



**COUNCIL ENVIRONMENTAL
SUSTAINABILITY COMMITTEE**

AGENDA

REGULAR MEETING – MONDAY, APRIL 1, 2019
COUNCIL CHAMBERS AT CITY HALL – 500 CASTRO STREET
6:30 P.M.

1. CALL TO ORDER

2. ROLL CALL

Committee Members Alison Hicks, Ellen Kamei, and Chair Margaret Abe-Koga.

3. MINUTES APPROVAL

Minutes for the March 15, 2018 meeting have been delivered to Committee members and copies posted on the City Hall bulletin board. If there are no corrections or additions, a motion is in order to approve these minutes.

4. ORAL COMMUNICATIONS FROM THE PUBLIC

This portion of the meeting is reserved for persons wishing to address the Committee on any matter not on the agenda. Speakers are limited to three minutes. State law prohibits the Committee from acting on nonagenda items.

5. UNFINISHED BUSINESS – None.

6. NEW BUSINESS

6.1 ENVIRONMENTAL SUSTAINABILITY PROGRAM ASSESSMENT AND STRATEGIC PLAN UPDATE AND APPROACH TO NEXT ENVIRONMENTAL SUSTAINABILITY ACTION PLAN

Staff will present a progress report and seek Committee input on the consultant study that is under way to assess the current Environmental Sustainability Program and develop a strategic plan, with options for the City's approach going forward, regarding how we define and achieve our sustainability goals. The strategic plan, which will be presented to the City Council on April 30, 2019, will describe three possible scenarios for the City's

level of response to the sustainability challenges Mountain View is facing. Staff will also describe the approach for the development of the fourth Environmental Sustainability Action Plan (ESAP-4), which will provide an outline of specific sustainability programs and initiatives. Staff anticipates bringing the ESAP-4 to Council for approval at the end of June 2019.

7. COMMITTEE/STAFF COMMENTS, QUESTIONS, COMMITTEE REPORTS

No action will be taken on any questions raised by the Committee at this time.

8. ADJOURNMENT

KB/1/MGR
679-04-01-19A

AGENDAS FOR BOARDS, COMMISSIONS, AND COMMITTEES

- The specific location of each meeting is noted on the notice and agenda for each meeting which is posted at least 72 hours in advance of the meeting. Special meetings may be called as necessary by the Committee Chair and noticed at least 24 hours in advance of the meeting.
- Questions and comments regarding the agenda may be directed to the Sustainability Division of the City Manager's Office at 650-903-6301.
- Interested persons may review the agenda and staff reports at the City Clerk's Office before each regular meeting. A copy can be mailed to you upon request. Staff reports are also available during each meeting.
- **SPECIAL NOTICE – Reference: Americans with Disabilities Act, 1990**
Anyone who is planning to attend a meeting who is visually or hearing-impaired or has any disability that needs special assistance should call the City Manager's Office at 650-903-6301 48 hours in advance of the meeting to arrange for assistance. Upon request by a person with a disability, agendas and writings distributed during the meeting that are public records will be made available in the appropriate alternative format.
- The Board, Commission, or Committee may take action on any matter noticed herein in any manner deemed appropriate by the Board, Commission, or Committee. Their consideration of the matters noticed herein is not limited by the recommendations indicated herein.
- **SPECIAL NOTICE**—Any writings or documents provided to a majority of the Council Environmental Sustainability Committee regarding any item on this agenda will be made available for public inspection in the City Clerk's Office, located at 500 Castro Street, during normal business hours and at the meeting location noted on the agenda during the meeting.

ADDRESSING THE BOARD, COMMISSION, OR COMMITTEE

- Interested persons are entitled to speak on any item on the agenda and should make their interest known to the Chair.
- Anyone wishing to address the Board, Commission, or Committee on a nonagenda item may do so during the "Oral Communications" part of the agenda. Speakers are allowed to speak one time on any number of topics for up to three minutes.



**COUNCIL ENVIRONMENTAL
SUSTAINABILITY COMMITTEE**

MINUTES

REGULAR MEETING – THURSDAY, MARCH 15, 2018
PLAZA CONFERENCE ROOM AT CITY HALL – 500 CASTRO STREET
6:30 P.M.

