online environment, experiential retail and services remain a high-performing brick and mortar sector and enhance community character. Temporary and permanent retail spaces incorporating art, recreation, live music, cafes or restaurants, virtual reality, and other experiences draw consumers from across the region. Yet Mountain View residents and employees must seek many of these experiences elsewhere. This section includes

#### ACTION OPPORTUNITIES

**ACTION 4D.1**   Inventory available spaces and requirements to develop actionable plans to support the successful siting of new businesses.

**ACTION 4D.2**   Identify strategic partners, including artists, developers, non-governmental organizations, synergistic retailers, and recreational resources that can help attract desired retailers.

**ACTION 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.

**ACTION 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.



## **GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.**

**ACTION 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.

**ACTION 4D.6**   Identify and market opportunities for specific lines of business by refreshing the retail leakage analysis to include prospective tenants and niche businesses.

**ACTION 4D.7**   Consider partnering with NOVAWorks to identify market gaps and align workforce capabilities to support these niche areas.

**ACTION 4D.8**    Explore a community benefit program for new development that provides scaling rent opportunities for experiential retail uses the first two years.





## GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.

**Strategy 4E: Latino Businesses** Support growing Latino entrepreneurial and small business enterprises in food and beverage and other industries.

Mountain View is home to many Latino entrepreneurs and small businesses in the food industry. In addition to a high concentration of Latinos employed by restaurants in the region, many entrepreneurs produce unique, high quality, and in-demand products. While some are practiced at using commissary and commercial kitchens, those kitchens and assets are lacking in Mountain View. Home kitchens serve as a substitute, and many others cook from their homes because they do not know how to scale up. In addition to kitchen access, local Latino entrepreneurs need access to business training, including understanding City requirements, and the myriad of business skills and expertise and support required to succeed. Collectively this community represents a great opportunity for growth in Mountain View. This strategy focuses on providing innovative programs to serve the Latino community locally.

### ACTION OPPORTUNITIES

**ACTION 4E.1**  Explore partnerships with other food services businesses to explore sub leases, co-ops, and other space rental options.

**ACTION 4E.2**  Convene investors, brokers, and developers to seek investment in Latino businesses and commercial developments to serve a Latino business strategy.

**ACTION 4E.3**  Help identify locations in Mountain View where Latino businesses may serve multiple demographics and have access to many markets.



## **GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.**

**ACTION 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.

**ACTION 4E.5**    Explore Downtown vacancies as a near-term and long-term fit for Latino entrepreneurs and food & beverage businesses.

**ACTION 4E.6**    Replicate this model for other under-served entrepreneur communities in Mountain View.



**Casa Lupe Mexican Restaurant, Mountain View.**

Source: Tre Retter, Google, 2024.



## GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.

**Strategy 4F: Branding Campaign** 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.

Successfully rebranding a city helps to increase tourism and encourages city pride amongst residents and workers. As a part of a new brand and identity, highlighting assets and progress in Mountain View (unique neighborhoods, shorter commutes, less traffic, major anchor employers) can significantly improve regional perceptions. The City can design and lead a re-branding campaign itself, utilizing outside contractors and existing media channels and materials.

### ACTION OPPORTUNITIES

**ACTION 4F.1**    Strengthen messaging that Mountain View is a safe and welcoming business environment.

**ACTION 4F.2**   Inventory Mountain View's assets, progress, and innovations to assess what defines the city and distinguishes it within the region.

**ACTION 4F.3**   Leverage new and upgraded infrastructure, public realm design improvements, and development as opportunities to reinforce the revamped brand of Mountain View.

**ACTION 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.



## **GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.**

**ACTION 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.

**ACTION 4F.6**  Focus language of the city’s re-imagined business brand and determine where and to whom to communicate it regionally and nationally.

**ACTION 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.





## GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.

**Strategy 4G: Anti-Displacement** Implement anti-displacement policies that provide temporary and long-term solutions that keep businesses in place.

Like many other urban areas in Silicon Valley, the shops, restaurants, and other businesses in Mountain View that offer goods and services in local neighborhoods are threatened with displacement due to increasing rents, competition and other development pressures. Retaining small businesses that provide goods and services are important in maintaining the culture and fabric of the community. Developing programs that provide pathways to ownership and resources for relocation can set Mountain View apart from its neighbors.

### ACTION OPPORTUNITIES

**ACTION 4G.1**    Connect vulnerable small business owners and tenants to technical assistance consulting and resources.

**ACTION 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.

**ACTION 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.

**ACTION 4G.4**    Expand access to property ownership to marginalized small business owners and non-profits by offering tailored financial services for becoming property owners.



**GOAL 4: HELP SMALL, LOCAL, AND INDEPENDENTLY OWNED BUSINESSES FLOURISH IN MOUNTAIN VIEW.**

**KEEPING SMALL BUSINESSES IN PLACE**

**Voices From the Field**

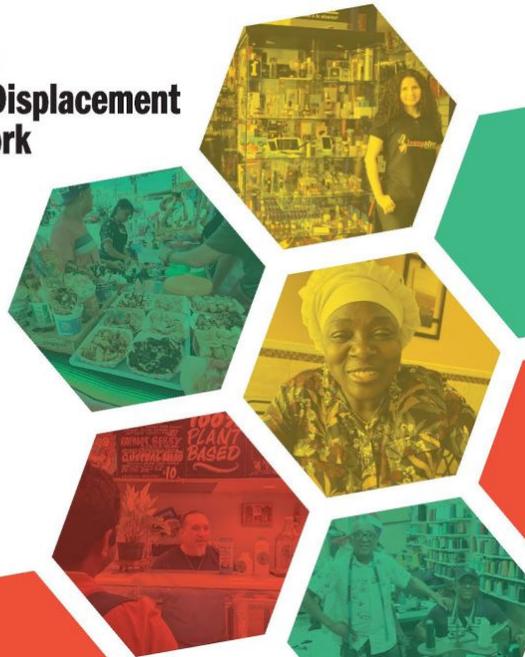
Case Studies of Communities Combating Commercial Gentrification



SMALL BUSINESS

**Anti-Displacement Network**

- Miami
- Washington, D.C.
- Kolkata
- Seattle
- Chicago
- Montréal
- Los Angeles
- San Francisco
- London



**SBAN Anti-Displacement Strategies**

In 2022, the Small Business Anti-Displacement Network (SBAN) put out a competitive call for case studies to fill critical gaps in research about what small business anti-displacement strategies are effective. After a competitive proposal process, SBAN awarded grants to 11 organizations to study efforts to preserve small businesses in gentrifying neighborhoods.

In November 2023, SBAN published these case studies in the report Keeping Small Businesses In Place: Voices From the Field. Authors outline solutions such as community property ownership, culturally relevant technical assistance, Main Street models, new types of small business loan financing, unionization, construction disruption assistance, and cultural heritage preservation.



**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: Adaptive Code** Build adaptability into land use and development codes with provisions that respond to changing demands of commercial and industrial users.

Mountain View's adopted development code sets the standards that projects must meet to receive a permit. These standards govern the size and configuration of buildings, but also the uses that can operate within them. Stakeholders indicate that Mountain View's code lacks flexibility and modern businesses have trouble reconciling their space needs with code requirements. Addressing these issues will make it easier for companies to grow and scale in Mountain View. In 2024, the City will begin the process of updating Precise Plans for Downtown and Moffett Boulevard.

**ACTION OPPORTUNITIES**

**ACTION 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.

**ACTION 5A.2**  In tandem with Strategy 3D, pursue zoning changes to ensure land availability for advanced industries and other target sectors.

**ACTION 5A.3**  Explore possible rezoning to better accommodate regionally in-demand uses, including non-hospital health offices, office space, industrial space, and wet labs.



## 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.

**ACTION 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).

**ACTION 5A.5** 🕒💰💰 Consider incorporating form-based elements to govern architectural character without overly prescriptive limitations on use.

**ACTION 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.

### What We Heard...

*“Commercial areas that are rigid about uses are going to decline. Limits on restaurants and food spaces happen but lifting those can really turn spaces around. The momentum in Mountain View is positive, so how do we capitalize on it? If we stop focusing so narrowly on traditional retail, allow more food and related uses, it gives the perception that retail is back.”*





**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 5B: Supportive Services** Identify workforce housing and supportive service challenges with critical economic development implications for prioritization and direct action.

The Bay Area has a regional affordable housing crisis, and housing is a critical policy consideration for Mountain View and other cities throughout the region. The high cost of housing in Mountain View sometimes precludes businesses from hiring workers. These housing-related issues are also economic development challenges, and Mountain View should continue to address housing head-on.

## ACTION OPPORTUNITIES

**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.

**ACTION 5B.2**    Explore possible City roles in facilitating, supporting, and assisting the creation and expansion of childcare services.

**ACTION 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.



**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.**

**ACTION 5B.4**    Analyze workforce demand for housing product types and prices not currently available in Mountain View.



**Daycare Center in Mountain View.**

Source: Upwards.com 2024.



**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 5C: Business Climate** Clarify and streamline permitting processes and nurture a business climate that clearly differentiates Mountain View from its neighbors.

Companies, big and small, look forward to doing business where the City acts collaboratively as a partner. When a city makes development activities and business operations more costly or time intensive than its neighbors, businesses are apt to leave that city or choose to expand elsewhere. Mountain View has an opportunity to distinguish itself from other cities in Silicon Valley by making it easy to start and grow small businesses, and permit new development and renovations.

## ACTION OPPORTUNITIES

**ACTION 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).

**ACTION 5C.2**   Allocate resources toward increasing staff to handle permitting processes more quickly and efficiently.



**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.**

**ACTION 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.



**Development Permitting Center in Mountain View.**

Source: City of Mountain View, 2024.



**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 5D: Regulatory Reform** Evaluate and adapt policies, regulations, and enforcement to avoid disproportionate or adverse impacts on small businesses.

Working with cities on policy and regulatory issues can be a major challenge for small businesses that don't have the resources to dedicate to longer or more complicated processes. Identifying and addressing issues specific to small businesses will enable those businesses to remain in Mountain View, offering goods and services that Mountain View residents value, strengthening Downtown and other commercial centers, and enhancing Mountain View's historic role as a hub for entrepreneurship.

## ACTION OPPORTUNITIES

**ACTION 5D.1**  Review requirements for Conditional Use Permits for proposed reductions in required parking for Mountain View uses.

**ACTION 5D.2**  To support new mixed-use development that includes commercial uses, evaluate the necessity for requiring change of use permits following initial construction.

**ACTION 5D.3**  Update the City's business license program to include a commercial landlord license category and fees.



**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 5E: Commercial Connectivity** Improve connections between the city's commercial and industrial areas to foster easier access for collaboration.

Ease of access and connectivity between hubs of industry and commerce enable cross-pollination of ideas, talent, and supply chains. Yet mobility and connectivity amongst these nodes is sometimes challenged in Mountain View by super-blocks, freeways, rail corridors, and natural geography. Improving connections between these hotbeds of activity will strengthen the pace of innovation in Mountain View's key industries, and benefit local small businesses.

## ACTION OPPORTUNITIES

**ACTION 5E.1**   Continue to implement development regulations that encourage or require through-block pedestrian connectivity in existing or potential pedestrian corridors.

**ACTION 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.

**ACTION 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.

Section 1: Introduction

Section 2: Vision

Section 3: Mountain View in 2023

Section 4: Goals, Strategies & Actions

**Appendices**

A large, abstract yellow shape with a wavy, organic border, resembling a mountain range or a stylized landscape, occupies the right and bottom portions of the page. It is positioned behind the text, creating a layered effect.

# **APPENDIX A: ECONOMIC VITALITY STRATEGY- IMPLEMENTATION TIMELINE**

| Action                        | Economic Vitality Strategy Project   | Timeline  | Cost |
|-------------------------------|--|-----------|------|
| <b>Immediate Action Items</b> |  |           |      |
| 1A.1                          | Develop a visual merchandising window display program to aid small businesses in improving their brand and visual appeal.  | Immediate | \$\$ |
| 1C.1                          | Identify funding sources to provide matching grants to property owners for storefront buildout or alterations with signed tenants.   | Immediate | \$\$ |
| 3A.1                          | Maintain a database to identify local businesses the City visits and track progress in meeting their needs.  | Immediate | \$   |
| 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 | \$   |
| 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 | \$   |
| 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 | \$   |
| 3A.5                          | Clarify the City’s procurement processes and market contracting and purchasing opportunities to local businesses.  | Immediate | \$   |
| 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 | \$   |
| 3D.1                          | Work with site selectors and brokers in targeted sectors to support business attraction.   | Immediate | \$   |
| 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 | \$   |
| 3D.3                          | Promote the local creative economy to attract more creative organizations and individuals to the city.   | Immediate | \$   |
| 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 | \$   |
| 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 | \$   |
| 4B.1                          | Identify opportunities to better support creative workers, including artists and performers, by assisting or connecting them with affordable live-work studio spaces.  | Immediate | \$\$ |
| 4D.1                          | Inventory available spaces and requirements to develop actionable plans to support the successful siting of new businesses.  | Immediate | \$   |
| 4D.2                          | Identify strategic partners, including artists, developers, non-governmental organizations, synergistic retailers, and recreational resources that can help attract desired retailers.   | Immediate | \$   |
| 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 | \$\$ |
| 4F.1                          | Strengthen messaging that Mountain View is a safe and welcoming business environment.  | Immediate | \$   |
| 4G.1                          | Connect vulnerable small business owners and tenants to technical assistance consulting and resources.   | Immediate | \$   |

\$ - Cost less than \$10,000  
 \$\$-Cost between \$10,000-\$50,000  
 \$\$\$- Cost more than \$50,000

Immediate= Less than a year  
 Short-term= 1-2 years  
 Mid-term= 3-5 years  
 Long-term= More than 5 years

Updates to be coordinated by Economic Development.

| Action                         | Economic Vitality Strategy Project   | Timeline   | Cost   |
|--------------------------------|--|------------|--------|
| <b>Immediate Action Items</b>  |  |            |        |
| <b>5A.1</b>                    | 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  | \$     |
| <b>5C.1</b>                    | 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  | \$     |
| <b>Short-Term Action Items</b> |  |            |        |
| <b>1A.2</b>                    | 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.  | Short-Term | \$     |
| <b>1A.3</b>                    | 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.              | Short-Term | \$\$\$ |
| <b>1B.1</b>                    | Support neighborhood-serving businesses that are walkable and offer goods and services.  | Short-Term | \$     |
| <b>1C.2</b>                    | Adopt requirements to activate windows for any vacant uses in Mountain View; set objective standards for the type of activation and appearance.  | Short-Term | \$     |
| <b>1D.1</b>                    | 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 | \$\$   |
| <b>2A.1</b>                    | Engage with existing restaurants and businesses in Downtown to support their retention and minimize displacement resulting from redevelopment.   | Short-Term | \$\$\$ |
| <b>2B.1</b>                    | 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 | \$     |
| <b>2B.2</b>                    | Work with Mountain View Community Shuttle to reduce headway times and add more direct services during peak hours to and from Downtown to Google's campus and other major employment centers.   | Short-Term | \$\$   |
| <b>2C.1</b>                    | 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 | \$     |
| <b>2C.2</b>                    | 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 | \$     |
| <b>2C.3</b>                    | 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 | \$\$   |
| <b>2C.4</b>                    | Work with cultural organizations to host additional holiday celebrations and festivals in Downtown.  | Short-Term | \$\$   |
| <b>2C.5</b>                    | Mine local employers, unions, and employee associations in tech and other industries for trade festival or fair opportunities, including competitions.   | Short-Term | \$\$   |
| <b>2D.1</b>                    | Support the resumption and expansion of valet parking service for Downtown businesses.   | Short-Term | \$     |
| <b>2D.2</b>                    | Support transparent parking enforcement with clear communication, real time data, and dynamic curb management.   | Short-Term | \$     |

\$ - Cost less than \$10,000  
 \$\$-Cost between \$10,000-\$50,000  
 \$\$\$- Cost more than \$50,000

Immediate= Less than a year  
 Short-term= 1-2 years  
 Mid-term= 3-5 years  
 Long-term= More than 5 years

Updates to be coordinated by Economic Development.

| Action                         | Economic Vitality Strategy Project   | Timeline   | Cost |
|--------------------------------|--|------------|------|
| <b>Short-Term Action Items</b> |  |            |      |
| 2D.3                           | Conduct outreach to Downtown businesses to spur participation and representation in a Parking Benefit District (PBD) oversight committee.  | Short-Term | \$   |
| 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 | \$\$ |
| 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 | \$\$ |
| 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 | \$\$ |
| 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 | \$   |
| 3A.7                           | Consider development of a business appreciation program focused on retention of companies currently headquartered in Mountain View.  | Short-Term | \$   |
| 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 | \$   |
| 3C.1                           | Investigate the feasibility of tax sharing or credit programs that support business investment.  | Short-Term | \$   |
| 3D.4                           | Identify and conduct outreach to firms within Mountain View’s targeted sectors.  | Short-Term | \$   |
| 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 | \$   |
| 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 | \$   |
| 3D.7                           | Act as a liaison between entrepreneurs and companies in appropriate health-related fields including the Fogarty Institute.   | Short-Term | \$   |
| 3D.8                           | Utilize partners such as NOVAWorks’ extensive networks to attract businesses by showcasing the skilled and diverse workforce of our region.  | Short-Term | \$   |
| 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 | \$   |
| 4A.4                           | Develop a multilingual online small business toolkit to assist in navigating the City permitting processes for space development and licensing.  | Short-Term | \$   |
| 4A.5                           | Augment a preference policy for small, local, and independently owned businesses in City procurement.  | Short-Term | \$   |
| 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 | \$\$ |
| 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 | \$   |
| 4C.2                           | Explore partnerships with NOVAWorks, SBDC, SCORE, Foothill College, Hacker Dojo, and DeAnza College for entrepreneurship training in Mountain View.  | Short-Term | \$   |
| 4E.1                           | Explore partnerships with other food services businesses to explore sub leases, co-ops, and other space rental options.  | Short-Term | \$   |

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 Long-term= More than 5 years

Updates to be coordinated by Economic Development.

| Action                         | Economic Vitality Strategy Project   | Timeline   | Cost   |
|--------------------------------|--|------------|--------|
| <b>Short-Term Action Items</b> |  |            |        |
| 4E.2                           | Convene investors, brokers, and developers to seek investment in Latino businesses and commercial developments to serve a Latino business strategy.  | Short-Term | \$     |
| 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 | \$\$   |
| 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 | \$     |
| <b>Mid-Term Action Items</b>   |  |            |        |
| 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   | \$     |
| 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.   | Mid-Term   | \$\$\$ |
| 1A.6                           | Explore adding a citywide live entertainment ordinance that supports busking and other outdoor live entertainment, complying with established decibel levels.  | Mid-Term   | \$     |
| 1A.7                           | Enable sidewalk-serving retail service transactions such as exterior window ordering and pick up outside the building.   | Mid-Term   | \$     |
| 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   | \$     |
| 1B.3                           | Improve parking permit program communications by deploying web based application for the various parking permit programs the city manages.   | Mid-Term   | \$\$   |
| 1B.4                           | Implement parking wayfinding systems to redirect vehicles to open spaces at peak times within business districts.  | Mid-Term   | \$\$\$ |
| 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   | \$     |
| 1C.4                           | Match vacant storefronts with growing local home-based or shared-space businesses to transition them to brick-and-mortar workplaces.   | Mid-Term   | \$     |
| 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   | \$     |
| 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   | \$     |
| 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   | \$\$\$ |
| 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   | \$     |
| 2A.3                           | Develop absorption targets for commercial and residential growth in the update to the Downtown Precise Plan.   | Mid-Term   | \$\$   |

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| Action                       | Economic Vitality Strategy Project  | Timeline | Cost   |
|------------------------------|---|----------|--------|
| <b>Mid-Term Action Items</b> |   |          |        |
| 2A.4                         | Develop absorption targets for commercial and residential growth in the update to the Moffett Blvd. Precise Plan.   | Mid-Term | \$\$   |
| 2A.5                         | Conduct a retail demand survey of residents to help inform efforts to recruit small or mid-size businesses to the Downtown core.  | Mid-Term | \$\$   |
| 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 | \$\$   |
| 2B.3                         | Strengthen signage and wayfinding on Central Expressway to direct vehicles into Downtown.   | Mid-Term | \$\$   |
| 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 | \$\$   |
| 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 | \$\$   |
| 2C.6                         | Partner with regional or local tourism and restaurant groups to host events like Restaurant Week or Cocktail Week in Downtown.  | Mid-Term | \$     |
| 2D.4                         | Partner with other City departments, state agencies, and local employers to offer multimodal incentives for employees and customers.  | Mid-Term | \$\$\$ |
| 2D.5                         | As recommended in the approved Downtown Park Strategy, implement parking solutions like dynamic (demand-based) pricing in public parking spots in mixed use centers during peak hours.  | Mid-Term | \$\$\$ |
| 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 | \$\$   |
| 2D.7                         | Update and simplify systems and signage to ease navigation and ease use of parking.   | Mid-Term | \$\$   |
| 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 | \$\$   |
| 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 | \$\$   |
| 3A.9                         | Explore a City financing plan for commercial linkage fees owed by small businesses or property owners looking to expand.  | Mid-Term | \$\$   |
| 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 | \$\$\$ |
| 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 | \$     |
| 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 | \$     |
| 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 | \$     |

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| Action                       | Economic Vitality Strategy Project  | Timeline | Cost |
|------------------------------|---|----------|------|
| <b>Mid-Term Action Items</b> |   |          |      |
| 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 | \$   |
| 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 | \$   |
| 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 | \$   |
| 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 | \$   |
| 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 | \$   |
| 4A.7                         | Develop and track performance metrics around small business permitting process efficiency, time, cost and outcomes.   | Mid-Term | \$\$ |
| 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 | \$\$ |
| 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 | \$\$ |
| 4A.10                        | Seek opportunities with small business organizations to partner on micro business training with potential startup grants for completion.  | Mid-Term | \$\$ |
| 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 | \$\$ |
| 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 | \$   |
| 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 | \$   |
| 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 | \$\$ |
| 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 | \$   |
| 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 | \$\$ |
| 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 | \$   |
| 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 | \$   |
| 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 | \$\$ |

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| Action                       | Economic Vitality Strategy Project   | Timeline | Cost   |
|------------------------------|--|----------|--------|
| <b>Mid-Term Action Items</b> |  |          |        |
| 4D.7                         | Consider partnering with NOVAWorks to identify market gaps and align workforce capabilities to support these niche areas.  | Mid-Term | \$\$   |
| 4E.3                         | Help identify locations in Mountain View where Latino businesses may serve multiple demographics and have access to many markets.  | Mid-Term | \$     |
| 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 | \$\$   |
| 4E.5                         | Explore Downtown vacancies as a near-term and long-term fit for Latino entrepreneurs and food & beverage businesses.   | Mid-Term | \$\$   |
| 4E.6                         | Replicate this model for other underserved entrepreneur communities in Mountain View.  | Mid-Term | \$\$   |
| 4F.2                         | Inventory Mountain View’s assets, progress, and innovations to assess what defines the city and distinguishes it within the region.  | Mid-Term | \$     |
| 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 | \$     |
| 5A.2                         | In tandem with Strategy 3D, pursue zoning changes to ensure land availability for advanced industries and other target sectors.  | Mid-Term | \$     |
| 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 | \$     |
| 5B.2                         | Explore possible City roles in facilitating, supporting, and assisting the creation and expansion of childcare services.   | Mid-Term | \$     |
| 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 | \$\$   |
| 5C.2                         | Allocate resources toward increasing staff to handle permitting processes more quickly and efficiently.  | Mid-Term | \$\$\$ |
| 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 | \$\$   |
| 5D.1                         | Review requirements for Conditional Use Permits for proposed reductions in required parking for Mountain View uses.  | Mid-Term | \$\$   |
| 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 | \$\$\$ |
| 5E.1                         | Continue to implement development regulations that encourage or require through-block pedestrian connectivity in existing or potential pedestrian corridors.   | Mid-Term | \$\$\$ |
| 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 | \$\$   |
| 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 | \$\$   |