1. CALL TO ORDER

The meeting was called to order at 6:35 p.m. by Chair Matichak.

2. ROLL CALL

Present: Committee members Pat Showalter, Chris Clark, and Chair Lisa Matichak.

Absent: None.

3. MINUTES APPROVAL

Motion – M/S Showalter/Clark – Carried 3-0 – To approve the minutes of the May 10, 2016 meeting.

4. ORAL COMMUNICATIONS FROM THE PUBLIC – None.

5. UNFINISHED BUSINESS – None.

6. NEW BUSINESS

6.1 2015 COMMUNITY GREENHOUSE GAS EMISSIONS INVENTORY

Environmental Sustainability Coordinator Steve Attinger presented the results of the 2015 communitywide greenhouse gas emissions inventory. Mr. Attinger and Environmental Sustainability Analyst Margie Suozzo responded to the Committee's questions.

Speaking from the floor in support and/or with recommendations:

- John Carpenter
- Mike Balma
- Bruce Karney
- Hala Alshahwany
- Jane Horton
- IdaRose Sylvester
- Cliff Chambers
- Mary Dateo
- Bruce Naegel
- Vannina Champenois
- James Tuleya
- John Scarboro

The Committee discussed this item.

Motion – M/S Showalter/Clark – Carried 3-0 – To accept the 2015 Community Greenhouse Gas Emissions Inventory report and forward it to the Council and to approve the following actions: (1) conduct a transportation greenhouse gas emissions analysis via the Comprehensive Modal Plan; (2) conduct analysis of Environmental Sustainability Task Force 2 recommendations; (3) develop Environmental Sustainability Action Plan 4; (4) conduct a community greenhouse gas emissions inventory annually; (5) accept the Environmental Sustainability Task Force 2 recommendation to elevate the sustainability function within the City and to allocate an additional \$750,000 for sustainability staff and programs; and (6) include an opportunity during the Narrative Budget for the Council to discuss these recommendations.

6.2 ENVIRONMENTAL SUSTAINABILITY ACTION PLAN 3 STATUS UPDATE

Environmental Sustainability Coordinator Attinger presented an update on the progress of items in Environmental Sustainability Action Plan 3 (ESAP-3). Mr. Attinger responded to the Committee's questions.

Speaking from the floor in support and/or with recommendations:

- Bruce Karney
- Mike Balma
- Mary Dateo
- Dave Paradise
- Cliff Chambers

The Committee deliberated on this item.

Motion – M/S Clark/Showalter – Carried 3-0 – To accept the midcycle ESAP-3 status update and forward it to the Council.

Motion – M/S Showalter/Matchak – Carried 3-0 – To encourage staff to notify the Committee of any significantly important potential actions as early as possible, as appropriate.

6.3 2015 LOCAL GOVERNMENT OPERATIONS GREENHOUSE GAS EMISSIONS INVENTORY

Environmental Sustainability Coordinator Attinger presented the results of the 2015 local government operations greenhouse gas emissions inventory. Mr. Attinger and Environmental Sustainability Analyst Suozzo responded to the Committee's questions.

Speaking from the floor in support and/or with recommendations:

- Bruce Karney
- Mike Balma

- James Tuleya
- Dave Paradise
- John Carpenter

The Committee discussed this item.

Motion – M/S Clark/Showalter – Carried 3-0 – To accept the 2015 Local Government Operations Greenhouse Gas Emissions Inventory report and forward it to the Council.

7. COMMITTEE/STAFF COMMENTS, QUESTIONS, COMMITTEE REPORTS

Committee member Clark thanked everyone for coming and noted that it was the biggest turnout they had seen in a long time.

Committee member Showalter spoke about using existing entities to improve regional collaboration.

Environmental Sustainability Coordinator Attinger spoke about a partnership the City may be undertaking with Google through their Civic Leadership program, where three to four Google employees would assist the City with sustainability projects over a few months, starting in summer 2018.

8. ADJOURNMENT

The meeting was adjourned at 9:35 p.m.

SA/6/MGR
620-03-15-19mn

**MEMORANDUM**

City Manager's Office

DATE: April 1, 2019

TO: Council Environmental Sustainability Committee

FROM: Steve Attinger, Environmental Sustainability Coordinator
Audrey Seymour Ramberg, Assistant City Manager/
Chief Operating Officer

SUBJECT: Environmental Sustainability Program Assessment and Strategic Plan Update and Approach to Next Environmental Sustainability Action Plan

PURPOSE

The purpose of this item is to present a progress report and seek Committee input on the consultant study that is under way to assess the current Environmental Sustainability Program and develop a strategic plan with options for the City's approach going forward regarding how we define and achieve our sustainability goals. The strategic plan, which will be presented to the City Council on April 30, 2019, will describe three possible scenarios for the City's level of response to the sustainability challenges Mountain View is facing. This item also describes the approach for the development of the fourth Environmental Sustainability Action Plan (ESAP-4), that will provide an outline of specific sustainability programs and initiatives. Staff anticipates bringing the ESAP-4 to the Council for approval at the end of June 2019.

BACKGROUND

In November 2009, the City adopted reduction targets for greenhouse gas (GHG) emissions below a base year of 2005. Over the past decade, the City has developed and implemented three Environmental Sustainability Action Plans (ESAPs) with over 90 actions to reduce GHG emissions and achieve other sustainability goals. The City has periodically measured its progress, most recently in the preliminary 2017 community GHG inventory, presented to the Council on March 19, 2019. This inventory reported that 2017 emissions were 2.5 percent higher than the 2005 baseline and 15.7 percent above the level needed to stay on track to achieve the 2020 reduction target. While it is positive to note that the 2017 inventory marks the first time emissions have declined compared to the prior inventory, emissions will need to decline 50 percent faster in order for the City to reach its 2020 target.

In 2017, the City Council reaffirmed its commitment to sustainability and directed that a second Environmental Sustainability Task Force (ESTF-2) be created (as a successor to the 2008 Task Force, that had played a critical role in establishing the City's sustainability program). ESTF-2 worked with great dedication to develop a report with 36 recommendations, that they presented to the City Council on June 26, 2018. Given the significant resources that would be needed to implement the Task Force's recommendations and the timing of the report at the end of the Fiscal Year 2018-19 Budget process, the Council directed staff to analyze the recommendations and return to the Council with a midyear budget request as appropriate. Council also approved additional staff assistance for the sustainability office and funded a consultant study to assess the existing Sustainability Program and develop a strategic plan to inform the appropriate amount and type of resources and the most effective staffing and organizational structure for the City's sustainability efforts. Another action taken at this time was to place the Sustainability Program in the City Manager's Office, reporting to the Assistant City Manager/Chief Operating Officer, to increase the level of prominence and the opportunity for organizationwide leadership.

ANALYSIS

Consultant Selection, Scope, and Process

Following a competitive Request for Proposal process, a cross-departmental review team selected Cadmus as the best qualified firm. The Council approved the Cadmus agreement on September 25, 2018. Staff saw great value in the consultant study as a way to clarify the policy options/direction, organizational changes, and resource commitments that would be needed to prioritize and operationalize the ESTF-2's recommended sustainability actions and accelerate the City's progress on sustainability. Another value to the consultant role was the help they could provide to begin the process of change management within the organization.

The two primary deliverables of the consultant study are a Program Assessment and a Strategic Plan. To accomplish these deliverables, Cadmus has reviewed the City's existing programs, plans, and documents, including the ESTF-2 report; met with external stakeholders, including members of the ESTF-2 steering committee and representatives of both large and small businesses in Mountain View; facilitated two large, half-day staff workshops; conducted 16 staff interviews; researched 10 benchmark cities; drew from their extensive experience; and called upon their network of sustainability partners.