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| Action                        | Economic Vitality Strategy Project   | Timeline  | Cost   |
|-------------------------------|--|-----------|--------|
| <b>Long-Term Action Items</b> |  |           |        |
| 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 | \$\$   |
| 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 | \$\$\$ |
| 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 | \$     |
| 1B.6                          | Explore how to increase the Community Shuttle frequency, range, and visibility.  | Long-Term | \$\$   |
| 1B.7                          | Evaluate reducing or eliminating parking requirements or allowing shared parking with principal uses (for example office or residential) for small neighborhood serving uses in mixed-use development to increase the feasibility of providing such uses.  | Long-Term | \$\$   |
| 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 villege centers.   | Long-Term | \$     |
| 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 | \$\$   |
| 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 | \$\$   |
| 1C.8                          | Engage property owners to activate vacant space with temporary storefront uses,  | Long-Term | \$\$   |
| 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 | \$\$   |
| 1D.5                          | Contract with a specialty retail consultancy to help identify and recruit specific retail niches into Mountain View business centers.  | Long-Term | \$\$\$ |
| 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 | \$     |
| 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 | \$\$   |

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| Action                        | Economic Vitality Strategy Project  | Timeline  | Cost   |
|-------------------------------|---|-----------|--------|
| <b>Long-Term Action Items</b> |   |           |        |
| 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 | \$\$   |
| 2D.9                          | Support the expansion of bicycle parking facilities and additional new bike facilities within Downtown.   | Long-Term | \$\$   |
| 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 | \$     |
| 3C.5                          | Identify businesses with synergistic relationships to Mountain View’s strongest existing sectors to promote and support new business investment.  | Long-Term | \$     |
| 3C.6                          | Analyze local resident occupational strengths and build industry strategies around identified talent leakage.   | Long-Term | \$     |
| 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 | \$\$   |
| 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 | \$\$\$ |
| 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 | \$     |
| 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 | \$     |
| 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 | \$     |
| 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 | \$\$   |
| 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 | \$\$   |
| 4D.8                          | Explore a community benefit program for new development that provides scaling rent opportunities for experiential retail uses for the first two years.  | Long-Term | \$     |
| 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.  | Long-Term | \$     |
| 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 | \$\$\$ |
| 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 | \$\$\$ |
| 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 | \$\$\$ |
| 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 | \$     |
| 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 | \$\$   |

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| Action                        | Economic Vitality Strategy Project  | Timeline  | Cost   |
|-------------------------------|---|-----------|--------|
| <b>Long-Term Action Items</b> |   |           |        |
| <b>5A.4</b>                   | 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 | \$     |
| <b>5A.5</b>                   | Consider incorporating form- based elements to govern architectural character without overly prescriptive limitations on use.   | Long-Term | \$\$\$ |
| <b>5A.6</b>                   | 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 | \$\$   |
| <b>5B.4</b>                   | Analyze workforce demand for housing product types and prices not currently available in Mountain View.   | Long-Term | \$\$\$ |
| <b>5D.3</b>                   | Update the City's business license program to include a commercial landlord license category and fees.  | Long-Term | \$\$\$ |

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# **APPENDIX B: ECONOMIC VITALITY STRATEGY- MATRIX**

| 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 Update |  |
| 1A.1   | Develop a visual merchandising window display program to aid small businesses in improving their brand and visual appeal.  | Immediate  | \$\$   | ED/Planning/Consultant  |                 |  |
| 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.  | Short-Term | \$     | ED/PW/CSD               |                 |  |
| 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.  | Short-Term | \$\$\$ | ED/Attorney             |                 |  |
| 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    |                 |  |
| 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.   | Mid-Term   | \$\$\$ | ED/Planning/Building    |                 |  |
| 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 |                 |  |
| 1A.7   | Enable sidewalk-serving retail service transactions such as exterior window ordering and pick up outside the building.   | Mid-Term   | \$     | ED/Planning/PW          |                 |  |
| 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              |                 |  |
| 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      |                 |  |
| 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                      |                 |  |
| 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/IS                |                 |  |
| 1B.3   | Improve parking permit program communications by deploying web based application for the various parking permit programs the city manages.   | Mid-Term   | \$\$   | ED/IS                   |                 |  |

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| Action             | Economic Vitality Strategy Project  | Timeline   | Cost   | Team            | Progress Update |
|--------------------|---|------------|--------|-----------------|-----------------|
| 1B.4               | Implement parking wayfinding systems to redirect vehicles to open spaces at peak times within business districts.   | Mid-Term   | \$\$\$ | ED/PW           |                 |
| 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      |                 |
| 1B.6               | Explore how to increase the Community Shuttle frequency, range, and visibility.   | Long-Term  | \$\$   | PW/FASD/ED      |                 |
| 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  |                 |
| 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     |                 |
| <b>Strategy 1C</b> | <b>Address vacancy in Mountain View and encourage flexible, measured, and diverse growth.</b>   |            |        |                 |                 |
| 1C.1               | Identify funding sources to provide matching grants to property owners for storefront buildout or alterations with signed tenants.  | Immediate  | \$\$   | ED/CMO/FASD     |                 |
| 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     |                 |
| 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     |                 |
| 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   |                 |
| 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        |                 |
| 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 |                 |
| 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              |                 |
| 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     |                 |

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Updates to be coordinated by Econ Dev

| 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            | Progress Update |
| 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              |                 |
| 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      |                 |
| 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      |                 |
| 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 |                 |
| 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   |                 |

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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     | Progress Update |
| 2A.1   | Engage with existing restaurants and businesses in Downtown to support their retention and minimize displacement resulting from redevelopment.   | Short-Term | \$\$\$ | ED       |                 |
| 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    |                 |
| 2A.3   | Develop absorption targets for commercial and residential growth in the update to the Downtown Precise Plan.   | Mid-Term   | \$\$   | Planning |                 |
| 2A.4   | Develop absorption targets for commercial and residential growth in the update to the Moffett Blvd. Precise Plan.  | Mid-Term   | \$\$   | Planning |                 |
| 2A.5   | Conduct a retail demand survey of residents to help inform efforts to recruit small or mid-size businesses to the Downtown core.   | Mid-Term   | \$\$   | ED       |                 |
| 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       |                 |
| 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 |                 |
| 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       |                 |

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| <b>Strategy 2B Improve connections between Downtown and other major Mountain View employment centers.</b> |  |                 |             |             |                        |
|---|--|-----------------|-------------|-------------|------------------------|
| <b>Action</b>   | <b>Economic Vitality Strategy Project</b>  | <b>Timeline</b> | <b>Cost</b> | <b>Team</b> | <b>Progress Update</b> |
| <b>2B.1</b>   | 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       |                        |
| <b>2B.2</b>   | Work with Mountain View Community Shuttle to reduce headway times and add more direct services during peak hours to and from Downtown to Google’s campus and other major employment centers.   | Short-Term      | \$\$        | PW/ED       |                        |
| <b>2B.3</b>   | Strengthen signage and wayfinding on Central Expressway to direct vehicles into Downtown.  | Mid-Term        | \$\$        | PW/County   |                        |
| <b>2B.4</b>   | 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       |                        |
| <b>2B.5</b>   | 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  |                        |
| <b>Strategy 2C Expand cultural and civic activities in Downtown.</b>                                      |  |                 |             |             |                        |
| <b>2C.1</b>   | 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      |                        |
| <b>2C.2</b>   | 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          |                        |
| <b>2C.3</b>   | 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          |                        |
| <b>2C.4</b>   | Work with cultural organizations to host additional holiday celebrations and festivals in Downtown.  | Short-Term      | \$\$        | ED/CSD      |                        |
| <b>2C.5</b>   | Mine local employers, unions, and employee associations in tech and other industries for trade festival or fair opportunities, including competitions.   | Short-Term      | \$\$        | ED          |                        |
| <b>2C.6</b>   | Partner with regional or local tourism and restaurant groups to host events like Restaurant Week or Cocktail Week in Downtown.   | Mid-Term        | \$          | ED/Chamber  |                        |

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| <b>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.</b> |  |                 |             |                |                        |
|--|--|-----------------|-------------|----------------|------------------------|
| <b>Action</b>  | <b>Economic Vitality Strategy Project</b>  | <b>Timeline</b> | <b>Cost</b> | <b>Team</b>    | <b>Progress Update</b> |
| <b>2D.1</b>  | Support the resumption and expansion of valet parking service for Downtown businesses.   | Short-Term      | \$          | ED/PW          |                        |
| <b>2D.2</b>  | Support transparent parking enforcement with clear communication, real time data, and dynamic curb management.   | Short-Term      | \$          | PD/PW          |                        |
| <b>2D.3</b>  | Conduct outreach to Downtown businesses to spur participation and representation in a Parking Benefit District (PBD) oversight committee.  | Short-Term      | \$          | ED             |                        |
| <b>2D.4</b>  | Partner with other City departments, state agencies, and local employers to offer multimodal incentives for employees and customers.   | Mid-Term        | \$\$\$      | PW             |                        |
| <b>2D.5</b>  | As recommended in the approved Downtown Park 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       |                        |
| <b>2D.6</b>  | 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          |                        |
| <b>2D.7</b>  | Update and simplify systems and signage to ease navigation and ease use of parking.  | Mid-Term        | \$\$        | ED/PW          |                        |
| <b>2D.8</b>  | 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 |                        |
| <b>2D.9</b>  | Support the expansion of bicycle parking facilities and additional new bike facilities within Downtown.  | Long-Term       | \$\$        | PW             |                        |
| <b>Strategy 2E Create an authentic and unique sense of place in and experience of Downtown Mountain View.</b>  |  |                 |             |                |                        |
| <b>2E.1</b>  | 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         |                        |
| <b>2E.2</b>  | 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    |                        |
| <b>2E.3</b>  | 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      |                        |
| <b>2E.4</b>  | 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      |                        |

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| <b>Goal 3. GROW MOUNTAIN VIEW'S PROVEN, ADVANCED INDUSTRIES THROUGH SUPPORT FOR ESTABLISHED EMPLOYERS, BUSINESS ATTRACTION, INNOVATION,</b>                       |  |                 |             |                  |                        |
|---|--|-----------------|-------------|------------------|------------------------|
| <b>Strategy 3A Develop targeted, highly effective business retention and expansion assistance.</b>  |  |                 |             |                  |                        |
| <b>Action</b>   | <b>Economic Vitality Strategy Project</b>  | <b>Timeline</b> | <b>Cost</b> | <b>Team</b>      | <b>Progress Update</b> |
| <b>3A.1</b>   | Maintain a database to identify local businesses the City visits and track progress in meeting their needs.  | Immediate       | \$          | ED               |                        |
| <b>3A.2</b>   | 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       |                        |
| <b>3A.3</b>   | 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               |                        |
| <b>3A.4</b>   | 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               |                        |
| <b>3A.5</b>   | Clarify the City's procurement processes and market contracting and purchasing opportunities to local businesses.  | Immediate       | \$          | ED               |                        |
| <b>3A.6</b>   | 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               |                        |
| <b>3A.7</b>   | Consider development of a business appreciation program focused on retention of companies currently headquartered in Mountain View.  | Short-Term      | \$          | ED               |                        |
| <b>3A.8</b>   | 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           |                        |
| <b>3A.9</b>   | Explore a City financing plan for commercial linkage fees owed by small businesses or property owners looking to expand.   | Mid-Term        | \$\$        | ED/FASD/Attorney |                        |
| <b>3A.10</b>  | 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/IS           |                        |
| <b>Strategy 3B Support employers' needs for a diverse workforce and make Mountain View and its business community champions for equity and shared prosperity.</b> |  |                 |             |                  |                        |
| <b>3B.1</b>   | 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          |                        |
| <b>3B.2</b>   | 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     |                        |
| <b>3B.3</b>   | 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               |                        |

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| Action             | Economic Vitality Strategy Project  | Timeline   | Cost   | Team                 | Progress Update |
|--------------------|---|------------|--------|----------------------|-----------------|
| 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 |                 |
| 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               |                 |
| 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          |                 |
| 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         |                 |
| <b>Strategy 3C</b> | <b>Identify and cultivate new niches within advanced industries and grow and diversify other, established sectors.</b>  |            |        |                      |                 |
| 3C.1               | Investigate the feasibility of tax sharing or credit programs that support business investment.   | Short-Term | \$     | ED/CMO/FASD          |                 |
| 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                   |                 |
| 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          |                 |
| 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           |                 |
| 3C.5               | Identify businesses with synergistic relationships to Mountain View's strongest existing sectors to promote and support new business investment.  | Long-Term  | \$     | ED                   |                 |
| 3C.6               | Analyze local resident occupational strengths and build industry strategies around identified talent leakage.   | Long-Term  | \$     | ED                   |                 |
| 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                   |                 |
| 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         |                 |

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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         | Progress Update |
| 3D.1   | Work with site selectors and brokers in targeted sectors to support business attraction.   | Immediate  | \$   | ED           |                 |
| 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           |                 |
| 3D.3   | Promote the local creative economy to attract more creative organizations and individuals to the city.   | Immediate  | \$   | ED           |                 |
| 3D.4   | Identify and conduct outreach to firms within Mountain View’s targeted sectors.  | Short-Term | \$   | ED           |                 |
| 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           |                 |
| 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           |                 |
| 3D.7   | Act as a liaison between entrepreneurs and companies in appropriate health-related fields including the Fogarty Institute.   | Short-Term | \$   | ED           |                 |
| 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 |                 |

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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        | Progress Update |
| 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          |                 |
| 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      |                 |
| 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     |                 |
| 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  |                 |
| 4A.5  | Augment a preference policy for small, local, and independently owned businesses in City procurement.  | Short-Term | \$   | ED/FASD     |                 |
| 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      |                 |
| 4A.7  | Develop and track performance metrics around small business permitting process efficiency, time, cost and outcomes.  | Mid-Term   | \$\$ | CDD         |                 |
| 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  |                 |
| 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          |                 |
| 4A.10   | Seek opportunities with small business organizations to partner on micro business training with potential startup grants for completion.   | Mid-Term   | \$\$ | ED          |                 |
| 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 |                 |
| 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.  | Immediate  | \$\$ | ED/Housing  |                 |
| 4B.2  | Support community-centric local organizations, like Hacker DoJo (which subsidizes fees based on need) and NOVAVorks, that nurture entrepreneurs that stay and grow within Mountain View.   | Short-Term | \$\$ | ED/Partners |                 |
| 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          |                 |

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| Action  | Economic Vitality Strategy Project  | Timeline   | Cost | Team              | Progress Update |
|---|---|------------|------|-------------------|-----------------|
| 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                |                 |
| 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           |                 |
| 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                |                 |
| 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       |                 |
| <b>Strategy 4C Support and sustain a new generation of successful founders and entrepreneurs.</b> |   |            |      |                   |                 |
| 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                |                 |
| 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            |                 |
| 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                |                 |
| 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 |                 |
| 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                |                 |
| 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                |                 |
| 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                |                 |

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Immediate= Less than a year  
 Short-term= 1-2 years  
 Mid-term= 3-5 years  
 Long-term= More than 5 years

Updates to be coordinated by Econ Dev

| Strategy 4D Recruit small businesses that offer products and experiences missing in Mountain View. |   |           |      |                     |                 |
|--|---|-----------|------|---------------------|-----------------|
| Action   | Economic Vitality Strategy Project  | Timeline  | Cost | Team                | Progress Update |
| 4D.1   | Inventory available spaces and requirements to develop actionable plans to support the successful siting of new businesses.   | Immediate | \$   | ED                  |                 |
| 4D.2   | Identify strategic partners, including artists, developers, non-governmental organizations, synergistic retailers, and recreational resources that can help attract desired retailers.        | Immediate | \$   | ED                  |                 |
| 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                  |                 |
| 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                  |                 |
| 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               |                 |
| 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                  |                 |
| 4D.7   | Consider partnering with NOVAWorks to identify market gaps and align workforce capabilities to support these niche areas.   | Mid-Term  | \$\$ | ED                  |                 |
| 4D.8   | Analyze local resident occupational strengths and build industry strategies around identified talent leakage.   | Long-Term | \$   | ED/Planning/Housing |                 |

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Updates to be coordinated by Econ Dev

| 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       | Progress Update |
| 4E.1  | Explore partnerships with other food services businesses to explore sub leases, co-ops, and other space rental options.  | Short-Term | \$   | ED/Chamber |                 |
| 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         |                 |
| 4E.3  | Help identify locations in Mountain View where Latino businesses may serve multiple demographics and have access to many markets.  | Mid-Term   | \$   | ED         |                 |
| 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         |                 |
| 4E.5  | Explore Downtown vacancies as a near-term and long-term fit for Latino entrepreneurs and food & beverage businesses.   | Mid-Term   | \$\$ | ED         |                 |
| 4E.6  | Replicate this model for other underserved entrepreneur communities in Mountain View.  | Mid-Term   | \$\$ | ED         |                 |
| 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         |                 |
| 4F.2  | Inventory Mountain View's assets, progress, and innovations to assess what defines the city and distinguishes it within the region.  | Mid-Term   | \$   | ED/CMO     |                 |
| 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     |                 |
| 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. | Long-Term  | \$   | ED         |                 |

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Updates to be coordinated by Econ Dev

| Action             | Economic Vitality Strategy Project  | Timeline   | Cost   | Team              | Progress Update |
|--------------------|---|------------|--------|-------------------|-----------------|
| 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            |                 |
| 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 |                 |
| 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                |                 |
| <b>Strategy 4G</b> | <b>Implement anti-displacement policies that provide temporary and long-term solutions that keep businesses in place.</b>   |            |        |                   |                 |
| 4G.1               | Connect vulnerable small business owners and tenants to technical assistance consulting and resources.  | Immediate  | \$     | ED                |                 |
| 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     |                 |
| 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       |                 |
| 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                |                 |

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| GOAL 5. UPDATE MOUNTAIN VIEW'S DEVELOPMENT POLICIES TO PROVIDE CLARITY AND CER- TAINTY FOR NEW USES THAT ALIGN WITH THE ECONOMIC VITALITY                      |   |            |        |                 |                 |
|--|---|------------|--------|-----------------|-----------------|
| 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            | Progress Update |
| 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      |                 |
| 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     |                 |
| 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     |                 |
| 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     |                 |
| 5A.5   | Consider incorporating form- based elements to govern architectural character without overly prescriptive limitations on use.   | Long-Term  | \$\$\$ | Planning/ED     |                 |
| 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              |                 |
| 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      |                 |
| 5B.2   | Explore possible City roles in facilitating, supporting, and assisting the creation and expansion of childcare services.  | Mid-Term   | \$     | ED/CMO/Planning |                 |
| 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              |                 |
| 5B.4   | Analyze workforce demand for housing product types and prices not currently available in Mountain View.   | Long-Term  | \$\$\$ | ED/Housing      |                 |

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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           | Progress Update |
| 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         |                 |
| 5C.2   | Allocate resources toward increasing staff to handle permitting processes more quickly and efficiently.  | Mid-Term  | \$\$\$ | CDD/HR         |                 |
| 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/IS         |                 |
| 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 |                 |
| 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       |                 |
| 5D.3   | Update the City's business license program to include a commercial landlord license category and fees.   | Long-Term | \$\$\$ | FASD/CMO       |                 |
| 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    |                 |
| 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          |                 |
| 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          |                 |

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# **APPENDIX C: ECONOMIC VITALITY STRATEGY- MEASURES OF SUCCESS**

| Measures of Success   | Current Rates           | Economic Vitality Goals |        |        |        |        |
|---|-------------------------|-------------------------|--------|--------|--------|--------|
|   |                         | Goal 1                  | Goal 2 | Goal 3 | Goal 4 | Goal 5 |
| Office Vacancy Rate in Mountain View.<br>(target 10%)   | 20.2%                   | ✓                       | ✓      | ✓      |        |        |
| Retail Vacancy Rate in Mountain View.<br>(target 5-7%)  | 4.1%                    | ✓                       | ✓      |        | ✓      |        |
| Downtown Office Vacancy Rate.<br>(target 10%)   | 25%                     | ✓                       | ✓      |        |        |        |
| Downtown Retail Vacancy Rate.<br>(target 5-7%)  | 8.5%                    | ✓                       | ✓      |        | ✓      |        |
| Percent growth in year over year sales Tax Receipts<br>in the Downtown.<br>(target 2%-4%)           | -8.50%                  | ✓                       | ✓      |        |        |        |
| Number of unique visitors to Economic<br>Development Business Resources page.                       | TBD                     |                         | ✓      |        | ✓      |        |
| Number of businesses assisted by Economic<br>Development Small business trainings and               | 5                       |                         | ✓      |        | ✓      |        |
| Percent of Economic Development business<br>resources translated into other languages               | 13%                     | ✓                       | ✓      | ✓      | ✓      |        |
| Number of business establishments in downtown   | 334                     | ✓                       | ✓      |        |        |        |
| New business startups as a percentage of all<br>businesses in the City<br>(target 15-20%)           | 11%                     |                         | ✓      | ✓      | ✓      |        |
| Number of storefronts receiving design assistance<br>for façade improvements or window activations  | TBD                     | ✓                       | ✓      |        | ✓      |        |
| Number of businesses receiving retention services<br>by Economic Development staff                  | 9%                      |                         | ✓      | ✓      | ✓      |        |
| Number of square feet supporting<br>commercial/industrial activities<br>(target 26 million sq. ft.) | 29.1 million<br>sq. ft. | ✓                       | ✓      | ✓      |        |        |
| Percent of Economic Development assisted<br>businesses receiving permit facilitation services       | 15%                     | ✓                       | ✓      | ✓      | ✓      | ✓      |

Source: Costar Analytics Submarket Reports (April 2024), Mountain View Business License (December 23), HdL (Q4 2024), Economic Development team statistics.

# APPENDIX D: LANDSCAPE ASSESSMENT

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# **MOUNTAIN VIEW ECONOMIC VITALITY STRATEGY**

## EXISTING CONDITIONS & LANDSCAPE ASSESSMENT

*Discussion Draft*

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February 2023



City of  
**Mountain View**

# INTRODUCTION

## Background & Purpose

This Existing Conditions & Landscape Assessment provides a snapshot of the drivers of Mountain View's economy and other community development concerns. It serves as a reference for the City's Economic Vitality Strategy, intended to ground strategies in data and align perspectives for collaboration.

## Methods

The Existing Conditions & Landscape Assessment relies on existing data sources, as well as outreach to local experts to understand data implications. The report provides analysis of comparison cities where useful, to place in context key Mountain View metrics for the Economic Vitality Strategy.

This interim discussion draft provides work-in-progress findings, as well as a roadmap for forthcoming analysis.

## About this Report

This report is suitable for printing, but has been formatted with the intent to be read on a desktop computer. In some cases, the same exhibits appear on subsequent slides. This is intentional to keep the visual reference while the text proceeds.



# CONTENTS

- 01 FINDINGS SUMMARY
- 02 WORKFORCE
- 03 LAND USE AND MARKETS
- 04 DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS
- 05 APPENDIX



# FINDINGS

## OVERALL

- Local residents and businesses in Mountain View are aligned on quality of life and community development concerns among the City's top ranking needs for a vital economy. Businesses see these concerns as critical to attract and retain talent; residents see the same issues as community development needs.
- Housing costs rank high as a challenge for all. From 2010 to 2021, the city added 8 times more jobs than housing units, contributing significantly to regional and housing challenges.
- Neighborhood concerns, especially in Downtown Mountain View, include access and mobility (parking, traffic circulation, transit, and non-motorized access), as well as accommodating more office and retail space in Downtown, and higher end retail destinations citywide, and housing citywide.
- Many of the city's business parks are ready for reinvestment and capital improvements. Major employers have transformed large areas and specific blocks, yet many underdeveloped and aging business parks are suitable for improvement and on-site changes (parking, greater density.



Mountain View Downtown Association



OfficeSpace.com

## GROWTH TRENDS

- Mountain View is integral to a dynamic region. Mountain View shares growth trends and serves a similar role in the region's economy as its neighbors.
- Mountain View has close ties to global companies locally and throughout the Bay Area, supported by local institutions and strong community interests in Mountain View.
- New trends affect the region, some of which offset each other in Mountain View. Regionwide, out-migration to other California cities and parts of the US are a concern, although Mountain View recently has increased its share of regional growth. New remote working trends make easier the movement of residents and workers throughout the regional and global economy.