The selected benchmark cities comprise a mix of jurisdictions in California and throughout the country. These cities were selected based on the following criteria: sustainability reputation; policy initiatives in key categories, including transportation, buildings, energy supply, circular economy, inclusion, and outreach; similar size to Mountain View; and similar growth to Mountain View. The selected cities were: Asheville, North Carolina; Berkeley, California; Boulder, Colorado; Cambridge, Massachusetts; Columbia, Missouri; Evanston, Illinois; Fort Collins, Colorado; Palo Alto, California; Santa Monica, California; and Somerville, Massachusetts.

Findings of the program assessment are summarized below. Important progress has already been made in two of the areas identified in Cadmus's recommendations: development of the organization's vision for sustainability (further described later in this report), and a stronger cross-departmental team to integrate sustainability considerations into decision-making and clarify sustainability as an organizational priority. This initial progress has been accomplished through two staff workshops facilitated by the Cadmus team and several follow-up sessions facilitated by the Assistant City Manager/Chief Operating Officer. It is anticipated that such efforts will continue as a cross-departmental governance structure is established to enable shared responsibility for the implementation of the Sustainability Strategic Plan.

Summary of Cadmus Sustainability Program Assessment

Cadmus found that the City of Mountain View has a mature Sustainability Program with a history of significant accomplishments related to both communitywide and municipal sustainability. According to Cadmus, standout accomplishments include the City's leadership in establishing Silicon Valley Clean Energy (SVCE), significant participation (more than 2,000 households) in Energy Upgrade MV and water conservation programs, substantial multi-modal achievements, and successful and ambitious programs in Zero Waste, recycled water, and more.

Program Assets and Constraints

Cadmus believes the program's accomplishments are supported by a number of assets, including:

- Knowledgeable staff, both in the sustainability office and the operating departments.
- Strongly supportive internal and external stakeholders with significant desire for action, including Council adoption of sustainability as a major goal, community

support from ESTF-2 and other groups, committed local businesses, and engaged City department leadership.

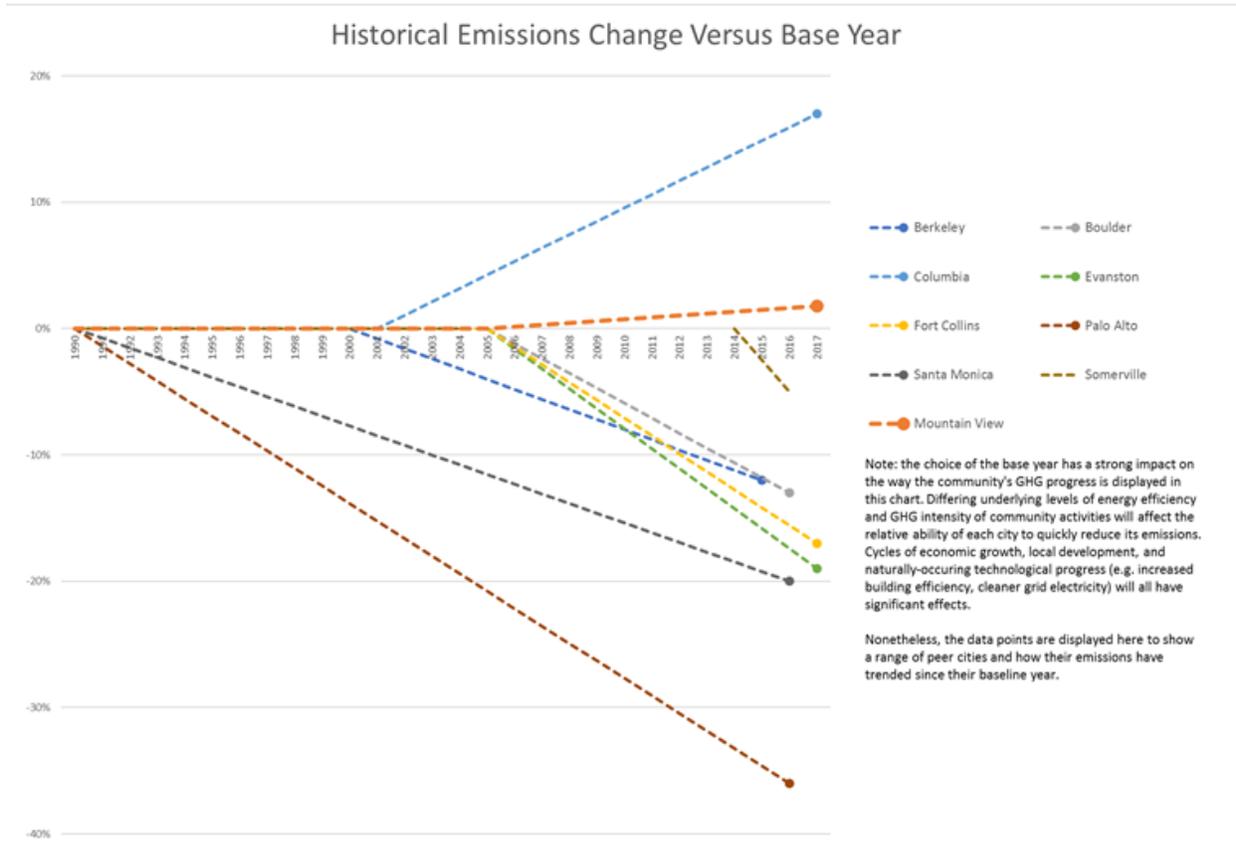
- Supportive planning processes, including ESAP cycles.
- A strong local economy and City fiscal condition.
- Existing and potential collaborators including neighboring jurisdictions, businesses, and regional organizations.