## BUSINESSES & INDUSTRIES

- Mountain View is anchored by large tech employers that attract high-skill and high-wage workers.
- Technology companies and professional services lead local employment, followed by marketing and design, and e-commerce.
- Retail and finance, insurance, and real estate are underrepresented for a city the size of Mountain View, in terms of jobs.
- Retail is a concern for some stakeholders with a perception that the City is “leaking” retail sales to other places. Analysis does not support that finding, as taxable retail sales per capita for consumer retail in Mountain View generally match regional trends. The daytime population in Mountain View, however, presents unrealized upside opportunity, when factoring in workers coming in from elsewhere.
- A lack of racial diversity, locally and regionally, across business owners and startup founders represents an opportunity to improve the area's economic inclusion and equity.

## COVID-19 IMPACTS ON LAND USE

- The pandemic has reshaped the workforce and demand for office space among some of the region's largest employers.
- Bay Area employers now expect 20-30% of their workforce to remain fully remote in the long-term. Only a small share are expanding office space in the Bay Area; the majority of employers are decreasing or consolidating existing space.

## CURRENT TECHNOLOGY LAYOFFS

- These data do not yet reflect ongoing layoffs by tech companies. In 2023 to date, Google announced it will layoff 12,000 employees across its company, and Microsoft, Amazon, Salesforce, and Meta are cutting a combined 46,000 jobs (worldwide).
- Layoffs will have an impact on the region's workforce (including migration and housing need) as well as demand for office space.

## HOUSING

- Mountain View and the surrounding region have set forth ambitious housing goals to plan for new housing units affordable to low-income levels. In accordance with these goals, Mountain View plans to accommodate 11,100 new housing units, 40% of which are planned for very low-income households.
- Recent housing production in Mountain View did not align with the City's most recent housing goals and state-mandated affordable housing allocations. Sustained underproduction of affordable housing units will result in an increasingly large shortfall of units affordable to low- and moderate-income households.



Googleplex, Wikipedia



Swig Company

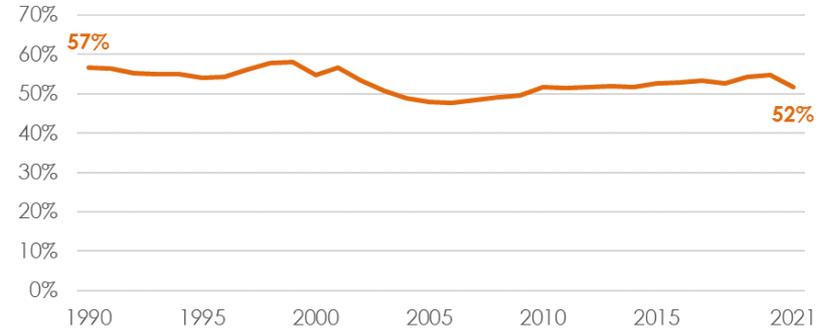
## Workforce Findings

- Mountain View's labor force participation rate was 61% in 2021, which was 9% higher than Santa Clara county's (52%, 2021).
- Santa Clara county's unemployment rate was 12% resulting from the COVID-19 pandemic. However in 2022, the county's rate decreased down to 1.8%.
- Pre-pandemic, the share of Mountain View workers that also reside in the city was 9% (2019). Nineteen percent of workers who commute into Mountain View live in San Jose. Cities in the South Bay garner the highest share of residents who work in Mountain View, at 14%(2019).
- Nineteen percent of Mountain View residents work in Mountain View (2019). Cities on the Peninsula garner the highest share of commuters from Mountain View, at 20% in aggregate (2019).

# WORKFORCE

- As of 2021, Santa Clara County's population reached 1.93 million residents and a labor force of 999,500 – a labor force participation rate of 52% (Exhibit 1). Since 1990, the labor force participation rate in Santa Clara County varied between 48% (2006) and 58% (1998-1999).
- 49,700 individuals make up the Mountain View resident labor force (2021). The City's labor force participation rate is 9% higher than Santa Clara County and 17% higher than California as a whole. Relatively higher rates of labor force participation help to ensure local businesses can find and hire employees.
- Employment typically goes through cycles closely tied to economic recessions. As shown in Exhibit 2, the Santa Clara County unemployment rate reflects the most recent recessions in 1990-1991, 2000-2001, 2007-2010, and the recession resulting from the COVID-19 pandemic.

**EXHIBIT 1. LABOR MARKET PARTICIPATION RATE, SANTA CLARA COUNTY, 1990-2021**



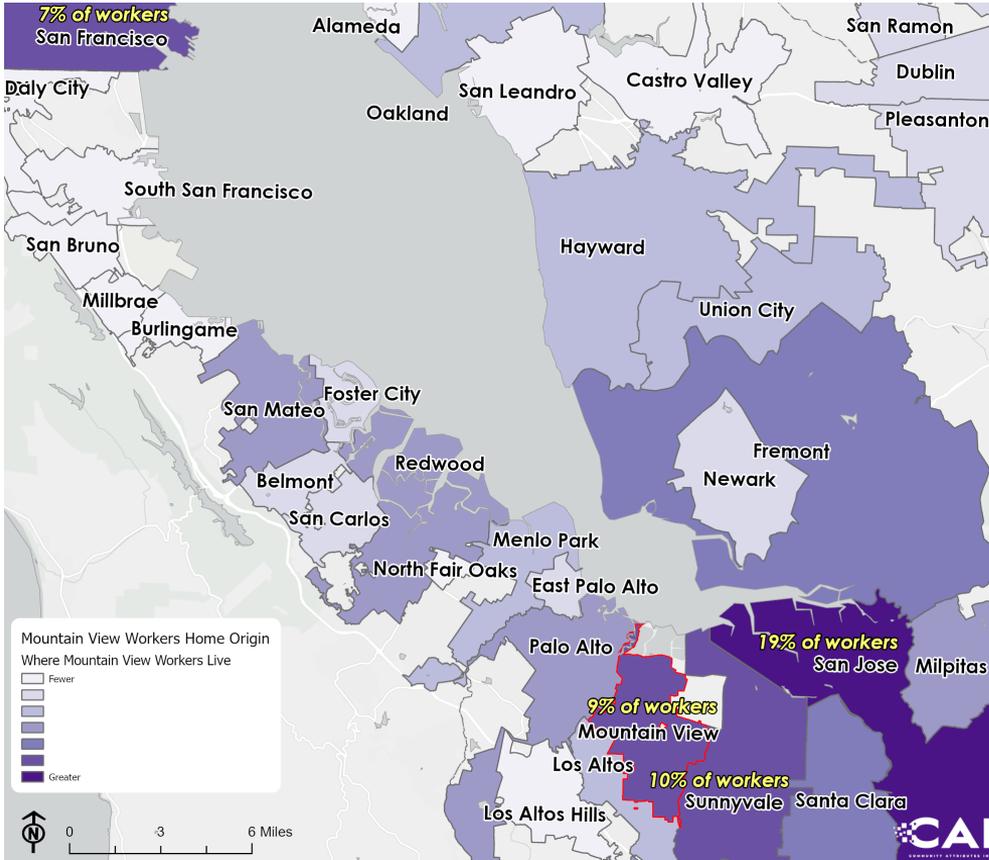
Source: California State Association of Counties, 2022; ACS, 2022; CAI, 2023.

**EXHIBIT 2. UNEMPLOYMENT RATE, SANTA CLARA COUNTY, 1990-2022**



Source: California Employment Development Department, 2022; CAI, 2023.

### EXHIBIT 3. LABORSHED, MOUNTAIN VIEW BASED JOBS, 2019



Source: U.S. Census Bureau LEHD, 2019; CAI, 2022.

Nearly 90,000 people worked at jobs located in Mountain View pre-pandemic. They came from all over the region, as far as San Francisco and East Bay.

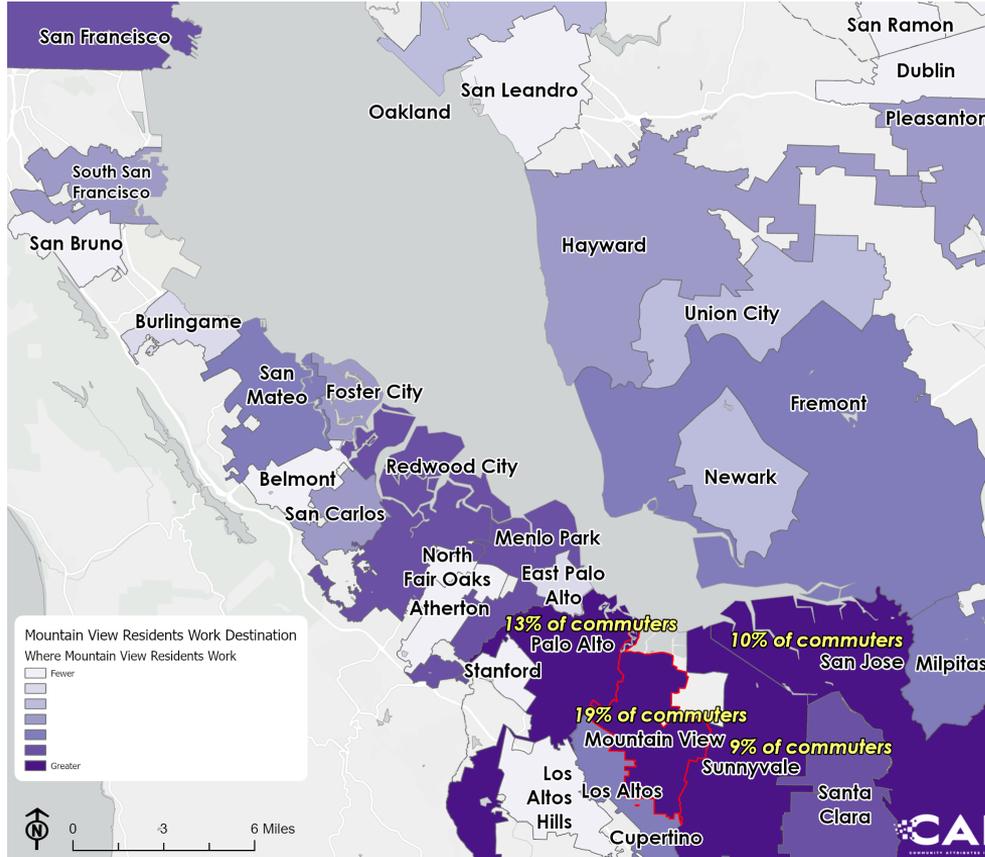
- Workers in Mountain View generally come from places south and east. About 19% live in San Jose alone.
- Only 9% of jobs in Mountain View are held by local residents. The share of local workers that also resides in Mountain View has increased only slightly (less than one percent) since 2010 (also 9%).

### EXHIBIT 4. RESIDENCES OF WORKERS WHOSE JOBS ARE BASED IN MOUNTAIN VIEW, 2019

| City                 | Inflow    |
|----------------------|-----------|
| San Jose             | 19%       |
| Sunnyvale            | 10%       |
| <b>Mountain View</b> | <b>9%</b> |
| San Francisco        | 7%        |
| South Bay            | 14%       |
| East Bay             | 13%       |
| Peninsula            | 12%       |
| All Other Locations  | 16%       |

Source: U.S. Census Bureau LEHD, 2019; CAI, 2022.

## EXHIBIT 5. COMMUTESHED, MOUNTAIN VIEW RESIDENT WORKFORCE, 2019



Source: U.S. Census Bureau LEHD, 2019; CAI, 2022.

Mountain View residents generally stay closer to home for work.

- 51% of Mountain View residents work in either Mountain View, Palo Alto, San Jose or Sunnyvale (combined). 19% of Mountain View residents work in Mountain View. (2019)
- The other half of workers primarily go northward on the Peninsula, then to South Bay and East Bay workplaces.
- The City has a resident unemployment rate of 3.4% (2021).

## EXHIBIT 6. WORKPLACE DESTINATIONS OF MOUNTAIN VIEW RESIDENTS, 2019

| City                 | Outflow    |
|----------------------|------------|
| <b>Mountain View</b> | <b>19%</b> |
| Palo Alto            | 13%        |
| San Jose             | 10%        |
| Sunnyvale            | 9%         |
| Peninsula            | 20%        |
| South Bay            | 13%        |
| East Bay             | 6%         |
| All Other Locations  | 9%         |

Source: U.S. Census Bureau LEHD, 2019; CAI, 2022.

Mountain View stakeholders have questions and concerns about land use:

- The connectivity between major employment centers and local businesses, which impacts access to spending from the city's daytime population, ranks high among stakeholders' concerns.
- Downtown is the hub for shopping, dining, and other goods and services for residents. There is a need for higher density offices to promote retail accessibility.
- Land use should reflect community interest and foster economic development.

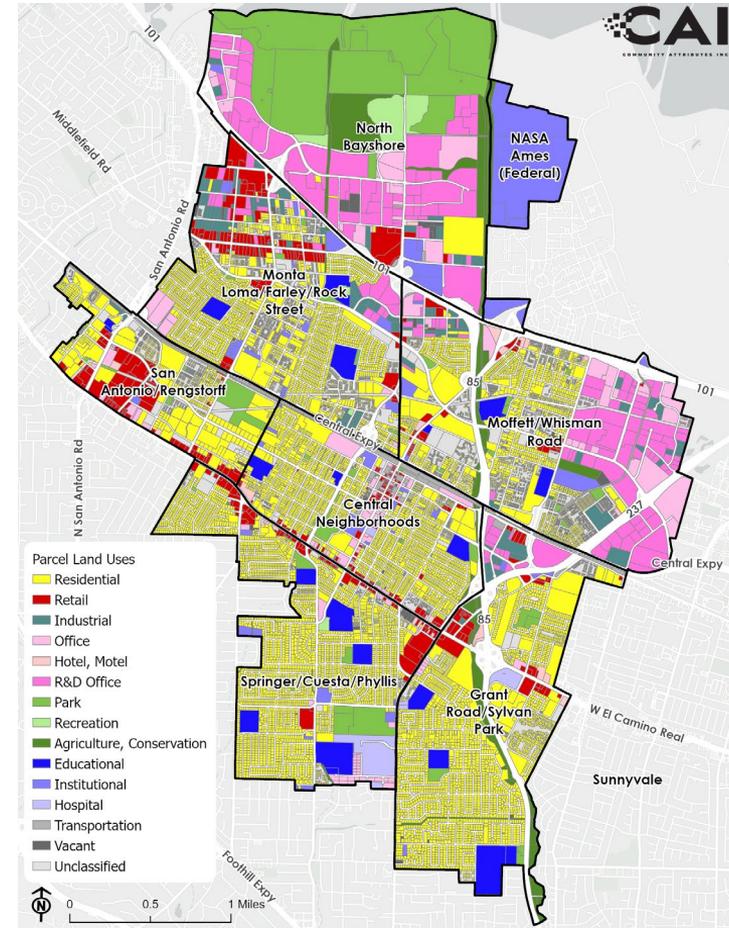
## Land Use Findings

- Residential uses account for the largest share (42%) of land in Mountain View (2019), with a significant amount zoned as R-1. This is also true of its neighboring cities, but they allow for a greater number of units per acre on lands zoned for single family uses. Sunnyvale and San Jose allow for 7 and 8 units per acre, respectively. In comparison, Mountain View allows for one dwelling unit per parcel. Due to the lack of parcel land use data accessibility/coverage and corresponding city code ordinances, a quantitative comparison cannot be made.
- Research and development space and other office spaces combined account for 16% of the city's land use (2019). These are primarily located in North Bayshore and east Whisman neighborhoods.
- Six percent of the city's land is occupied by retail uses (2019). Retail clusters primarily run along El Camino Real, Castro Street, and the southwest corner of North Bayshore.
- The distribution of residential and employment-generating land uses across the city creates connectivity challenges, with major employment centers cut off from residential areas by rail and highway infrastructure. The city is attempting to address connectivity issues between North Bayshore and downtown with the Castro Grade Separation and Transit Center Access Improvements and Shoreline Boulevard Corridor Study efforts.
- Parking requirements, in-lieu fees, and other costs related to permitting and entitlements are a barrier for small-business owners. These costs can significantly increase the money needed for a startup and become prohibitive for small businesses.

Mountain View's overall land use patterns challenge connections between major employment centers with downtown and other commercial nodes; promotes an “us and them” identity for workers and residents.

- Downtown ranks high among stakeholders' concerns for shopping and services for Mountain View residents. Higher density offices in and around downtown would support more retail and restaurants in the downtown core.
- The major employment centers rank high for stakeholders' concerns related to access to jobs, industry mix in the local economy, daytime population impacts, and connection to shopping and residential areas in the city. These areas are concentrated in the north end of the city, as well as to the east around Moffett Field and toward San Jose.
- The central and southern portions of the city are largely occupied by single family residential uses. Higher density, multifamily housing is primarily concentrated in the central portion of the city, distributed east-west generally.
- The “right mix” of land use should reflect community interest and political will. Occupancy rates and prices reflect market demand for the supply of each land use. The repercussions of the market affect residents and businesses alike and have a bearing on economic development citywide.

## EXHIBIT 7. MOUNTAIN VIEW PARCEL LAND USES



Source: City of Mountain View Open GIS Portal, 2019; CAI, 2022.

## Connectivity to downtown Mountain View remains an obstacle for the city.

Connectivity to downtown, especially from North Bayshore, is an ongoing concern for Mountain View. If workers were to return to the office, the difficulty of reaching downtown from the primary hub of tech offices in North Bayshore may still hinder downtown revitalization.

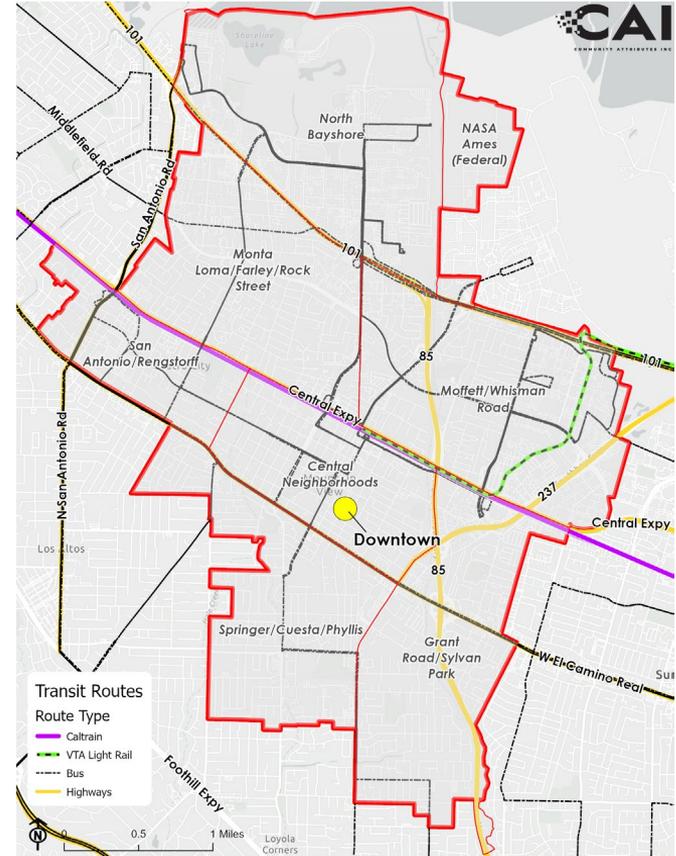
Current efforts to address Mountain View's connectivity challenges include:

- Castro Grade Separation and Transit Center Access Improvements, which is currently in a more detailed design and environmental clearance phase. This project aims to serve the growing demand on the transit center and Caltrain's plans for an increase in train volumes crossing Castro Street.<sup>1</sup>
- Shoreline Boulevard Corridor Study, for which the City is currently implementing capital projects to complete the detailed design of the project, including the pedestrian/bicycle bridge over US-101 and reversible bus lanes.<sup>2</sup>
- MVgo, the member-driven shuttle service, has recovered to about one-quarter the pre-pandemic daily ridership. In August 2022, Waze shut down its carpool partnership with MVgo.

<sup>1</sup>City of Mountain View

<sup>2</sup>Ibid

## EXHIBIT 8. TRANSIT IN MOUNTAIN VIEW, 2023



Source: CA Open Data Portal, 2022; City of Mountain View, 2022; CAI, 2023.

Mountain View stakeholders have questions and concerns about access to housing citywide:

- Major employers worry about talent attraction and access to housing.
- Civic leaders fear the city is only accessible to very high incomes and are concerned by the loss of community diversity.
- Housing prices challenge access to workers at retail, restaurants, consumer services, as well as public schools and a myriad of other organizations that the City would like to thrive in Mountain View.

## Housing Findings

- Area Median Income (AMI) for the San Jose – Sunnyvale – Santa Clara HUD metro area is \$168,500. About 61% of Mountain View households are high income (incomes greater than \$199,000 or 120% AMI) and 69% of all households are not cost burdened. Renters are more likely to be cost burdened than homeowners.
- Housing production since 2015 in Mountain View did not align with the City's most recent housing goals and state-mandated affordable housing allocations. The number of permits issued for housing units affordable to high-income households (those earning more than 120% AMI) were three times higher than the number allocated by the state. Permits were issued for only 24% of allocated units deemed by the state as affordable to very low- and low-income households below 80% AMI.
- The City is now increasing the number of new housing units it plans to accommodate (11,135) and the number of those units that should be affordable to very low- and low-income households (4,370 units, approximately 40% of all new planned units).
- Sustained underproduction of affordable housing units will result in an increasingly large shortfall of units affordable to low- and moderate-income households.

## Housing Planning and Context

The State of California requires its cities, towns, and counties to plan for future housing need by income level through a Regional Housing Needs Allocation (RHNA). The state determines the total number of new homes the Bay Area needs to build at each level of affordability to meet the housing needs of residents.

The Association of Bay Area Governments (ABAG) works with the state to distribute a share of the RHNA to local governments, which must then plan where those units can be built and the policies and strategies that will facilitate their development.

The state approved ABAG's 2023-2031 regional allocations in January 2022. In the 2015-2023 housing allocation, Mountain View is asked to provide 2,926 housing units across all income levels. The City planned for a total of 3,091 units in its prior housing element, primarily affordable to very low- and above moderate- income levels.

### EXHIBIT 9. AFFORDABILITY LEVELS USED IN REGIONAL HOUSING ALLOCATION, 2020

| Affordability Level | AMI Level   | Household Income Range | Median Family Income (family of 4) |
|---------------------|-------------|------------------------|------------------------------------|
| Very Low            | 0-50% AMI   | Less than \$83,000     | \$84,250                           |
| Low                 | 50-80% AMI  | \$83,000 - \$133,000   | \$131,750                          |
| Moderate            | 80-120% AMI | \$133,000 - \$199,000  | \$168,500                          |
| Above Moderate/High | 120+% AMI   | More than \$199,000    | \$202,200                          |

#### Area Median Income and Income Level

Area Median Income (AMI) is the middle point of a specific area's income distribution (*HUD*). The San Jose – Sunnyvale – Santa Clara metro area's AMI is \$168,500. Households can be classified by the following income levels (*HUD*).

- Extremely low-income: Households earning less than 30% AMI.
- Very low-income: Households earning between 30% and 50% AMI.
- Low-income: Households earning between 50% and 80% AMI.
- Moderate-income: Households earning between 80% and 100% AMI.
- High-income: Households earning above 100% AMI.