Cadmus also identified a number of constraints that make progress more challenging. These include:

- Competing organizational priorities and staffing limitations.
- Rapid community growth.
- Lack of departmental reporting on and ownership of sustainability outcomes.
- Lack of cross-departmental sustainability coordination.

Program Gaps and Areas of Focus

Cadmus highlights the City's progress toward achieving its GHG emissions reduction target to be of significant concern. As noted above, the City is not on track to reduce emissions by 80 percent relative to 2005 by 2050. In the 2015 Inventory, the City was 21 percent behind its 2015 target, and with the recent 2017 Inventory, the City was 15.7 percent behind what is needed to achieve its 2020 target. Mountain View's progress, relative to the benchmark cities reviewed by Cadmus, is shown in the graph below. Whereas emissions have decreased in most of the cities, despite them also experiencing significant population and job growth, emissions in Mountain View are higher now than in the 2005 base year. Cadmus concluded that the City needs a clear vision, innovative solutions, and strong collaborations to counteract the effects of growing residential and service populations; otherwise, it stands little chance of achieving its GHG reduction goals.



Cadmus considered the primary sectors that contribute to community GHG emissions in Mountain View (transportation and energy), looking at both the supply side (i.e., source or technology) and the demand side (i.e., usage or behavior). Given the success of SVCE in providing a clean source of electricity, Cadmus proposes that the primary focus for sustainability strategies should be reducing the number of vehicle miles traveled, improving the efficiency of vehicles and carbon-intensity of fuels, increasing building electrification, and reducing electricity consumption.

Cadmus noted that the City has a varying degree of control and influence over the emissions from these sources, and different levers may be appropriate accordingly. Whether the solution is provided by the City, other levels of government, the private sector, or the community as a whole, Cadmus asserts that substantial progress must be made in many of these categories, and collaborations will be paramount, particularly in addressing transportation emissions.

Cadmus Program Recommendations

Given the gap between the City's GHG goals and its current trajectory, Cadmus identified several changes to the City's approach to sustainability to accelerate and broaden the program's impact. Cadmus recommends that the City:

- Articulate a shared vision for sustainability to guide the scope and priorities of a sustainability strategic plan.
- Elevate and make explicit the importance of sustainability to enable staff to treat sustainability actions as a priority. Absent purchasing verified carbon offsets, Cadmus contends that there is no clear pathway to getting on track without expanded effort.
- Identify metrics for sustainability progress that are aligned with department missions, develop a tracking plan, and set targets for each metric. Cadmus suggests that these could include Citywide mode share targets, targets for reducing Vehicle Miles Traveled (VMT), Electric Vehicle (EV) adoption, etc.
- Identify and provide internal (e.g., staffing) and external (e.g., grants and technical assistance) resources necessary to accelerate progress.
- Increase cross-functional collaboration on the key sectors of transportation and heating.
- Develop a strategic transportation sustainability master plan to create a unified vision for decarbonizing the sector.
- Create capacity for learning and innovation, where ideas can be tested and successes are celebrated.
- Pursue regional collaborations to scale solutions, particularly in transportation, with strategies to address the jobs/housing imbalance and facilitate transit-oriented development.