#### Cost Burden

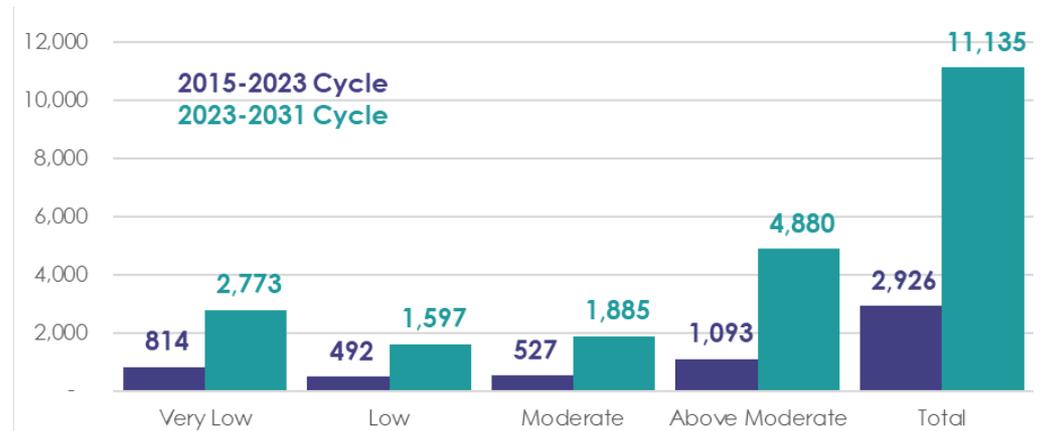
- Not cost burdened: A household spends less than 30% of their income on costs related to housing.
- Cost burdened: A household spends between 30% and 50% on housing.
- Severely cost burdened: A household spends more than 50% on housing.

Source: ABAG, 2022; HUD, 2022; ACS, 2021; CAI, 2023. Note: The Median Family Income (MFI) calculated by HUD applies to the San Jose-Sunnyvale-Santa Clara HUD Metro Area, containing portions of Santa Clara and San Benito Counties.

Mountain View has ambitious new housing goals set forth in the RHNA. Mountain View must now plan for an additional 11,135 new housing units before 2031, 40% of which must be deeply affordable to very low- and low-income households.

- In the prior 2015-2023 housing allocation, the Association of Bay Area Governments (ABAG) assigned Mountain View a housing allocation of 2,926 units across all income levels that the City must now plan to accommodate (Exhibit 10). The City planned for a total of 3,091 units in its housing element, primarily affordable to very low- and above moderate-income levels.
- For the 2023 to 2031 planning cycle, Mountain View must plan for 11,135 new housing units. The majority of these will be affordable to above moderate-income households. 40% of new units should be affordable to low- and very-low-income households.

**EXHIBIT 10. REGIONAL HOUSING ALLOCATION, MOUNTAIN VIEW, 2015-2023 & 2023-2031**

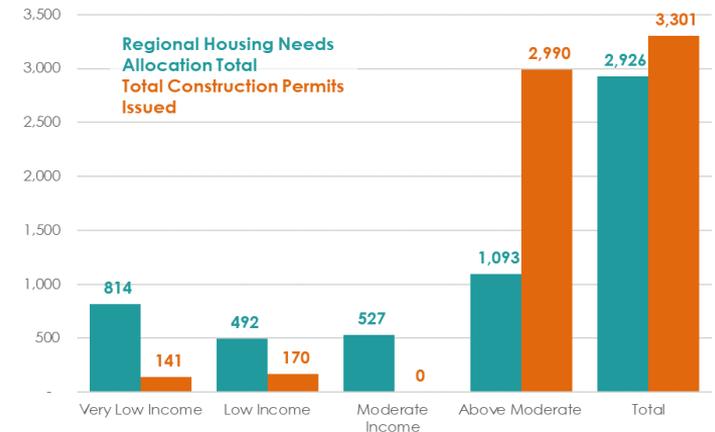


Source: City of Mountain View Housing Element, 2022; CAI, 2023.

Housing supply since 2015 has not aligned with allocated housing need. Permits issued for affordable units did not keep pace with the City’s 2015-2023 housing goals.

- From 2015 through 2019, permits were issued for a higher share of above moderate-income housing units than the City planned to accommodate (Exhibit 11). These permits represented a 274% share of the allocated housing units at that affordability level.
- In that same time period, construction permits for affordable housing units represented a much smaller share of allocated units (Exhibit 12). Permits were issued for only 17% of housing units at the very low-income level and 35% of the low-income level. No permits were issued for housing units that fall in the moderate affordability level, or those between 80% and 120% AMI.
- Although the permit data is only available for part of the 2015-2023 planning cycle, they indicate a shortfall of all units affordable at levels below the highest income level of 120% AMI. The continuation of this development trend for the remainder of this planning cycle and into the 2023-2031 cycle would result in a significant shortage of moderately and deeply affordable housing units in Mountain View and an increasingly oversized share of units affordable only to the highest income groups.

**EXHIBIT 11. HOUSING ALLOCATION AND TOTAL PERMITS ISSUED BY AFFORDABILITY LEVEL, MOUNTAIN VIEW, 2015-2023**



**EXHIBIT 12. SHARE OF ALLOCATED HOUSING UNITS PERMITTED, MOUNTAIN VIEW, 2015-2019**

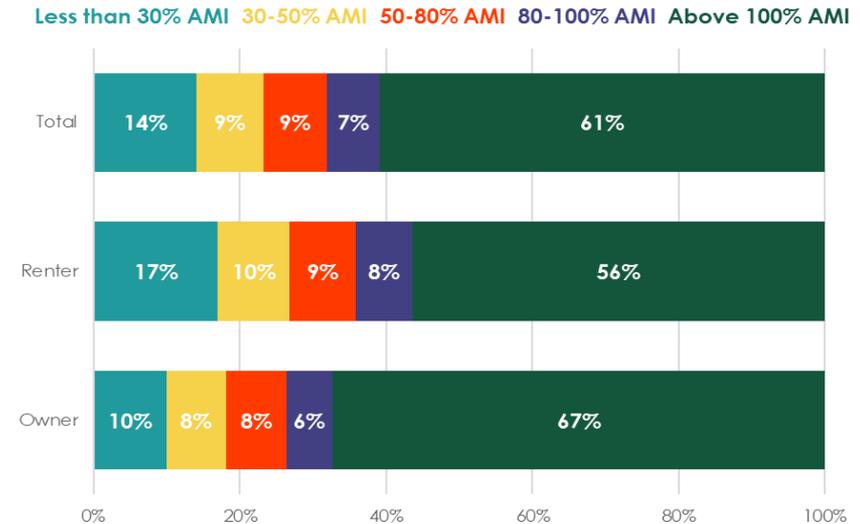
| Affordability Level    | Share of Allocated Housing Units Permitted |
|------------------------|--|
| Very Low               | 17%  |
| Low                    | 35%  |
| Moderate               | 0%   |
| Above Moderate or High | 274%                                       |
| Total                  | 113%                                       |

Source: City of Mountain View Housing Element, 2022; California UHD, 2019; CAI, 2023.

The majority of Mountain View households are high-income; but renters are more likely to be at a lower income level than homeowners.

- 61% of all Mountain View households are high income, earning above 100% AMI (Exhibit 13). However, renters are more likely to fall into a lower income bracket than homeowners. Nearly one-third of all households (32%) are low-income, earning less than 80% of AMI. This represents nearly 11,000 Mountain View households.
- Mountain View residents employed in occupation groups have a greater likelihood of experiencing housing cost burden. From 2015 to 2019, there was a steep increase in housing cost burden for Mountain View residents earning 80% or less of AMI.
- In 2022, 80% of AMI ranged from \$92,250 for a single-person household to \$131,750 for a four-person household. Notable occupation groups with wages falling well below 80% AMI levels include food preparation and serving related occupations (\$32,900) and building and grounds cleaning and maintenance occupations (\$27,900), which represent 6% of Mountain View resident workers.

**EXHIBIT 13. INCOME LEVEL BY TENURE, MOUNTAIN VIEW, 2015-2019**



Source: HUD CHAS, 2015-2019; CAI, 2023.

Most Mountain View households – renters and homeowners – are not cost burdened. Cost burden is closely related to income level.

- Low-income Mountain View residents are more likely to spend a large share of their income on housing.
- 64% of renter and 74% of homeowner households are not cost burdened. High-income households are the least likely to be cost burdened, while the lowest-income households are the most likely to experience cost burden.

Source (right): HUD CHAS, 2015-2019; CAI, 2023.  
 Note: Area Median Income (AMI) is the middle point of a specific area's income distribution. The San Jose – Sunnyvale – Santa Clara HUD metro area's AMI is \$168,500 (HUD).

**Total Share of Cost Burdened Households**  
**Severely Cost Burdened**  
**Cost Burdened**

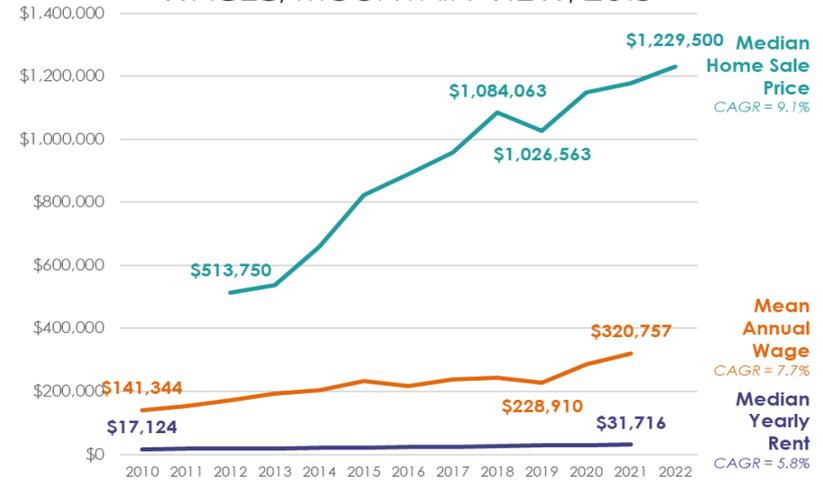
**EXHIBIT 14. COST BURDEN BY INCOME LEVEL & TENURE, MOUNTAIN VIEW, 2015-2019**



The cost to buy a home is outpacing wage and rental price growth.

- Mountain View's median home sale price reached \$1.2 million in 2022, growing at an annual rate of 9.1% since 2012.
- Home prices rose at a higher rate than both worker wages (7.7% annual growth) or the cost to rent (5.8% annual growth).
- The housing affordability index (HAI) measures the ability of a resident to purchase an existing home in an area (exhibit 16). The index base is 100 which represents an area where the median income is sufficient to qualify for a loan on a home valued at the median home price and without triggering cost-burden.
- An index value greater than 100 indicates areas where homes are more affordable, while values less than 100 indicates areas where homes are less affordable. Overall, Mountain View's HAI is lower than its neighboring cities, counties, and the US average (2022).

**EXHIBIT 15. CHANGE IN HOUSING COSTS AND WAGES, MOUNTAIN VIEW, 2019**



Sources: CA EDD, 2010-2021 (wage data); ACS, 2010-2021 (rent data); Redfin, 2012-2022 (home value data); CAI, 2022.

**EXHIBIT 16. HOUSING AFFORDABILITY INDEX, MOUNTAIN VIEW AND COUNTIES, 2022**

| Region               | Housing Affordability Index |
|----------------------|-----------------------------|
| Alameda County       | 64                          |
| Santa Clara County   | 53                          |
| San Mateo County     | 52                          |
| <b>Mountain View</b> | <b>45</b>                   |
| US                   | 124                         |

Source: ESRI Business Analyst, 2022; CAI, 2022.

Mountain View stakeholders have questions and concerns about retail citywide and in specific commercial areas:

- Citywide there's a perception of not capturing retail spending by residents and visitors, but rather "leaking" those sales dollars to places in nearby cities.
- Many residents and civic leaders would like see to more vibrant retail areas with relatively upscale retailers and enjoyable gathering places to walk and find community.
- Downtown ranks high for concerns, with varying perspectives about what should and should not be downtown and how to get there.

*<sup>1</sup>Retail space includes retail and commercial uses. In total, retail space captures banks, bars/nightclubs, convenience stores, day care centers, drug stores, fast food, freestanding retail, funeral homes, health clubs, movie theaters, restaurants, storefront retail, retail/office/residential space, and supermarkets.*

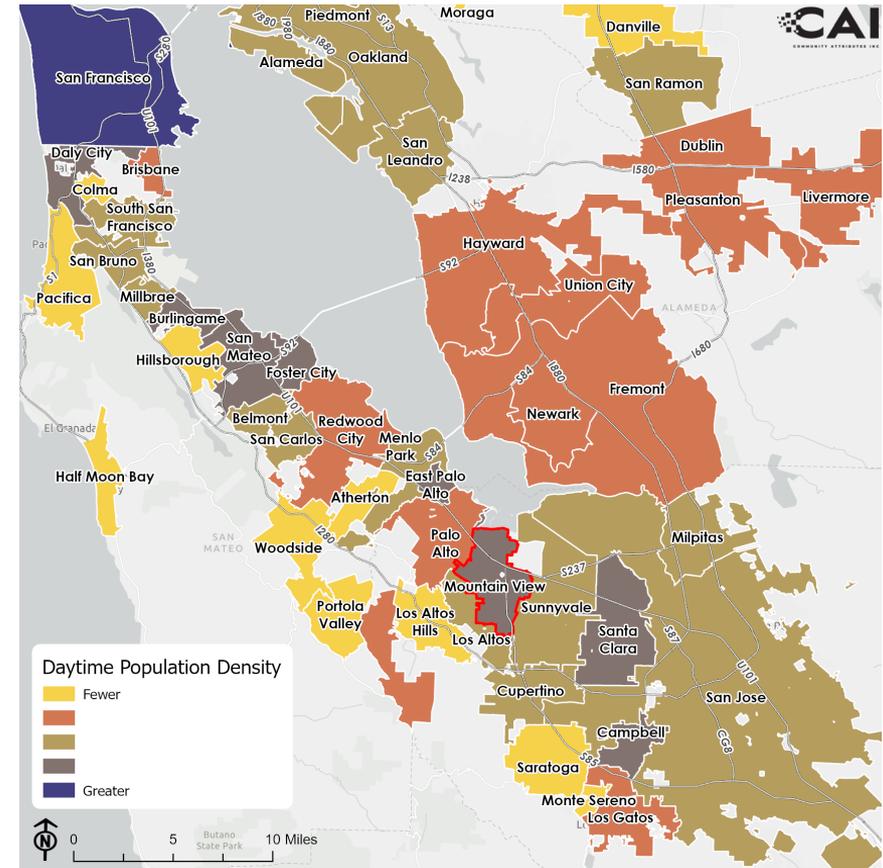
## Retail Analysis Findings

- Mountain View's per capita retail spending is higher than the regional trade area per capita spending for the resident population. Per capita sales in Mountain View fall short of the regional trade area by \$1,600 per person if full daytime population is considered.
- Potential retail spending by the daytime population suggests Mountain View may be able to support much more retail space, presumably depending on Mountain View workers returning to the office and retailers attracted spending from those trips.<sup>1</sup>
- In contrast, Mountain View's per capita retail spending within the food services and drinking places industry far exceeds the regional trade area, while spending within the clothing and clothing accessories industry is well below the regional average.
- Retail space across the regional trade area is concentrated in Mountain View, San Jose, Santa Clara, Milpitas, Sunnyvale, Palo Alto, Redwood City, Cupertino, and Menlo Park. Together these nine cities contain more than 80% of retail space across the regional trade area.
- Downtown Mountain View vacancy rates are nearly double Mountain View's citywide average, which ranks high for concerns of local leaders and stakeholders.

Despite the fact that some Mountain View workers jobs are still remote from other cities, even post-pandemic, Mountain View has one of the highest daytime population densities.

- Mountain View's total daytime population is around 119,000, which is a 28% increase over the resident population alone (2022).
- Residents who stay in the city for work as well as non-residents who commute into the city comprise Mountain View's daytime population.
- The city's daytime population density is higher than that of Palo Alto, Los Altos, and Sunnyvale.

## EXHIBIT 17. DAYTIME POPULATION DENSITY, BAY AREA, 2022

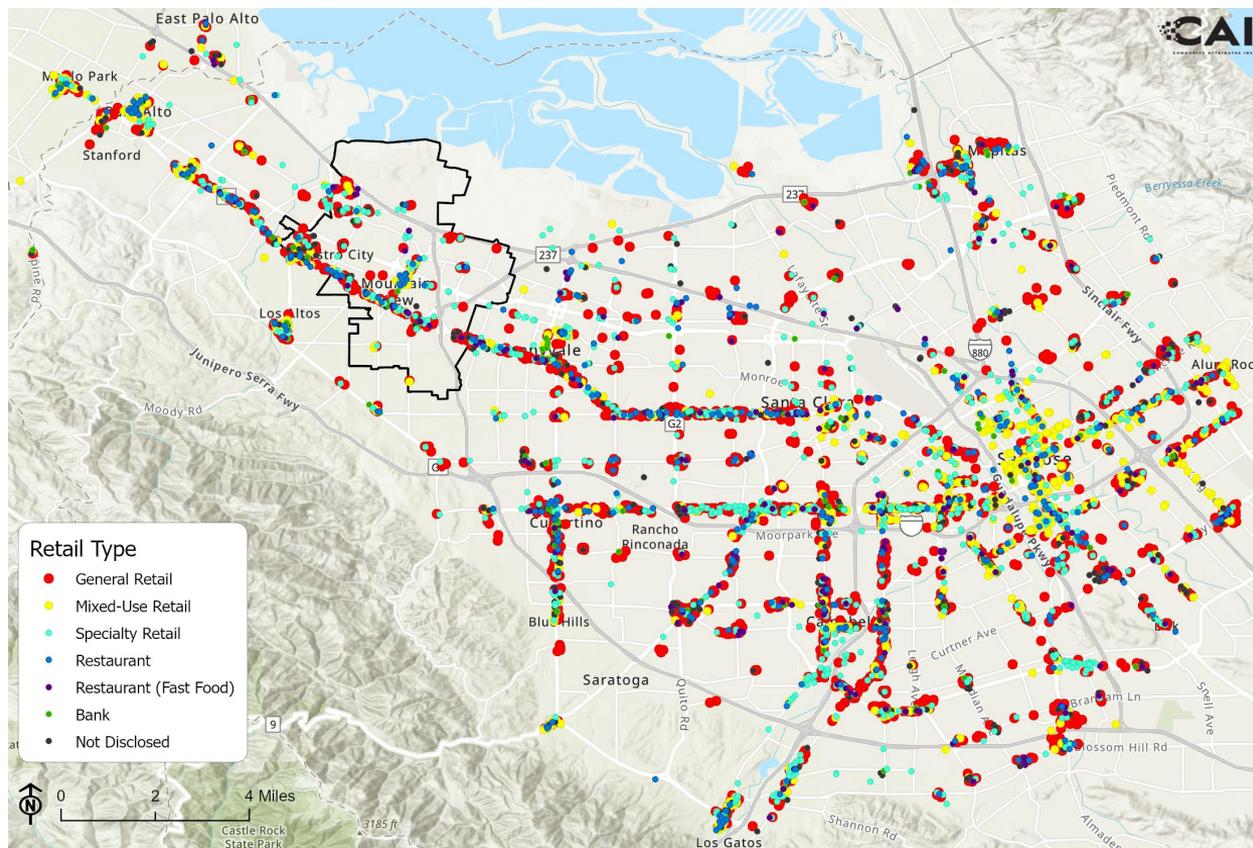


Source: ESRI Business Analyst, 2022; CAI, 2022.

Regional retail offerings include multiple retail clusters within roughly a 25-minute drive of Mountain View.

- Retail spaces throughout the region are primarily general retail offerings. General retail includes freestanding retailers, convenience stores, supermarkets, drug stores, and department stores.
- Prominent retail clusters within a roughly 25-minute drive of Mountain View are seen in Palo Alto, Sunnyvale, Santa Clara, Milpitas, in addition to several found in San Jose.

### EXHIBIT 18. RETAIL CLUSTERS WITHIN A ROUGHLY 25-MINUTE DRIVE OF MOUNTAIN VIEW



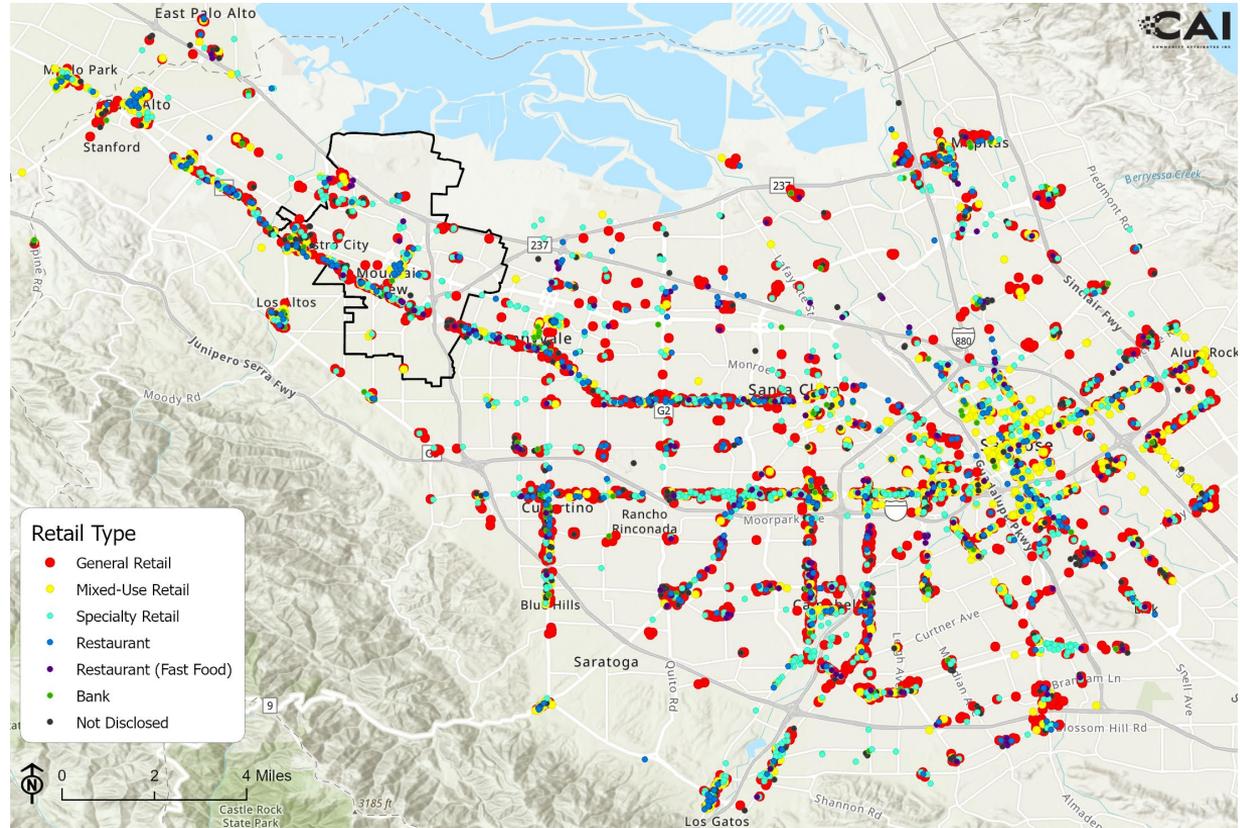
Sources: CoStar 2022; CAI, 2022.

Regional retail offerings include multiple retail clusters within roughly a 25-minute drive of Mountain View.

In addition to current market conditions, Mountain View's current policy and fee programs will impact the feasibility of supportable retail growth. These policies include:

- Downtown Parking In-lieu fee, which allows for an in-lieu fee of \$61,000 per parking space for new construction and \$31,000 per space for a change in commercial and retail space to a more intense use, such as moving from retail to restaurant, rather than providing required parking (City of Mountain View, 2023).
- Housing Impact Fee, which requires commercial development, including retail, to pay \$1.65/net new sq. ft. for the first 25,000 sq. ft. and \$3.27/net new sq. ft. for all square footage over 25,000 square feet (City of Mountain View, 2023).