Progress Update on Strategic Plan Development

Cadmus is in the process of developing a Strategic Plan that uses the findings and recommendations from the Program Assessment to form three options for how the City could choose to move forward in its response to achieving its sustainability goals. The

Strategic Plan will be presented to the Council in a Study Session on April 30, 2019. It is important to note that the Strategic Plan is intended to describe, at a high level, what Cadmus sees as the City's choices regarding the desired impact on sustainability, the scope and ambition of the City's sustainability strategies, and the organizational approaches and resources (including a placeholder sustainability budget) needed to accomplish the desired impact and strategies. The Plan that will be presented to the Council later in April is not intended to be an ESAP. This more detailed project outline and specific appropriations will be developed in accordance with the Council's direction at the April 30 Study Session and will come to the Council for review at the end of June.

The components of the Strategic Plan, which include the six sectors for sustainability action, three levels of response, and four cross-cutting sustainability levers, are further described below. Following these descriptions, an example is provided to illustrate how these components might come together in the Strategic Plan and what some associated strategies and required staffing or other resources might be. It is important to note that development of the Strategic Plan has been a highly collaborative and iterative process, seeking input and commitment from a cross-departmental team. As such, **the Plan is still a work in progress, and what is shared in this report is considered a draft.**

Sectors for Sustainability Action

Cadmus has identified the following sectors as areas of sustainability action: transportation; land use/strategic growth; buildings; parks, ecosystems, and natural habitats; waste; and water.

Levels of Response to Achieve the City's Sustainability Goals

At the **Foundational Level**, Cadmus suggests that the City would: continue and refine successful programs already in place; develop clear alignment on visions of sustainable growth and sustainability broadly; increase actions to mitigate the direct environmental impacts of City operations; put structures in place to lay the pathway for the next levels of response; and put in place policies and criteria to begin mainstreaming sustainability, including involving the sustainability office early in major decisions.

Outcomes may include:

- Transportation: no substantial improvement in congestion; personal vehicle travel grows, but at a slower rate; emissions do not substantially decrease, although

improved efficiency and electrification of vehicles may offset the growth in vehicle usage to prevent emissions growth.

- Buildings: new construction is held to very high energy performance standards, and these improvements offset the increase in emissions that would otherwise have accompanied growth in the residential and service population.
- Ecosystems: the City continues with its current policy to implement the Community Tree Master Plan, bringing tree canopy cover to 22.7 percent of the City; and continue looking for opportunities to implement xeriscaping (low-water-use landscaping) and natural plant cover to make the City more drought-resilient.
- Waste: reduction in waste per capita is offset by increase in residential and service population, making achievement of the City's zero-waste target unlikely.
- Water: progress continues with water leak detection, drive-by meter readings, preventative maintenance, and water reuse.

At the **Advanced Level**, Cadmus suggests that the City would: begin to mainstream sustainability in City departments with a strong statement of prioritization and by increasing staff capacity to focus on sustainability actions; invest in strategic hires and training for change management and sustainability and resilience integration; pursue increasingly aggressive actions, tackling the most challenging sectors; invest significant effort in developing public/private partnerships and regional collaborations.

Outcomes may include:

- Transportation: policies and pricing signals have a measurable impact on traffic and congestion, reducing emissions as well; significant increase in amount and quantity of "mobility as a service" options, leading residents of the most walkable and bikeable neighborhoods to own fewer cars and pick from a wide array of on-demand services that are convenient and cost-effective; increased usage of shuttles, transit, and pooled vehicles takes more cars off the road.
- Buildings: all new construction is zero net energy or offsets its emissions in another way; progress is made in electrification of heating and water heating in existing buildings as well, substantially reducing emissions.
- Ecosystems: increased park space provides both recreational amenities and habitat value; parks are resilient to drought.