## EXHIBIT 18. RETAIL CLUSTERS WITHIN A ROUGHLY 25-MINUTE DRIVE OF MOUNTAIN VIEW

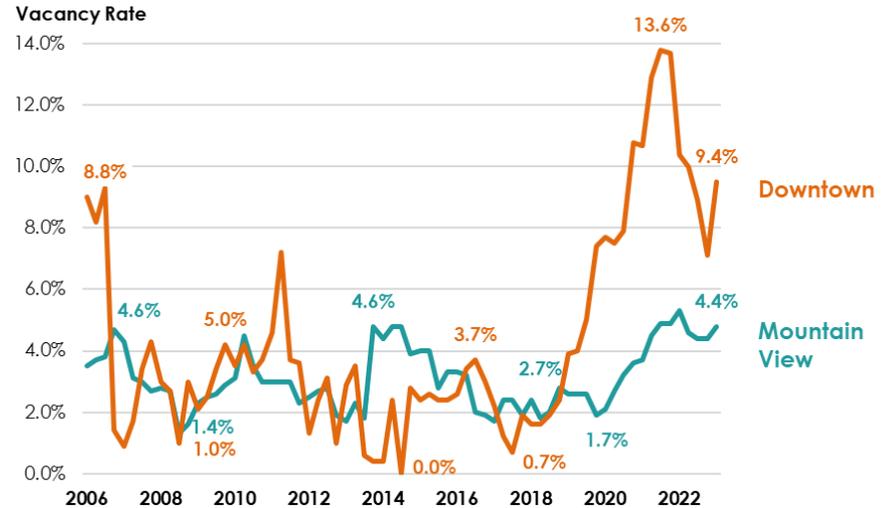


Sources: CoStar 2022; CAI, 2022.

In recent years, the retail vacancy rate in downtown Mountain View has exceeded the city average.

- Downtown retail vacancy has seen a departure from city vacancy in recent years. Vacancy rates in downtown rose to as high as 13.6%, while citywide vacancy remained below 5.0% in 2021.
- Mountain View's retail has fared well to past economic shocks, with citywide vacancy rates remaining below 5.0% in the years following the Great Recession and the during the COVID-19 pandemic.
- Through early 2021, CoStar reports roughly 420,000 square feet of retail space in downtown Mountain View with vacant square feet totaling slightly more than 39,000.
- The citywide surplus of per capita spending on food and beverage suggests the city is offering enough restaurant and bar options. The greatest leakage in 2021 was seen in the clothing and clothing accessories industry.

**EXHIBIT 19. RETAIL VACANCY RATE, MOUNTAIN VIEW AND DOWNTOWN, 2006-2023**



Sources: CoStar 2022; CAI, 2022

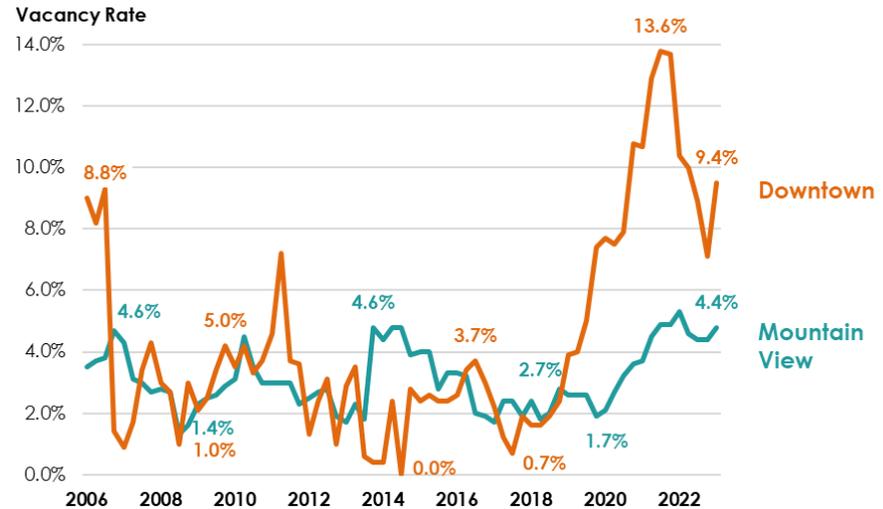
*Note: Retail inventory for car dealerships, building material and garden equipment dealers, and gas stations was removed for this analysis.*

*Note: Downtown Mountain View for the purposes of this study captures Castro Street between El Camino Real and Central Expressway and is framed to the east/west by South Shoreline Boulevard and Bush Street.*

In recent years, the retail vacancy rate in downtown Mountain View has exceeded the city average.

- If downtown were to fill the current vacancies, and Mountain View retailers were able to win the market share needed to support additional space, it is not unreasonable to assume downtown could support 10% of the city's estimated supportable retail growth. Which equates to an additional 20,000 square feet of retail space when utilizing the low-end of the estimated supportable retail growth.
- The ability to support this additional retail and fill vacancies is contingent on many market and policy-driven factors, including e-commerce shopping trends, return to office trends, and the extent to which development regulations and other city policies adversely affect development feasibility.

**EXHIBIT 19. RETAIL VACANCY RATE, MOUNTAIN VIEW AND DOWNTOWN, 2006-2023**



Sources: CoStar 2022; CAI, 2022

*Note: Retail inventory for car dealerships, building material and garden equipment dealers, and gas stations was removed for this analysis.  
Note: Downtown Mountain View for the purposes of this study captures Castro Street between El Camino Real and Central Expressway and is framed to the east/west by South Shoreline Boulevard and Bush Street.*

Mountain View “leaks” retail sales in some categories, has a surplus in others, and in aggregate has a net *surplus*. Daytime population, however, presents an unrealized opportunity for more retail.

## Aggregate Retail Analysis

- Surplus and leakage represent the difference in per capita taxable retail sales in Mountain View and the Trade Area<sup>1</sup>; and represents the potential retail spending entering Mountain View or leaving Mountain View and taking place in surrounding communities.<sup>2</sup>
- To fully understand Mountain View's retail market, the analysis must consider the city's resident and daytime populations. As such, the leakage analysis considers the per capita spending and leakage associated with spending by the resident and daytime populations. The daytime population is defined as the total resident population plus total workers working in the area, minus workers who live and work in the same area.
- If Mountain View retailers were able to capture per capita retail spending from residents and a majority of workers equal to the Trade Area per capita spending level, then the city would capture an additional \$160 million in retail spending.<sup>3</sup> Assuming retail sales per square foot of roughly \$400, which aligns with the two-county average, Mountain View could support an estimated 232,000 square feet in new retail space after filling current vacancies throughout the city (Exhibit 20). If some currently vacant spaces are not viable, the city could support additional square footage.

### EXHIBIT 20. SUPPORTABLE RETAIL GROWTH, MOUNTAIN VIEW, 2021

| Supportable Retail Growth                       | 2021                |                    |
|---|---------------------|--------------------|
|   | Resident Population | Daytime Population |
| <b>Retail Spending and Surplus/Leakage</b>      |                     |                    |
| <b>Per Capita Retail Spending</b>               |                     |                    |
| Mountain View                                   | \$10,700            | \$7,500            |
| Regional Trade Area                             | \$10,000            | \$9,100            |
| <i>Per Capita Surplus/Leakage</i>               | \$700               | (\$1,600)          |
| <b>Total Leakage</b>                            |                     |                    |
| <i>Per Capita Surplus/Leakage</i>               | \$700               | (\$1,600)          |
| Mountain View Population                        | 83,100              | 99,800             |
| <i>Total Estimated Retail Surplus/Leakage</i>   | \$58,170,000        | (\$159,680,000)    |
| <b>Supportable Retail</b>                       |                     |                    |
| Supportable Retail Square Feet                  | (138,500)           | 380,200            |
| Less Vacant Retail Square Feet                  | 148,200             | 148,200            |
| <b>Estimated Supportable Retail Square Feet</b> | <b>(286,700)</b>    | <b>232,000</b>     |

Sources: ESRI Business Analyst, 2022; California Department of Finance, 2022; California Department of Tax and Fee Administration, 2022; CAI, 2022.

<sup>1</sup>Note: The Trade Area, custom defined for this analysis, includes the following cities: Atherton, Campbell, Cupertino, East Palo Alto, Los Altos, Los Altos Hills, Los Gatos, Menlo Park, Milpitas, Monte Sereno, Mountain View, Palo Alto, Portola Valley, Redwood City, San Jose, Santa Clara, Sunnyvale, and Woodside.

<sup>2</sup>Note: Retail spending and vacancies at car dealerships, building material and garden equipment dealers, and gas stations were removed for this analysis.

<sup>3</sup>Note: Mountain View's daytime population has been discounted to arrive at 99,800 which is used to calculate supportable growth. The discount factor was informed by the region's workforce that travels from outside of Santa Clara and San Mateo County as it is not anticipated the city would capture spending from workers living outside of a certain proximity to the trade area.

## Retail Categories Findings

- Mountain View industries experience the highest degree of leakage in motor vehicle and parts dealers; clothing and clothing accessory stores; and building materials, garden equipment, and supply.
- Leakage in 2021, calculated using the resident population, represented between \$49 and \$74 million for these industries. Total leakage calculated using the daytime population was similar for the clothing and building material industries, while leakage in the motor vehicle and part dealers' industry was significantly higher at \$95 million.
- Relative to spending across the Trade Area, Mountain View's per capita spending at clothing and clothing accessory stores is the lowest among any industry. Mountain View's per capita spending within this industry represented between 28% and 37% of 2-county region per capita spending in 2021, depending on whether the daytime or resident population was used to calculate per capita spending.
- Mountain View's food services and drinking places industry garnered a significantly higher level of spending compared to the 2-county region, with surplus totaling \$203 million (resident population) and \$100 million (daytime population).

People are leaving Mountain View to purchase clothing and clothing accessories.

### EXHIBIT 21. SPENDING PER CAPITA AND LEAKAGE BY INDUSTRY, MOUNTAIN VIEW, 2021

| Industry                                       | Per Capita Spending |                     | Leakage        |
|--|---------------------|---------------------|----------------|
|  | Mountain View       | Regional Trade Area |                |
| <b>Resident Population</b>                     |                     |                     |                |
| Motor Vehicle and Parts Dealers                | \$1,580             | \$2,470             | (\$73,983,900) |
| Clothing and Clothing Accessories Stores       | \$390               | \$1,060             | (\$55,695,800) |
| Building Mat., Garden Equip., and Sup. Dealers | \$490               | \$1,080             | (\$49,045,500) |
| Home Furnishings and Appliance Stores          | \$910               | \$940               | (\$2,493,800)  |
| Gasoline Stations                              | \$1,020             | \$1,030             | (\$831,300)    |
| Food and Beverage Stores                       | \$950               | \$730               | \$18,288,200   |
| General Merchandise Stores                     | \$2,370             | \$1,360             | \$83,959,300   |
| Food Services and Drinking Places              | \$4,880             | \$2,440             | \$202,832,300  |
| <b>Daytime Population</b>                      |                     |                     |                |
| Motor Vehicle and Parts Dealers                | \$1,100             | \$2,240             | (\$94,765,900) |
| Clothing and Clothing Accessories Stores       | \$270               | \$960               | (\$57,358,300) |
| Building Mat., Garden Equip., and Sup. Dealers | \$340               | \$980               | (\$53,201,900) |
| Gasoline Stations                              | \$710               | \$930               | (\$18,288,200) |
| Home Furnishings and Appliance Stores          | \$630               | \$850               | (\$18,288,200) |
| Food and Beverage Stores                       | \$660               | \$660               | \$0            |
| General Merchandise Stores                     | \$1,660             | \$1,240             | \$34,913,800   |
| Food Services and Drinking Places              | \$3,410             | \$2,210             | \$99,753,600   |

Sources: ESRI Business Analyst, 2022; California Department of Finance, 2022; California Department of Tax and Fee Administration, 2022; CAI, 2022.

Note: Daytime population = Mountain View's resident population + Mountain View workers – workers living and working in Mountain View.

Note: The two-county region includes the following cities: Atherton, Campbell, Cupertino, East Palo Alto, Los Altos, Los Altos Hills, Los Gatos, Menlo Park, Milpitas, Monte Sereno, Mountain View, Palo Alto, Portola Valley, Redwood City, San Jose, Santa Clara, Sunnyvale, and Woodside.

Mountain View is among just four large cities in the region with a retail surplus, falling behind Palo Alto and San Jose.

- Among large, surrounding cities, Palo Alto and San Jose experienced the greatest retail surpluses, which totaled \$302 million and \$1.2 billion in 2021, respectively.
- Among large, surrounding cities there is a net retail surplus, suggesting retail demand in the region is being met, and in fact draws in people from other cities.

**EXHIBIT 22. PER CAPITA SPENDING AND LEAKAGE, SELECT CITIES, 2021**

| City                                     | Per Capita Retail Spending | Leakage/Surplus        |
|--|----------------------------|------------------------|
| Sunnyvale                                | \$5,000                    | (\$770,500,000)        |
| Santa Clara                              | \$8,700                    | (\$169,600,000)        |
| Menlo Park                               | \$6,400                    | (\$120,900,000)        |
| Redwood City                             | \$9,100                    | (\$69,500,000)         |
| Milpitas                                 | \$10,000                   | (\$1,700,000)          |
| Cupertino                                | \$10,200                   | \$14,000,000           |
| <b>Mountain View</b>                     | <b>\$10,700</b>            | <b>\$59,600,000</b>    |
| Palo Alto                                | \$14,500                   | \$302,300,000          |
| San Jose                                 | \$11,200                   | \$1,197,000,000        |
| <i>Unincorporated Santa Clara County</i> | <i>\$1,600</i>             | <i>(\$711,100,000)</i> |
| <i>Unincorporated San Mateo County</i>   | <i>\$6,100</i>             | <i>(\$241,900,000)</i> |

Sources: CDF, 2022; CDTFA, 2022; CAI, 2022.

Note: Does NOT INCLUDE retail spending at car dealerships, building material and garden equipment dealers, and gas stations for this analysis.

Mountain View has a lot of retail competition. Major cities surrounding Mountain View represented 85% of the regional trade area's retail inventory in 2021.

- Roughly 85% of retail space within the regional trade area is located in San Jose, Santa Clara, Milpitas, Sunnyvale, Palo Alto, Redwood City, Mountain View, Cupertino, and Menlo Park.
- San Jose retail offerings currently represent 45% of total retail offerings found in the regional trade area. On a per capita basis, Milpitas, Palo Alto, and Santa Clara have the greatest retail square footage.
- In order to support the construction of new retail space, Mountain View retailers would have to win market share in an area possessing a large amount of retail space.

**EXHIBIT 23. RETAIL INVENTORY,  
SELECT CITIES, 2022**

| <b>City</b>                | <b>Retail<br/>Inventory (sf)</b> | <b>Share</b> |
|----------------------------|----------------------------------|--------------|
| San Jose                   | 33,697,400                       | 45%          |
| Santa Clara                | 6,335,900                        | 8%           |
| Milpitas                   | 4,913,900                        | 7%           |
| Sunnyvale                  | 4,690,900                        | 6%           |
| Palo Alto                  | 3,899,100                        | 5%           |
| Redwood City               | 3,524,600                        | 5%           |
| <b>Mountain View</b>       | <b>3,457,300</b>                 | <b>5%</b>    |
| Cupertino                  | 2,331,900                        | 3%           |
| Menlo Park                 | 1,096,500                        | 1%           |
| Other                      | 10,996,900                       | 15%          |
| <b>Regional Trade Area</b> | <b>74,944,400</b>                |              |

*Sources: CoStar, 2022; CAI, 2022.*

*Note: Retail inventory for car dealerships, building material and garden equipment dealers, and gas stations was removed for this analysis.*

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Parking requirements for retail and commercial space changed to a more intense use in downtown may impede small-business attraction.

- The change-of-use parking fee implemented by the city can create large costs for small-business owners inhabiting existing retail space not currently used for the same type of business. For example:
  - If a restaurant owner wanted to move into a general merchandise space of 2,500 square feet, they would have to provide an additional 11 parking spaces to current parking provided for the space or pay an in-lieu fee of \$337,000.
  - If an entrepreneur wanted to open a café in a 500-square-foot space previously rented by a small boutique, city code requires the business to provide two additional parking spaces or pay an in-lieu fee of \$61,200.
- These parking fees can represent a large cost burden for small entrepreneurs without the large cash reserves of a national chain.
- In a member survey conducted by Restaurant Owner, the median startup cost for an independent restaurant totaled \$375,500.<sup>1</sup> For a full-service restaurant requiring a change of use for retail space, in-lieu parking fees could nearly double the money needed for startup.

<sup>1</sup>Independent Restaurant Cost to Open Survey, RestaurantOwner.com.

# LODGING & HOSPITALITY

- As of January 2023, Mountain View has 1,911 hotel rooms in 21 hotels across the city. Approximately 4% of all hotel rooms in Santa Clara and San Mateo Counties are located in Mountain View.
- Hotel revenue, occupancy, and average daily rates (ADR) began to decline in early 2000 (Exhibits 24 and 25). Recovery has been unsteady and cyclical with additional COVID-19 waves, like that in winter of 2021.
- Mountain View hotels were not operating at full capacity prior to the pandemic, but the onset of the pandemic and early shelter-in-place restrictions resulted in a decrease in occupancy rates from approximately 77% in early 2019 to a low of 36% in early 2021. As of January 2023, hotel occupancy had returned to 69%. This most recent data represents a return to 89% of typical pre-pandemic occupancy rates. The average daily rate (ADR) for hotels also decreased to a low of \$92 in early 2021. The current ADR of \$203 also represents a return to 89% of pre-pandemic room rates.

ADR, MOUNTAIN VIEW, 2019-2023



Source: CoStar, 2023; CAI, 2023.

EXHIBIT 25. REVENUE & MONTHLY TOT, MOUNTAIN VIEW, 2019-2022



Source: CoStar, 2023; City of Mountain View; CAI, 2023.

# LODGING & HOSPITALITY

- The largest decrease in revenues since the onset of the pandemic occurred between January 2020 and January 2021. Revenues decreased by 89% at the beginning of 2020 to the lowest revenue since 1993. While revenue and revenue growth continues to fluctuate, the industry's revenues in December 2022 represent 78% of pre-pandemic revenue.
- The City of Mountain View maintains a 10% Transient Occupancy Tax (TOT) of the rent charged per hotel room stay in the city. Exhibit 25 shows approximate changes to TOT monthly revenue over the course of the pandemic. From the period immediately preceding the pandemic to the lowest TOT revenue month in early 2021, the City lost approximately \$20,000 per month in TOT revenue from decreased hotel occupancy.

**EXHIBIT 24. HOTEL OCCUPANCY & ADR, MOUNTAIN VIEW, 2019-2023**



Source: CoStar, 2023; CAI, 2023.

**EXHIBIT 25. REVENUE & MONTHLY TOT, MOUNTAIN VIEW, 2019-2022**



Source: CoStar, 2023; City of Mountain View; CAI, 2023.

# DEMOGRAPHIC & SOCIO-ECONOMIC DATA

Mountain View stakeholders have questions and concerns about its demographic and economic character:

- What are the effects of the city's population growth on its job and housing market?
- What impacts will layoffs have on the large tech companies based in Mountain View? Will this impact their campus or other investments in the city? How will this impact return-to-work policies?
- Stakeholders are also concerned about the impacts of remote work policies and continued tech layoffs on downtown businesses and restaurants.
- How were employers and workforce affected by the pandemic?

## Demographic and Economic Findings

- Mountain View added population at a rate of 1.6% (2020-2022) and added 8 times more jobs than housing units (2010-2021).
- At its current growth rate, Mountain View is projected to grow by 11,000, or 550 residents per year, by 2040.
- The share of jobs in Information and Professional and Scientific Services, combined, increased in the City from 45% to 66% since 2010. Jobs in Manufacturing, Warehousing and Distribution, Hospitality, Retail, Arts & Entertainment all declined and not returned to pre-pandemic levels.
- In 2021, a little over half of Mountain View residents were employed in occupation groups with a median salary higher than \$100,000 (60%).
- As of Spring 2022, unemployment rates have decreased since the initial COVID outbreak to better-than-pre-pandemic levels.

Located in the heart of Silicon Valley, growth and economic conditions in Mountain View are tied to regional growth.

- Mountain View is geographically centered within Silicon Valley, and residents and workers have access to San Francisco and the East Bay as other major employment centers.
- As such, Mountain View's economy and population growth are influenced by what happens within Mountain View, Silicon Valley, and the greater Bay Area.
- The City's Economic Vitality Strategy will succeed by understanding how regional economic conditions drive local considerations for housing, retail, jobs, and much more. And within city limits, the City's Economic Vitality depends on both its residents and the people who work in the city but live elsewhere.

## EXHIBIT 26. MOUNTAIN VIEW, SILICON VALLEY & THE BAY AREA, 2022



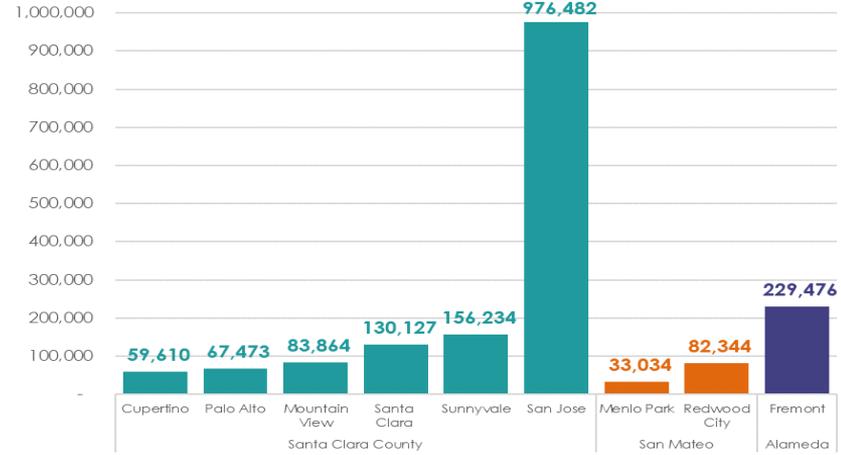
Source: CA Open Data Portal, 2022; CAI, 2022.

Mountain View’s population growth historically has been consistent with that of Silicon Valley as a whole. However, during the pandemic the region lost residents while Mountain View grew in population.

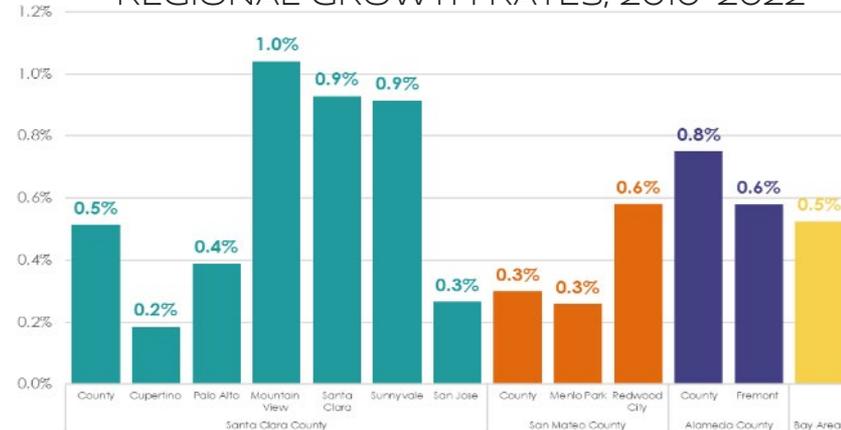
- Mountain View in 2022 has 83,900 residents. The city has grown in population at a rate of 1.0% annually since 2010. While not shown in the exhibit, the growth during that period was rather continuous throughout. This growth was more rapid than the City experienced from 1990 through 2010 (0.5% per year).
- Mountain View’s population has grown at the same rate as Santa Clara County throughout the past 30 years or more (not shown).
- However, throughout the pandemic years of 2020 – 2022, Mountain View added population at a rate of 1.6%, while the two counties of Santa Clara and San Mateo combined actually declined by 1.1% per year.

Source: California Department of Finance, 2022; CAI, 2022.