- Waste: policies and programs ensure that waste is routinely repurposed for its highest value reuse (e.g., food donation programs cut down food waste, compost is collected and used locally to enrich local soils, packaging waste is minimized, and cost-effective recycling solutions are found).
- Water: expansion of water recycling through the purple pipe system or other water reuse technologies makes Mountain View more drought-resilient within the context of climate change; water efficiency keeps costs low at properties throughout the City.

At the **Innovative Level**, Cadmus suggests that the City would: thoroughly integrate and institutionalize sustainability and resilience as a high priority in any decision made; achieve a high level of public commitment, reporting, and accountability; pursue aggressive, adaptable, and performance-based actions across all sectors; take a lead role in establishing regionally collaborative partnerships with substantial results; and achieve very strong equity results of sustainability programs.

Outcomes may include:

- Transportation: substantial improvement in congestion and transportation emissions; Mountain View is extremely walkable and bikeable, with a safe, reliable, low-cost, and comfortable transportation system providing convenient access to daily needs equitably for all residents and visitors to Mountain View. Electrification and clean fuels substantially reduce air pollution and make streets quieter and more pleasant. Over time, the reduction in single-occupant vehicles on the road is substantial enough that parking needs decrease and surface parking lots and extra lanes can be repurposed for other uses such as pocket parks, wider, more inviting sidewalks, and other amenities that enhance neighborhoods and commercial districts.
- Buildings: substantial reduction in emissions and increase in renewable energy usage, energy efficiency, and self-generation of energy; district energy systems in major-development areas of Mountain View provide economies of scale; efficient electrification contributes to a lower-cost burden of energy, particularly for disadvantaged and low-income populations.
- Ecosystems: increased number of City parks provide both recreational amenities and habitat value; parks are resilient to drought; and tree canopy is maximized, increasing aesthetics, and comfortable climate, and reducing energy usage and

urban heat island effects; the City's sustainability approach has a strong regenerative focus and impact.

- Waste: Mountain View continues to invest more effort to ensure that it achieves its zero waste goal.
- Water: substantial expansion of water recycling makes Mountain View 100 percent drought-resilient within the context of climate change and able to withstand abnormally long and severe droughts while ensuring water access for all; water efficiency keeps costs low at properties throughout the City.

Levers to Maximize Sustainability Impact

Building on the findings and recommendations from the Program Assessment, Cadmus has identified the following overarching levers as the primary ways in which the City can achieve improved sustainability outcomes. They span both the City's sphere of control and its spheres of influence. These levers cover the impact that City government can have: (1) in its own operations and the governance actions that will enable accelerated progress; (2) by managing land use and community growth in a sustainable way; (3) by enabling, empowering, and motivating all members of our diverse community to adopt sustainable practices; and (4) by collaborating regionally to address sustainability challenges that cross City boundaries.

Lever 1: Integrate Sustainability Across City Government

While municipal operations only account for a single-digit percentage of overall community greenhouse gas emissions, Cadmus suggests that the City should consider the ripple effects that are possible through leading by example. This lever includes both governance changes that ensure sustainability is considered in major decision-making and concrete changes to City operations. Cadmus observed in the Program Assessment that: staff needed guidance on prioritization of sustainability in their daily job functions; additional metric tracking could increase sustainability performance; additional staff resources were likely needed to enable higher achievement; and ongoing forums for cross-functional collaboration on sustainability were currently lacking. Implementing the strategies in Lever 1 would address these challenges.

Lever 2: Manage Inclusive, Sustainable Community Growth

Cadmus recognizes that community growth has significant implications for environmental sustainability, social justice, economic vibrancy, and community

character. Managed holistically, growth has the potential to improve opportunity, connect communities, and meet regional needs. Unmanaged growth can have detrimental impacts on important outcomes such as greenhouse gas emissions, habitat preservation, affordability and availability of housing for people of all socioeconomic statuses, traffic congestion and lost time, and sense of place and community.