**EXHIBIT 27. MOUNTAIN VIEW AND NEIGHBORS’ POPULATION, 2022**

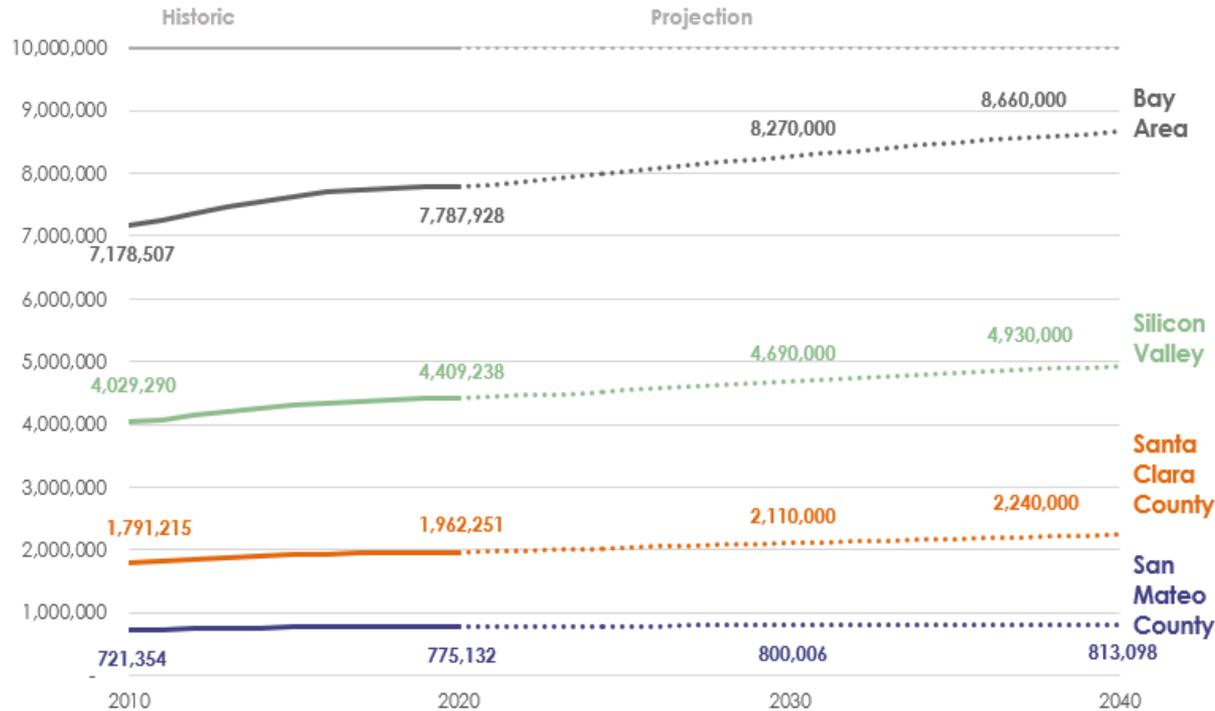


**EXHIBIT 28. MOUNTAIN VIEW AND REGIONAL GROWTH RATES, 2010-2022**



If Mountain View maintains its countywide share of population growth, it will grow to 95,000 people (11,000 more residents, or 550 per year) by 2040.

**EXHIBIT 29. HISTORIC AND PROJECTED POPULATION, 2010 TO 2040**



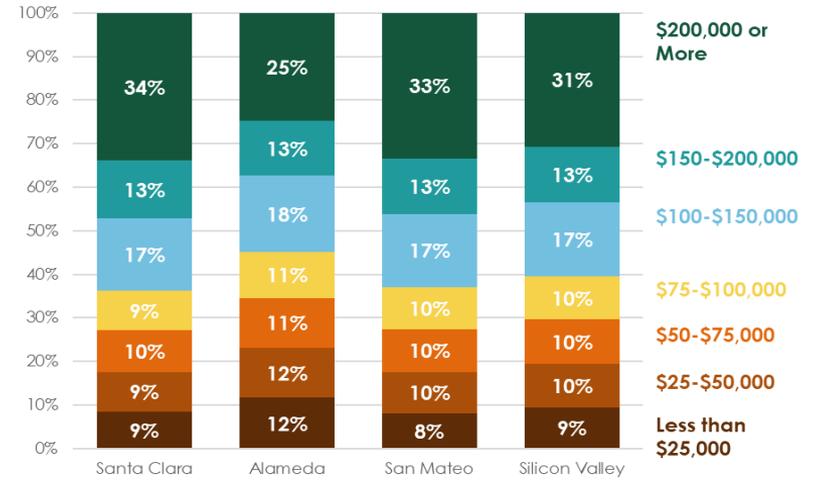
Source: California Department of Finance, 2022; CAI, 2022.

- Mountain View accounted for 4% of Santa Clara County's population in 2010 and in 2020.
- Silicon Valley's three counties account for more than half of the Bay Area's population. It will add about 540,000 of the 900,000 residents forecast regionally through 2040.
- Santa Clara's 2020 population is nearly 2 million and will add about 280,000 residents.

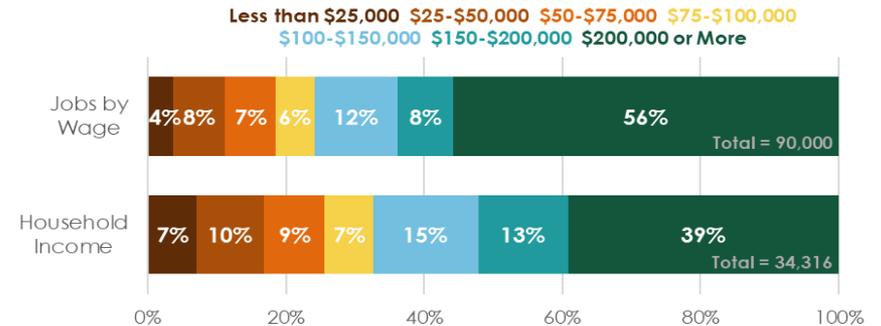
Nearly two-thirds of Santa Clara County households earn more than \$100,000 annually; more than one-third earn more than \$200,000, a slightly larger share than Silicon Valley.

- 61% of Silicon Valley households earn more than \$100,000 annually; and more than half of those high-income households earn more than \$200,000. Santa Clara County has a slightly higher share of high-income households than Silicon Valley as a whole (Exhibit 30).
- Mountain View’s approximately 90,000 jobs represents 9% of all jobs in Santa Clara County and 4% of all jobs in the three counties that make up Silicon Valley. More than half (56%) of the jobs located in Mountain View have an average wage of more than \$200,000 (Exhibit 31).
- The concentration of high-paying jobs in Mountain View signifies the city’s potential to be a destination for Silicon Valley workers to live. A high share of high-income households demonstrates an ability to pay for increasing housing costs. This contributes upward pressure on prices in the region’s housing market.

**EXHIBIT 30. HOUSEHOLD INCOME, SANTA CLARA COUNTY AND REGION, 2021**



**EXHIBIT 31. HOUSEHOLD INCOME & JOBS BY AVERAGE WAGE, MOUNTAIN VIEW, 2021**



Source: ACS, 2017-2021; CAI, 2023 (top). ACS, 2017-2021; QCEW, 2021; CAI, 2023.

From 2010 to 2021, the city added 8 times more jobs than housing units.

- Mountain View had 34,500 more jobs in 2021 than in 2010.
- During the same period, the city’s residential population grew by 9,800, adding 4,435 housing units during this time (one housing unit added for every 8 jobs added).
- In 2021, the City’s Jobs to Housing Units Ratio was 2.3, up from 1.6 in 2010. Silicon Valley has 1.4 jobs per housing unit, and Santa Clara County has 1.7.
- The past eleven years took Mountain View from having a jobs to housing unit ratio just somewhat higher than regional norm to a significant outlier much higher than the region.
- The implications for this job growth before the pandemic would have been increased demand for local housing.
- The pandemic and the major employers’ work-from-home trends would be expected to soften the increase in local housing demand, but the scale of jobs increase appears to have kept increasing local housing demand.

**EXHIBIT 32A. MOUNTAIN VIEW POPULATION, HOUSING UNITS & JOBS, 2010 & 2021**



**EXHIBIT 32B. MOUNTAIN VIEW POPULATION, HOUSING UNIT & JOB CHANGE**

|                      | Net Change | Percent Change | CAGR |
|----------------------|------------|----------------|------|
| <b>Population</b>    | 9,000      | 12%            | 1.0% |
| <b>Housing Units</b> | 4,400      | 13%            | 1.1% |
| <b>Jobs</b>          | 34,500     | 65%            | 4.7% |

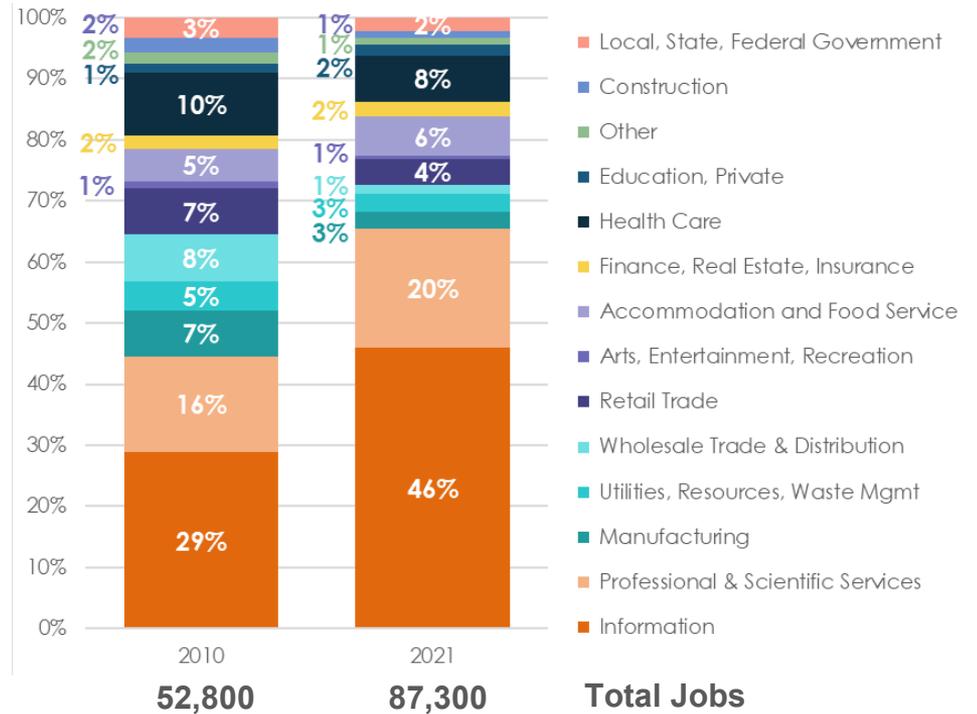
Source: California EDD (jobs), 2022; DOF (housing units, population), 2022; CAI, 2022.

Jobs grew primarily in Information & Professional and Scientific Services, and declined in Manufacturing, Warehousing & Distribution.

- Since 2010, the City has added 33,700 jobs in Information and Professional, Scientific Services. The share of those jobs (combined) in the City increased from 45% to 66%.
- During the same period, the City lost 4,400 jobs in Manufacturing, Warehousing and Distribution.
- Hospitality, Retail, Arts & Entertainment all declined from 2019 to 2020 nationwide and in Mountain View, and have added jobs back since then, though not back to pre-pandemic levels.

**EXHIBIT 33.**

**MOUNTAIN VIEW INDUSTRY SHARE, 2010 & 2021**



Source: California Employment Development Department, 2022; CAI, 2022.

Mountain View’s leading industries require high paying occupations.

- Among occupations with more than 750 jobs in Mountain View’s two largest industries, more than 75% reported average annual salary higher than \$100,000, while nearly 40% reported average annual salaries above \$150,000 in 2021.<sup>1</sup>
- Mountain View’s information and professional, scientific, and technical services industries employed an estimated 8,200 software developers in 2021. The average annual salary for software developers in San Jose-Sunnyvale-Santa Clara MSA was nearly \$170,000 in 2021.
- The weighted average annual salary among occupations presented in Exhibit 34 totaled nearly \$150,000, with salaries ranging from \$54,800 to \$234,800.

<sup>1</sup> Note: Due to data limitations, employment estimates by occupation for Mountain View were calculated using the statewide distribution of occupation by industry and applied to Mountain View’s employment by industry. Average wages represent 2021 wage estimates for the San Jose-Sunnyvale-Santa Clara MSA.

### EXHIBIT 34. EMPLOYMENT & WAGES BY PLACE OF WORK FOR MOUNTAIN VIEW’S LARGEST OCCUPATIONS AMONG LEADING INDUSTRIES, 2021

| Occupation   | 2021 Employment | Average Annual Salary (2022\$) |
|--|-----------------|--------------------------------|
| <b>Information Industry</b>  |                 |                                |
| Software Developers and Software Quality Assurance Analysts and Testers                          | 6,650           | \$169,800                      |
| Producers and Directors  | 2,350           | \$129,500                      |
| Computer and Information Systems Managers  | 1,950           | \$234,800                      |
| Project Management Specialists and Business Operations Specialists, All Other                    | 1,850           | \$124,700                      |
| Market Research Analysts and Marketing Specialists   | 1,800           | \$122,700                      |
| General and Operations Managers  | 1,300           | \$170,300                      |
| Telecommunications Equipment Installers and Repairers, Except Line Installers                    | 1,250           | \$78,400                       |
| Computer Occupations, All Other  | 1,200           | \$145,700                      |
| Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel | 1,050           | \$108,100                      |
| Accountants and Auditors   | 1,000           | \$116,200                      |
| Sales Managers   | 1,000           | \$202,800                      |
| Marketing Managers   | 950             | \$216,500                      |
| Telecommunications Line Installers and Repairers   | 900             | \$83,100                       |
| Information Security Analysts  | 900             | \$156,200                      |
| Customer Service Representatives   | 900             | \$54,800                       |
| Financial Managers   | 850             | \$207,300                      |
| Computer User Support Specialists  | 800             | \$79,300                       |
| Film and Video Editors   | 750             | \$78,800                       |
| <b>Professional, Scientific, and Technical Services Industry</b>                                 |                 |                                |
| Software Developers and Software Quality Assurance Analysts and Testers                          | 1,550           | \$169,800                      |
| Project Management Specialists and Business Operations Specialists, All Other                    | 800             | \$124,700                      |
| Accountants and Auditors   | 750             | \$116,200                      |

Source: California Employment Development Department, 2021; City of Mountain View, 2021; CAI, 2023.

In 2021, 60% of Mountain View residents were employed in an occupation group paying a median salary higher than \$100,000.

- Occupations within the computer and mathematical occupations group were the most prevalent among Mountain View residents in 2021, representing an estimated 23% of total jobs.
- Occupational groups with more than 1,000 jobs and median salaries below \$100,000 include sales and related occupations (2,950 jobs), educational instruction and library occupations (2,750 jobs), office and administrative support occupations (2,750 jobs), food preparation and serving related occupations (1,750 jobs), building and grounds cleaning and maintenance occupations (1,250 jobs), and art, design, entertainment, sports, and media occupations (1,200 jobs).

**EXHIBIT 35. EMPLOYMENT & WAGES BY OCCUPATION GROUP, MOUNTAIN VIEW RESIDENTS, 2021**

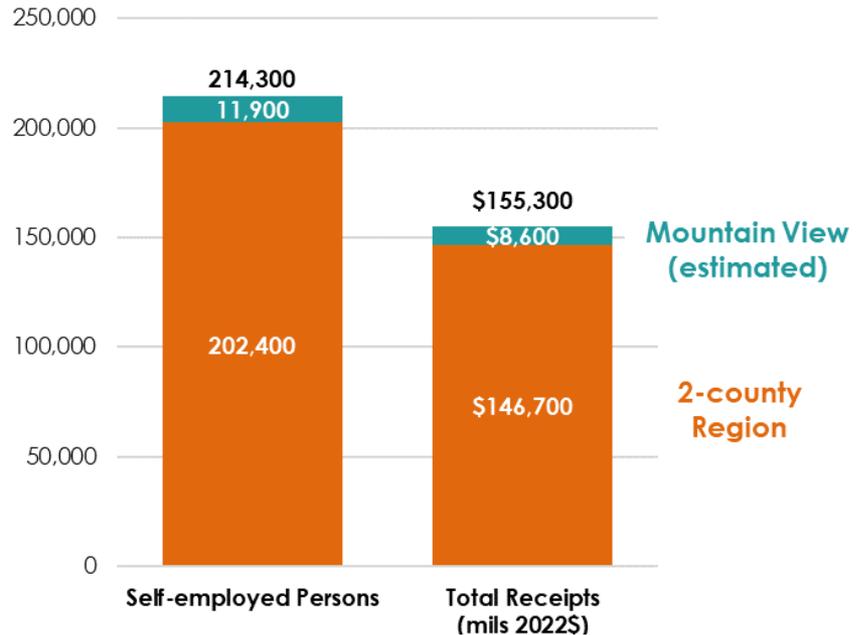
| <b>Occupation Group</b>  | <b>2021<br/>Employment</b> | <b>Median Salary<br/>(2022\$)</b> |
|--|----------------------------|-----------------------------------|
| Computer and mathematical occupations  | 10,800                     | \$180,300                         |
| Management occupations   | 7,600                      | \$174,300                         |
| Business and financial operations occupations                                | 3,550                      | \$124,600                         |
| Architecture and engineering occupations                                     | 3,300                      | \$153,000                         |
| Sales and related occupations  | 2,950                      | \$59,400                          |
| Educational instruction and library occupations                              | 2,750                      | \$67,100                          |
| Office and administrative support occupations                                | 2,750                      | \$58,800                          |
| Life, physical, and social science occupations                               | 2,350                      | \$111,100                         |
| Food preparation and serving related occupations                             | 1,750                      | \$32,900                          |
| Health diagnosing and treating practitioners and other technical occupations | 1,550                      | \$131,100                         |
| Building and grounds cleaning and maintenance occupations                    | 1,250                      | \$27,900                          |
| Arts, design, entertainment, sports, and media occupations                   | 1,200                      | \$95,000                          |
| <i>Other</i>   | 6,200                      | \$64,700                          |
| <b>Total</b>   | <b>48,000</b>              | <b>\$114,900</b>                  |

*Source: U.S. Census Bureau American Community Survey 5-year Estimates, 2021; CAI, 2023.*

- In 2019, receipts for establishments with no paid employees totaled nearly \$14 billion in the 2-county region, with average receipts totaling \$64,000 per establishment.
- At least 214,000 people across the 2-county region are registered as non-employer establishments, suggesting roughly 12% of the region’s workers are self-employed.
- Industries with the highest number of non-employer establishments include professional, scientific, and technical services (50,000 establishments); wholesale trade, transportation and warehousing (32,000 establishments); and finance, insurance, real estate, and rental and leasing (31,000 establishments).
- Assuming Mountain View’s regional share of covered employees aligns with the city’s share of self-employed persons, Mountain View’s self-employed workers would have totaled 11,900 in 2019.
- In many cases, self-employed individuals’ earnings serves as supplemental or hobby incomes. The number of self-employed workers whose entire livelihood comes from self-employment is likely much lower than 11,900.

Self-employment in the 2-county region represents a small proportion of total employment within Santa Clara and San Mateo County.

**EXHIBIT 36. SELF-EMPLOYED WORKERS AND TOTAL RECEIPTS, 2-COUNTY REGION AND MOUNTAIN VIEW, 2019**



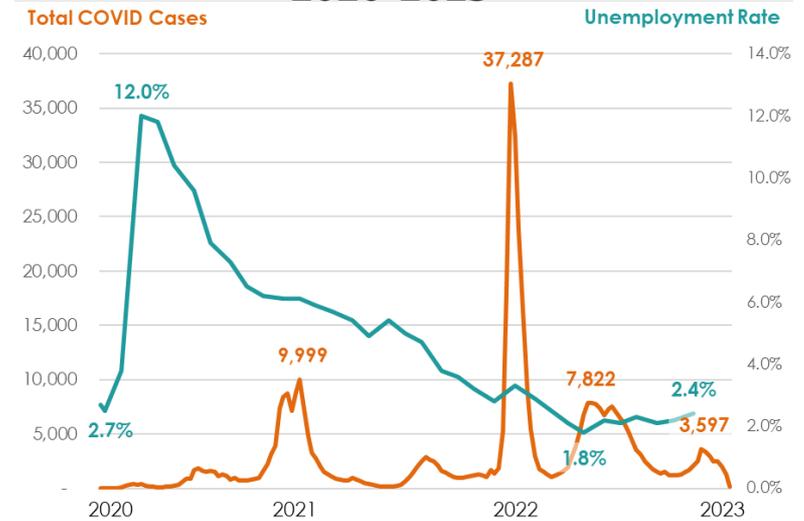
Source: U.S. Census Bureau, 2019; Bureau of Labor Statistics, 2019; Federal Reserve Bank of St. Louis, 2023; CAI, 2023.

# COVID IMPACTS

- Since the initial COVID outbreak and spike in unemployment, unemployment rates have steadily decreased to better-than-pre-pandemic levels in spring of 2022. As Exhibit 37 shows, this rate decreased even as waves of COVID-19 periodically continued to hit the Bay Area.

*Note: Additional data on the impacts of the COVID-19 pandemic are available in the appendix.*

**EXHIBIT 37. TOTAL COVID CASES & UNEMPLOYMENT, SANTA CLARA COUNTY, 2020-2023**

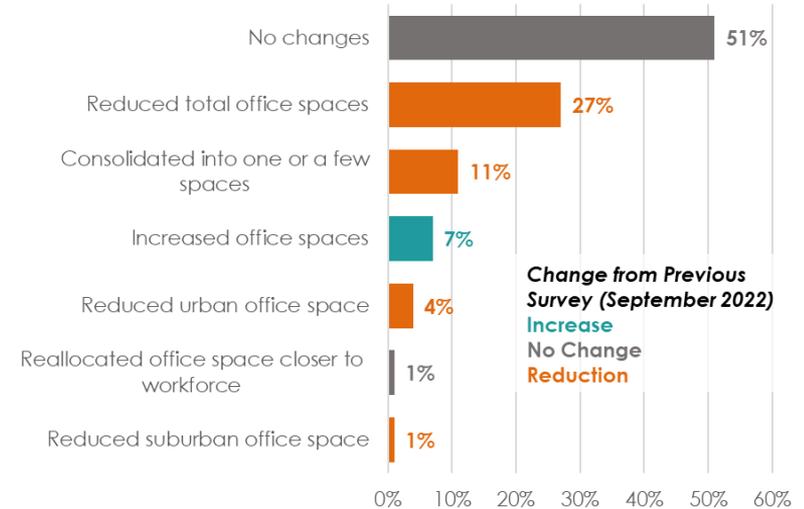


Source: Santa Clara County (COVID data), 2023; California Employment Development Department, 2023; CAI, 2023.

## The pandemic has changed workplace needs for the region's employers and workforce

- The Bay Area Council has surveyed roughly 200 regional employers representing a range of industries about COVID impacts on their workforce since April 2021. The data included here are from the most recent survey in November 2022.
- 80% of surveyed employers have brought their non-essential workforce back into the workplace. 10% report they no longer plan to bring their workforce back in person (the highest share since the survey's outset).
- Employers have estimated throughout the pandemic that between 20% and 30% of their workforce will remain fully remote post-pandemic.
- Remote work has forced many employers to reconsider their office space. Exhibit 38 outlines the actions that employers have taken regarding office space. Approximately half of employers have made no changes. 27% have reduced and 11% have consolidated their total office spaces.
- Overall, the share of employers who are reducing or consolidating office space is decreasing from previous surveys. A small but growing share are increasing their office presence in the Bay Area.

**EXHIBIT 38. EMPLOYER ACTIONS DUE TO REMOTE WORKFORCE, 2022**



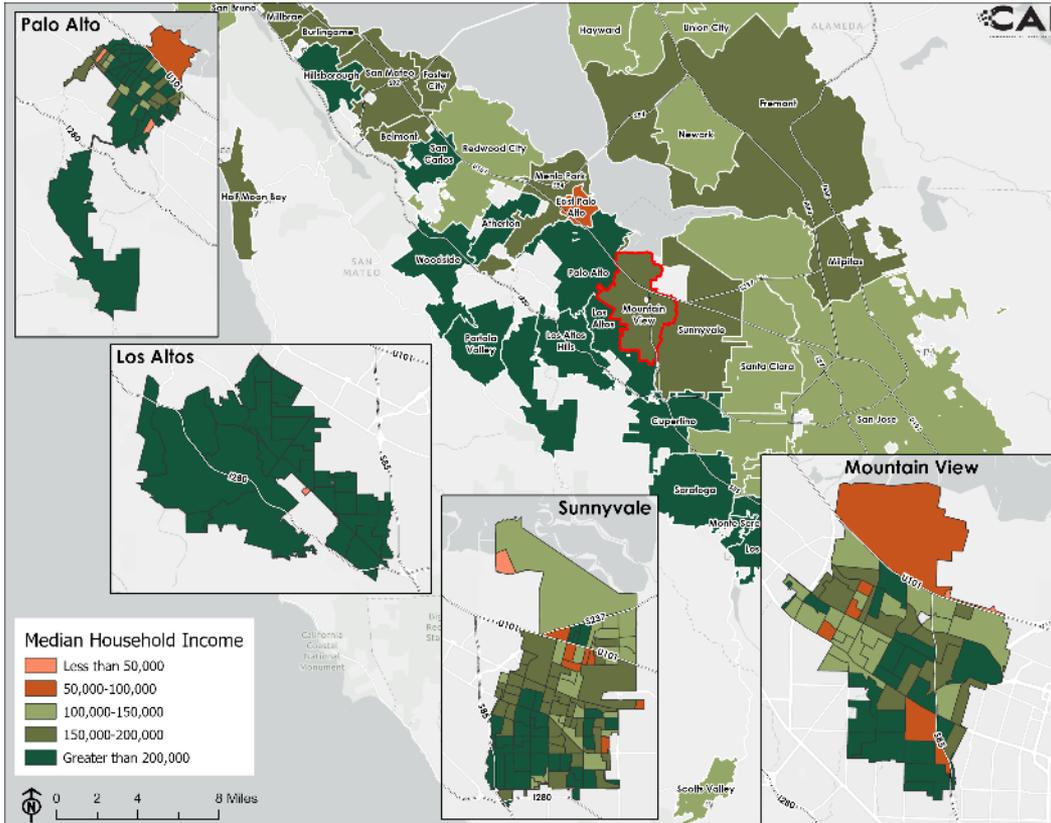
Source: Bay Area Council, November 2022; CAI, 2023.

# APPENDIX

Additional Data



### EXHIBIT 39. MEDIAN HOUSEHOLD INCOME, MOUNTAIN VIEW & REGION, 2022



Source: ESRI Business Analyst, 2022; CAI, 2022.

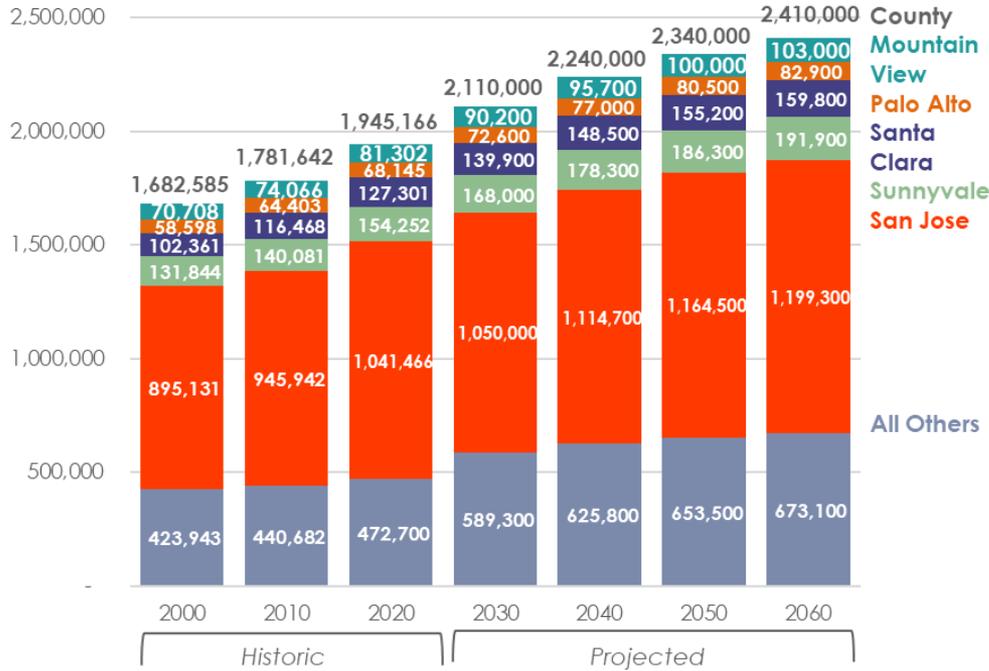
- Mountain View has a median household income of \$161,000 (2022).
- Mountain View's median income is lower than that of Palo Alto and Los Alto by 19% and Sunnyvale by 3%.
- Santa Clara County's median income is about 20% lower than San Mateo County but 33% higher than Alameda County.

### EXHIBIT 40. MEDIAN INCOME, MOUNTAIN VIEW & NEIGHBORS, 2022

| City                 | Median Income    |
|----------------------|------------------|
| Los Altos            | \$200,000+       |
| Palo Alto            | \$200,000+       |
| Sunnyvale            | \$166,268        |
| <b>Mountain View</b> | <b>\$161,309</b> |
| San Mateo            | \$3,192,191      |
| Santa Clara          | \$2,559,008      |
| Alameda              | \$1,920,468      |

How has Mountain View grown in recent years and how does that compare to its neighbors and the region?

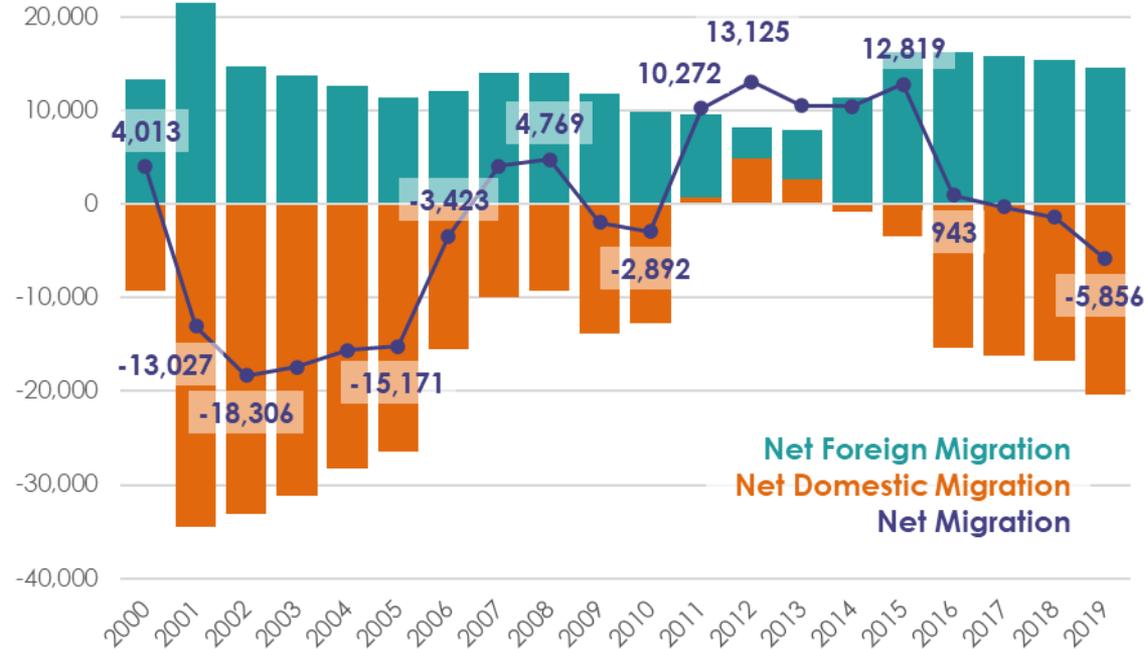
**EXHIBIT 41. PROJECTED POPULATION, SANTA CLARA COUNTY AND ITS CITIES, 2020 TO 2060**



Source: California Department of Finance, 2022; CAI, 2022.

- Mountain View is the fourth-largest city in the County and it is expected to break 100,000 residents by 2060, adding 19,000 residents between 2020 and 2060.
- Note: Exhibit 41 shows historic and projected population growth by select Santa Clara County cities. This projection assumes that each city will retain its current share of the county's population.*

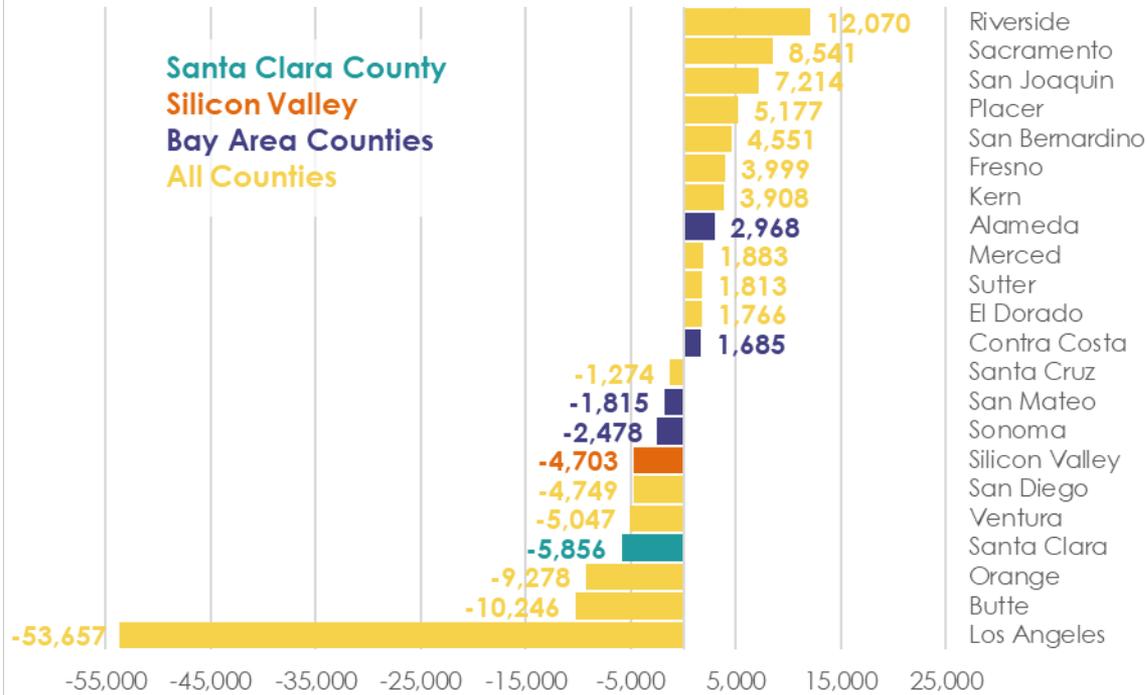
**EXHIBIT 42.** MIGRATION,  
SANTA CLARA COUNTY, 2000 TO 2019



Source: California Department of Finance, 2022; CAI, 2022.

- Exhibit 42 shows the foreign, domestic, and net migration patterns of Santa Clara County residents.
- Most of the county's positive migration are foreign individuals. On the domestic side, more residents are leaving than moving to Santa Clara County.
- The only years of positive domestic migration were in 2012 and 2013.
- In the years leading up to the pandemic, the county's population was slowly declining.

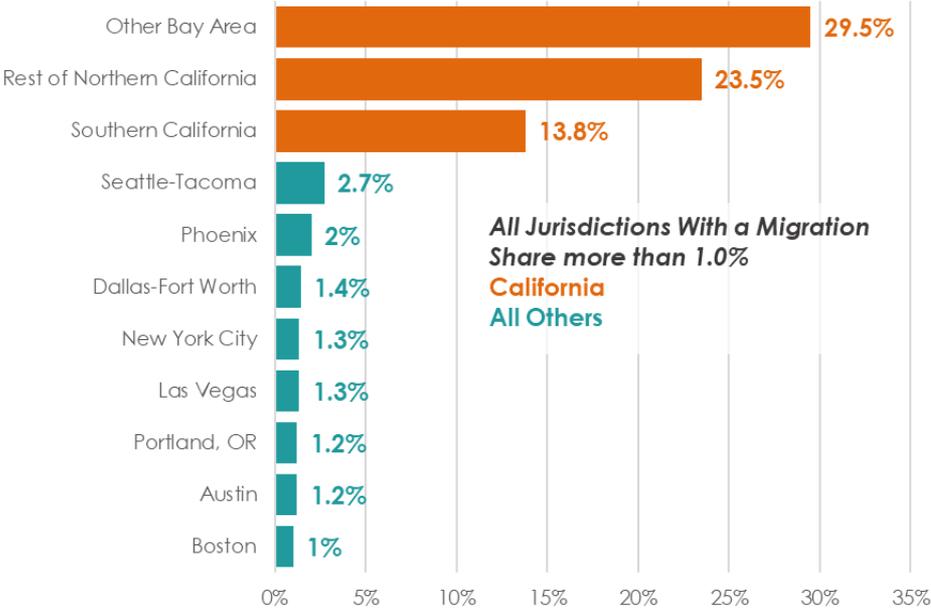
**EXHIBIT 43. COUNTIES WITH THE LARGEST NET DOMESTIC MIGRATION, 2017-2018**



Source: California Department of Finance, 2022; CAI, 2022.

- In 2018, Santa Clara County saw one of the highest decreases in population of all California counties.
- Aggregated as one unit, Silicon Valley as a whole has also seen population decline.

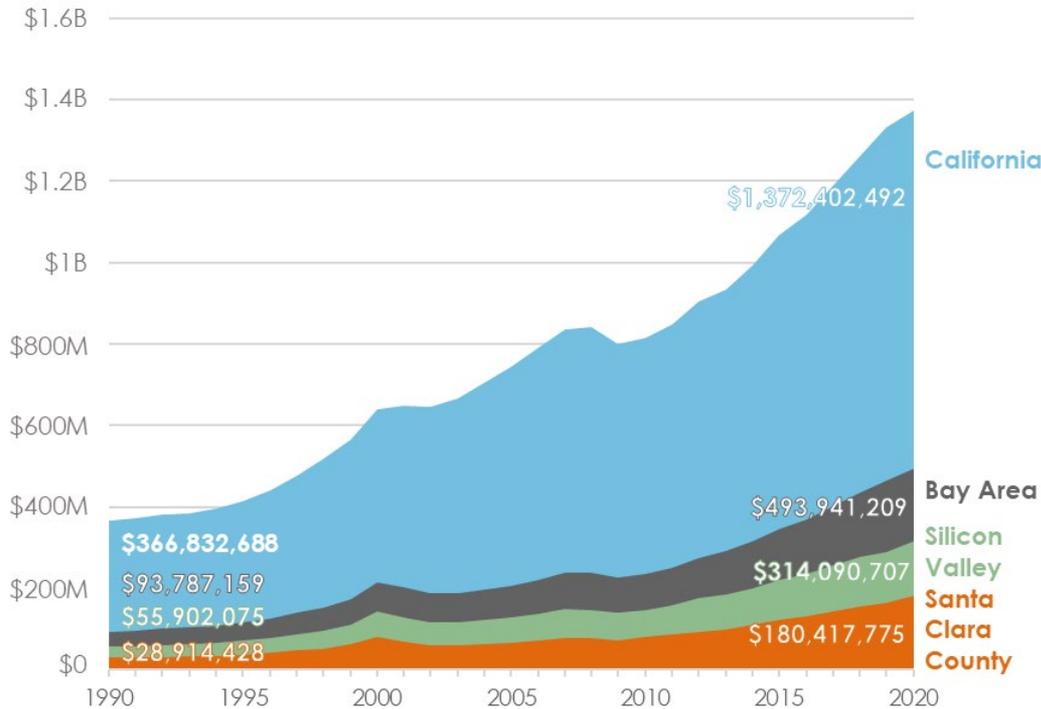
**EXHIBIT 44. TOP OUT-MIGRATION DESTINATIONS, SANTA CLARA & SAN MATEO COUNTIES, 2013 TO 2017**



Source: California Department of Finance, 2022; CAI, 2022.

- The vast majority of residents leaving Santa Clara and San Mateo Counties remain in California, particularly within the Bay Area. This indicates relatively easy movement of residents and workers within the region.
- The cities that local residents are likely to leave the state for are the Greater Seattle area, Phoenix, Dallas-Fort Worth, and New York City.
- *Note: Data on the top origins for in-migration is not available from this source.*

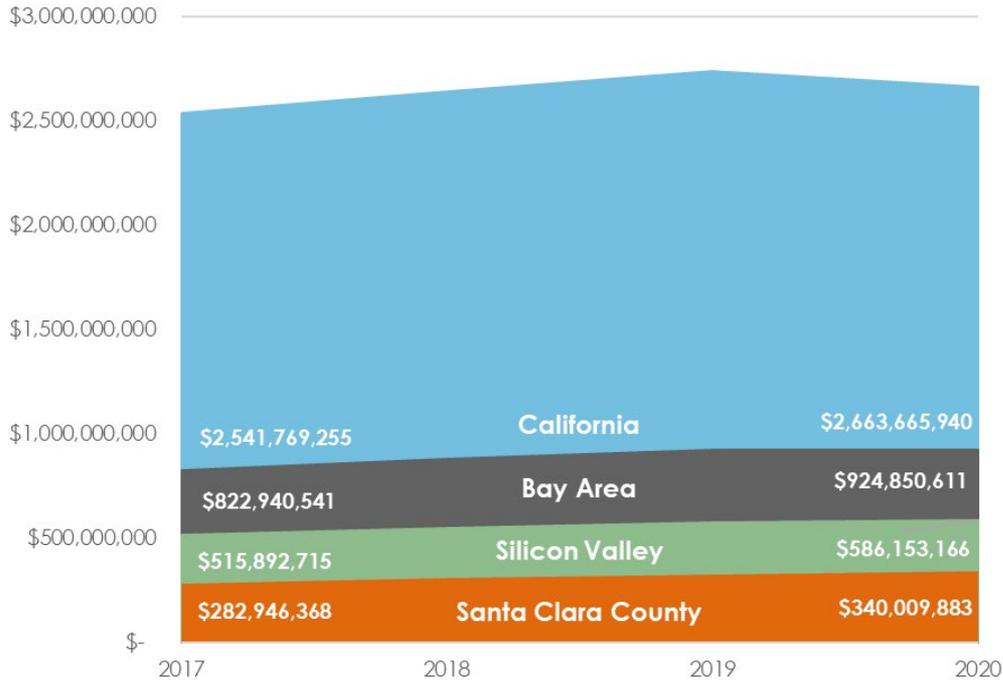
**EXHIBIT 45. INCOME BY PLACE OF WORK, SANTA CLARA COUNTY & REGION, 1990 TO 2020**



Source: U.S. Bureau of Economic Analysis, 2020; CAI, 2022.

- Income has significantly increased across the state of California since the 1990s.
- Income is concentrated in the Bay Area region, and Santa Clara County in particular.
- The Bay Area represents about 36% of the state's income.
- Santa Clara County's income represents about 13% of all income in the state of California and more than one-third of the income in all of the Bay Area.

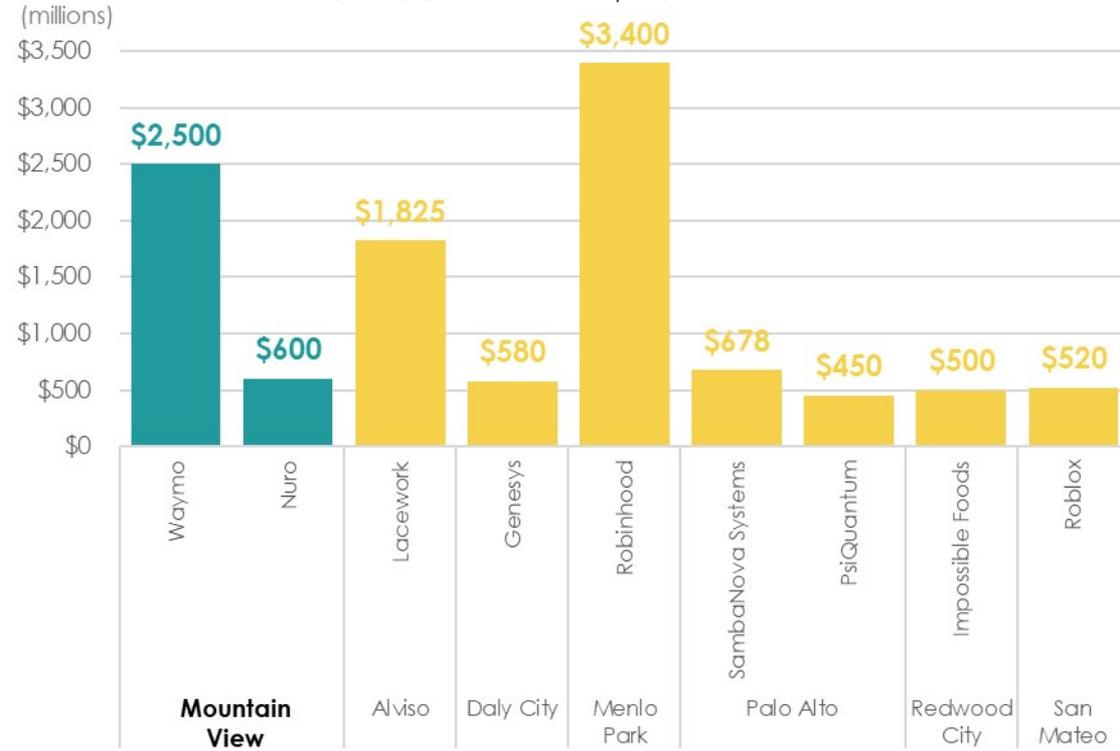
**EXHIBIT 46. ANNUAL GDP, SANTA CLARA COUNTY & REGION, 2017 TO 2020**



Source: U.S. Bureau of Economic Analysis, 2020; CAI, 2022.

- Similarly, the Bay Area is a significant anchor of the state’s economy. The region accounts for about one-third of California’s annual GDP.
- Santa Clara County is responsible for about 13% of the state’s annual GDP. However, it has an outsize impact on the Bay Area, as it accounts for 37% of the region’s GDP.

**EXHIBIT 47. TOP VENTURE CAPITAL DEALS,  
SILICON VALLEY, 2021**



Source: Silicon Valley Indicators, 2022; CAI, 2022.

- In 2021, companies located in Mountain View accounted for two of the top nine venture capital deals.
- Waymo, the former Google self-driving car project, received the second most funding at \$2.5 billion.
- Nuro, an autonomous delivery bot company, received \$600 million in venture capital funds.

## EXHIBIT 48. MOUNTAIN VIEW PARCEL LAND USE

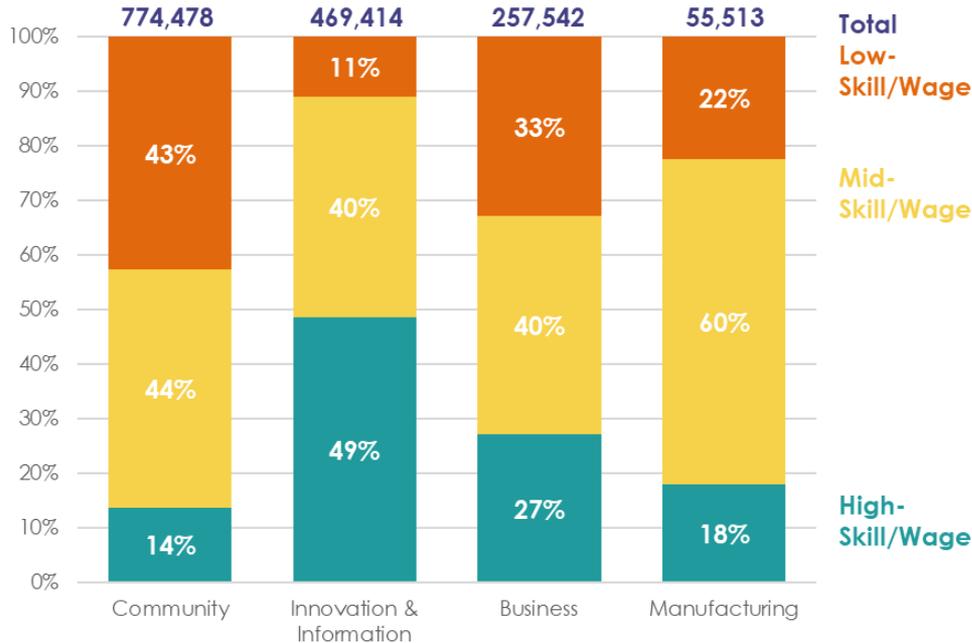
| Land Use                  | Acres | Percent Makeup |
|---------------------------|-------|----------------|
| Residential               | 2679  | 42%            |
| Park                      | 717   | 11%            |
| R&D Office                | 714   | 11%            |
| Retail                    | 361   | 6%             |
| Institutional             | 342   | 5%             |
| Office                    | 296   | 5%             |
| Agriculture, Conservation | 246   | 4%             |
| Educational               | 216   | 3%             |
| Industrial                | 158   | 2%             |
| Transportation            | 80    | 1%             |
| Recreation                | 67    | 1%             |
| Hospital                  | 54    | 1%             |
| Vacant                    | 30    | 0.5%           |
| Hotel                     | 27    | 0.4%           |
| Unclassified              | 405   | 6%             |

Source: Mountain View Open GIS Portal, 2019; CAI, 2023.

- Residential areas make up majority of Mountain View's land use (42%), followed by parks (11%)
- Research and development offices and other office spaces combined account for 16% of the city's land use in 2019
- 6% of the city's land is occupied by retail use with hotels only making up 0.4% of land use
- Vacant spaces account for only 0.5% of the city's land use

## Q. What are the key businesses & industries in Mountain View?

**EXHIBIT 49. SECTOR EMPLOYMENT BY SKILL AND WAGE, SILICON VALLEY, 2021**

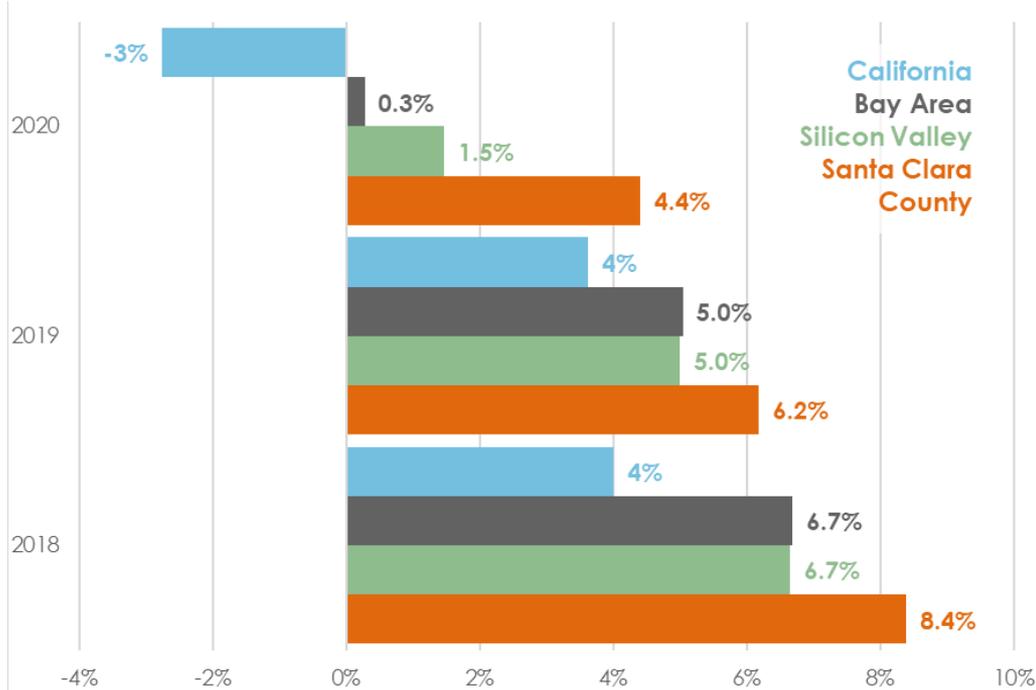


Source: Silicon Valley Indicators, 2022; CAI, 2022.

- Innovation and Information has the highest share of high-skill and high-wage jobs, with about 50%. It is the second largest sector in Silicon Valley.
- Community Infrastructure and Services includes occupations in healthcare, social services, retail, education, government, and utilities. It represents the most jobs with about 775,000. It has the lowest share of high-skill and high-wage jobs and a high share of low- and mid-skill and -wage employees.

## Q. What has shifted due to the COVID-19 Pandemic?

**EXHIBIT 50. PERCENT CHANGE IN GDP FROM PREVIOUS YEAR, SANTA CLARA & REGION, 2017 TO 2020**

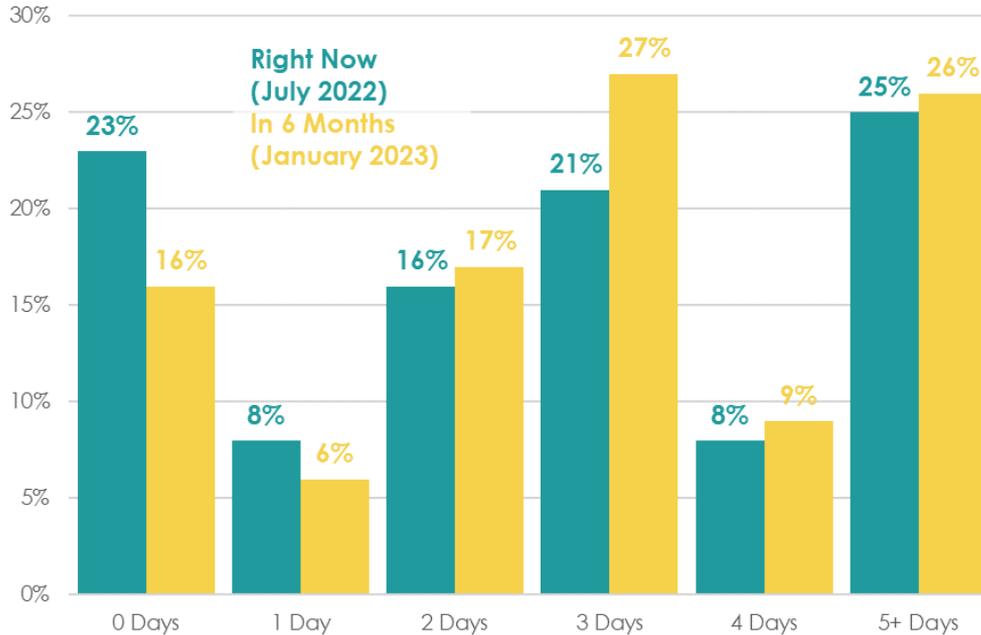


Source: U.S. Bureau of Economic Analysis, 2020; CAI, 2022.

- Santa Clara County appears to be a resilient local economy within the region. While California's GDP decreased from 2019 to 2020 by 3%, Santa Clara County's increased by 4.4% during the pandemic, outpacing both State and region.
- *Note: Exhibit 50 includes early pandemic data to show the change the pandemic had on the previous year's GDP.*

## Q. What has shifted due to the COVID-19 Pandemic?

### EXHIBIT 51 IN SIX MONTHS, WHAT IS YOUR BEST ESTIMATE AT THE FREQUENCY YOUR BAY AREA WORKFORCE COMES TO THE WORKPLACE EACH WEEK?

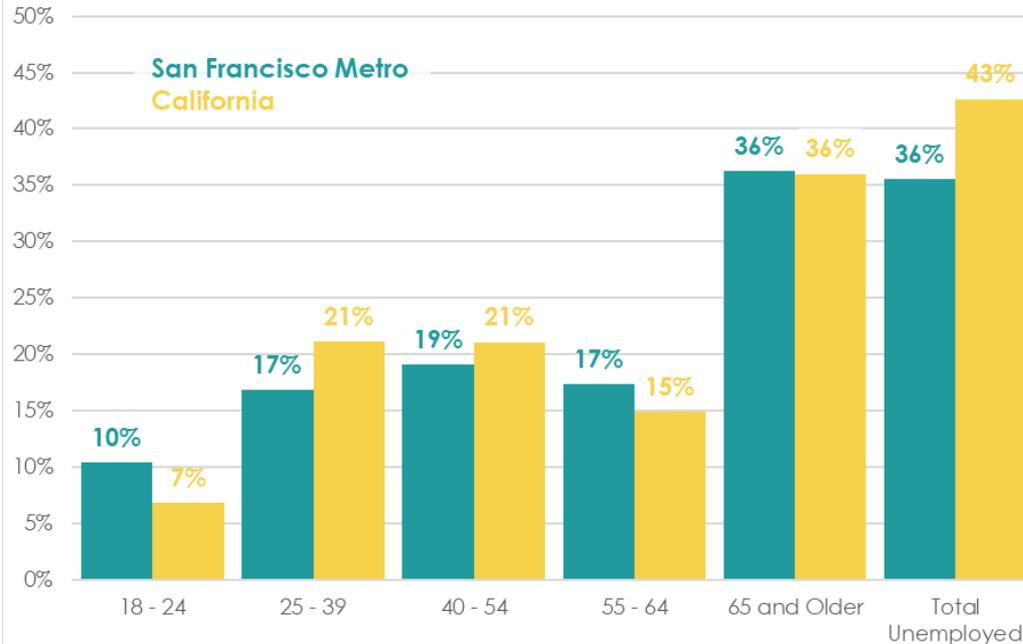


Source: Bay Area Council, 2022; CAI, 2022.

- One-quarter of respondents have returned to full-time in-person work. They predict a small increase in the number of in-person days, but full-time in-person work will remain around 26% by January 2022.
- Of those who are currently using a hybrid approach to work, workers generally come in one day a week or two-to-three days a week.

## Q. What has shifted due to the COVID-19 Pandemic?

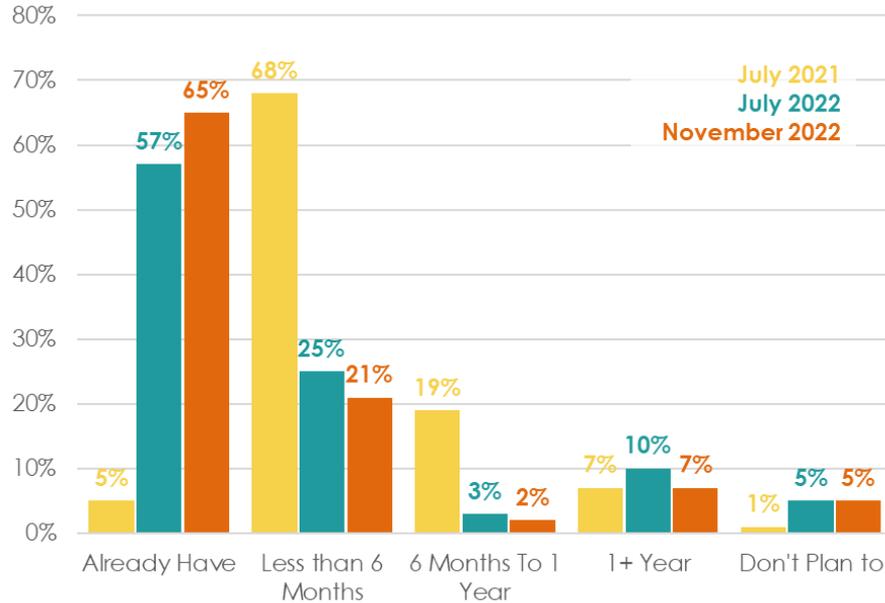
**EXHIBIT 52. SHARE OF POPULATION UNEMPLOYED IN LAST 7 DAYS, JULY 2022**



Source: U.S. Census Bureau Household Pulse Survey, 2022; CAI, 2022.

- About one-third of San Francisco's metro workforce (those 18 and older) were unemployed as of July 2022. This is slightly less than the state.
- Unemployed residents are more likely to be elderly.
- *Note: The Census Bureau launched a pandemic survey designed to understand the economic, health, housing, and educational impacts at the state level and for the nation's top metro areas. This data is available for San Francisco metro area and the state of California as a whole.*

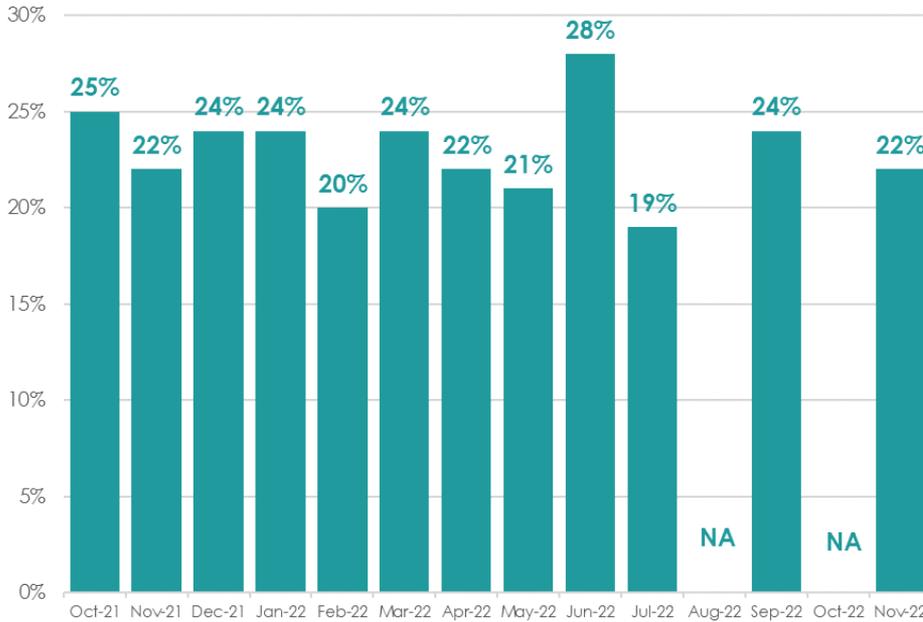
**EXHIBIT 53.** FROM TODAY, WHEN DO YOU THINK YOUR NEW LONG-TERM “NORMAL” WILL BE FULLY IMPLEMENTED IN YOUR ORGANIZATION?



Source: Bay Area Council, 2022; CAI, 2022.

- More than half of respondents report they have found their “new normal,” a significant increase in organizations who believe office conditions have stabilized at this point in the pandemic (Compared to 5% in July 2021).
- *Note: “New normal” refers to general organization operations and is not a transit-specific question. It is included as a question in a Bay Area Council Employer Network “Return to Transit” poll deployed since April 2021. Respondents include public, private and non-profit organizations from every county in the Bay Area. The most recent results are shown from July 2022.*

**EXHIBIT 54.** WHAT IS YOUR BEST GUESS AT THE PERCENT OF YOUR BAY AREA WORKFORCE THAT WILL BE FULLY REMOTE POST-PANDEMIC?

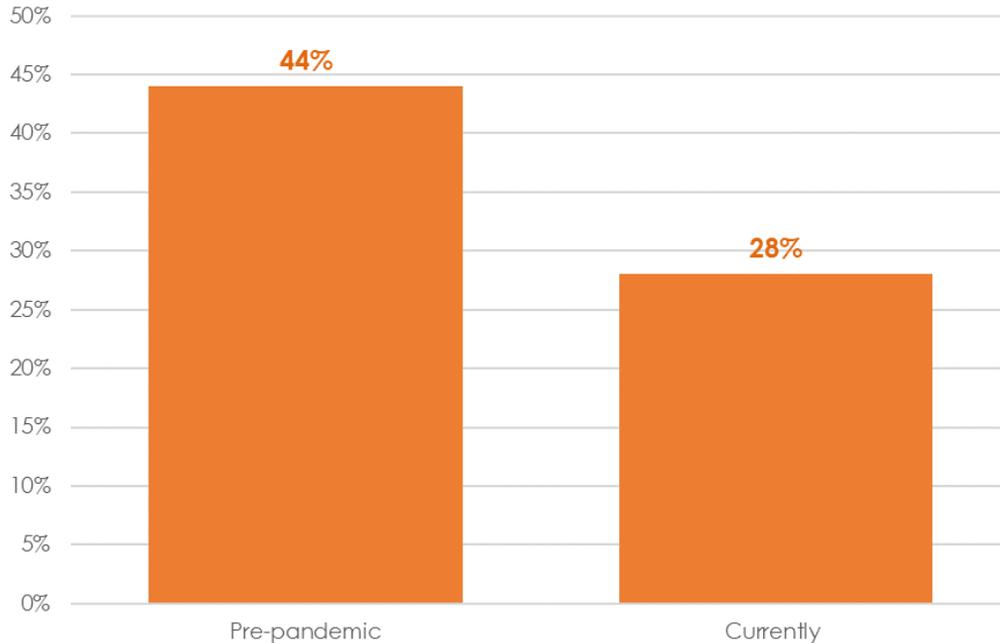


Source: Bay Area Council, 2022; CAI, 2022.

- Since October 2021, respondents have expected 20-30% of their workforce to remain fully remote post-pandemic, but this assessment fluctuates. In June, respondents gave the highest expectation for a fully remote workforce at 28%. The following month that dipped to the lowest rate at 19%.

## Q. What has shifted due to the COVID-19 Pandemic?

### **EXHIBIT 55.** WHAT IS YOUR BEST GUESS AT THE PERCENTAGE OF YOUR COMPANY'S BAY AREA EMPLOYEES WHO TOOK TRANSIT TO WORK BEFORE THE PANDEMIC AND CURRENTLY?

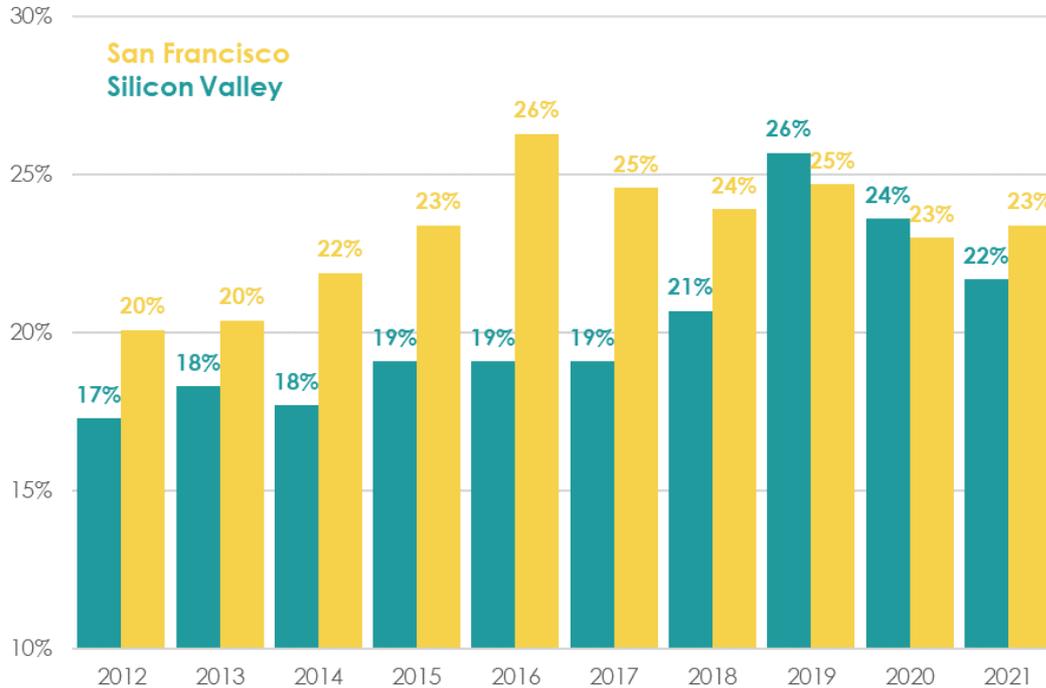


Source: Bay Area Council, 2022; CAI, 2022.

- Transit usership by commuters significantly decreased over the course of the pandemic and has yet to return to the pre-pandemic norm. Nearly half of all commuters took transit pre-pandemic, while under one-third were using transit as of June 2022.
- This may represent increases in remote work or signify a hesitancy to return to transit for those workers who do commute to an office space.

## Q. How do diverse businesses play a role in Mountain View?

### EXHIBIT 56. SHARE OF STARTUPS FOUNDED BY WOMEN, SAN FRANCISCO & SILICON VALLEY, 2021

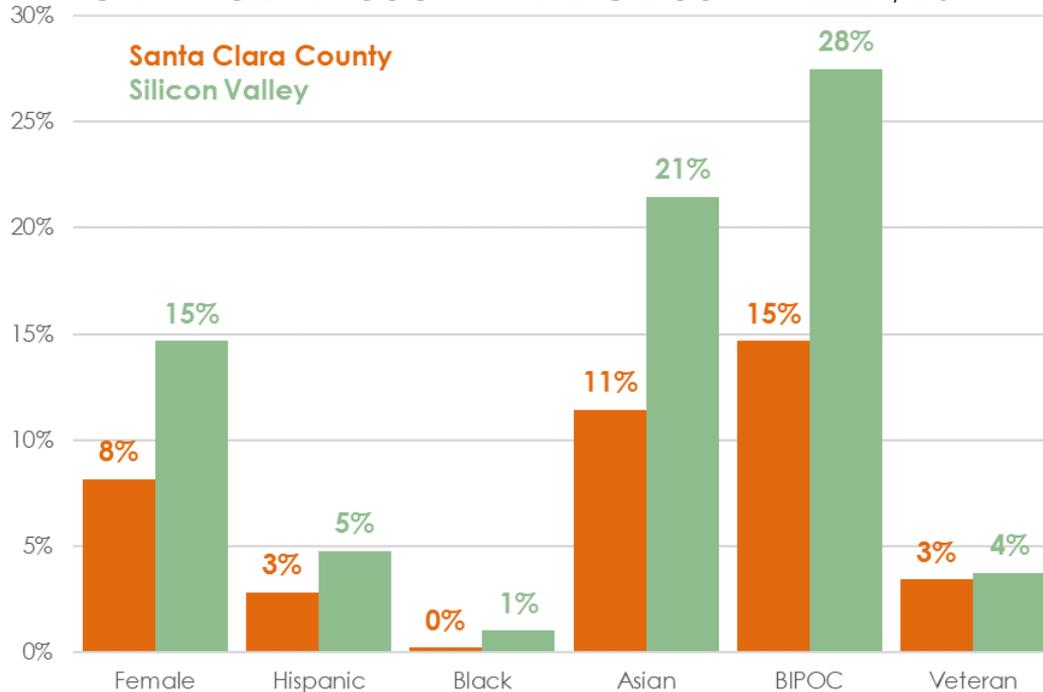


Source: Silicon Valley Indicators, 2022; CAI, 2022.

- Over the last ten years, around one-quarter of all startups in Silicon Valley were founded by women. The share of women-founded startups has historically been lower than San Francisco, and it declined in both locations since 2019.
- This may represent an opportunity to activate more women to advance business activity in Mountain View and supporting a diverse array of businesses and business owners is an emerging theme throughout stakeholder engagement to-date.

## Q. How do diverse businesses play a role in Mountain View?

**EXHIBIT 57. BUSINESS OWNER CHARACTERISTICS, SANTA CLARA COUNTY AND SILICON VALLEY, 2017**



Source: U.S. Census American Business Survey, 2017; CAI, 2022.

- Santa Clara County's business community is not as racially diverse as Silicon Valley's as a whole, with fewer women owned businesses as well. About half as many business owners are women or BIPOC in Santa Clara as in Silicon Valley.
- This may represent an opportunity to generate business activity in Mountain View by providing more support for a diverse business community.
- *Note: Exhibit 57 shows the breakdown of business owners from a select set of demographic characteristics. The latest data is from 2017 and serves as a general benchmark rather than as a current snapshot.*

prepared by