Accordingly, Cadmus suggests that managing growth responsibly and innovatively requires shaping growth to align with key community priorities, including environmental sustainability, resiliency, adaptability, inclusivity, diversity, and social equity/fairness. Lever 2 is focused on strategies that will address gaps identified in the Program Assessment, such as the decrease in affordability of living in Mountain View, the substantial increase in transportation emissions, and the need for accelerated progress in decarbonizing building heating.

Lever 3: Prioritize Community Engagement

Levers 1 and 2 address municipal actions, new buildings, and growth. A substantial majority of the environmental impacts of the community comes from the existing building stock and the activities of current residents. Therefore, Cadmus has identified Lever 3 as an important focus for the City to engage a broader group of stakeholders in the sustainability conversation toward educating, influencing, and enabling all community members to adopt more sustainable behaviors and technologies. Cities can have substantial impact through market development, incentives, and educational efforts that empower more action within the community.

Lever 4: Partner Regionally to Enhance Connectivity and Impact

Many of the environmental issues and impacts within Mountain View are regional in nature. Transportation, housing, electricity systems, water, and resilience all have strong regional dependencies. Cadmus suggests that without engaging neighboring municipalities to align their actions with Mountain View's, success will be limited in each of these realms.

Strategic Plan Example for Illustration Purposes

As mentioned above, the Strategic Plan is not intended to be a detailed work plan. The ESTF-2 has done substantive work developing and proposing specific sustainability actions, which, along with input from City staff and the Council will be the basis for the ESAP-4. The table below provides a draft example to illustrate how the Strategic Plan provides a framework for operationalizing new sustainability actions. This example

provides a **subset** of the strategies that have been drafted for each lever, at each level of response. Staff is working actively with Cadmus to build out a matrix such as the one below and also to identify the staffing and other resources that might be needed for different strategies. For example, given the limited capacity in transportation and land use planning, to reach advanced and innovative levels, the City would likely need to invest in staff or consultant services for various tasks, such as developing a Citywide Transportation Demand Management (TDM) ordinance, more actively managing TDM and parking programs, taking a leadership role in expanding the services and participants of the Transportation Management Association (TMA), and working with regional entities to influence transportation system planning and develop innovative transportation partnerships and pilot projects.

Example Strategies	Associated Level of Response	Transportation Sector 	Building Sector 
Lever No. 2: Manage Land Use for Inclusive, Sustainable Community Growth			
Continue to prioritize established planning approaches that create an environment that will both reduce unnecessary travel demand and increase the percentage of travel needs that are met by low-emitting modes.	Foundational	e.g., policies to minimize new parking supply, enhanced TDM efforts, expansion of alternative transportation services	e.g., land use controls that stimulate mixed use, walkable and bikeable neighborhoods
Implement aggressive action to curtail growth in single-occupant vehicle travel demand through a portfolio of actions in collaboration with the TMA and using other levers under the City's control.	Advanced	e.g., community-wide TDM; special events TDM; mobility as a service programs, send appropriate pricing signals (e.g., unbundling parking from rent), stricter conditions on VMT growth, enhanced community shuttle services	

	Associated Level of Response	Transportation Sector 	Building Sector 
Example Strategies Rapidly accelerate the rate of implementation of improvements to the active transportation landscape in Mountain View.	Advanced	e.g., low-stress bicycle network, secure bicycle storage, improving the pedestrian experience, policies on micro-mobility for curb space and bike lanes	
Create an adaptable framework for decreasing congestion and emissions that is performance based and becomes more ambitious over time.	Innovative	e.g., implement congestion pricing, strong incentives for multi-modal transportation, and disincentives for single-occupant vehicle travel	e.g., adapt growth policies and development approval based on Citywide VMT and congestion reduction achievements
Lever No. 3: Prioritize Community Engagement			
Develop an EV Action Plan with an aggressive bundle of policies, programs, and incentives to accelerate electrification of transportation.	Advanced	e.g., establish Mountain View's approach on gap-filling in the EV charging network	e.g., make EV charging policies compatible with vision of a low-parking future – mobility hubs for charging EVs operated by TNCs, electrification of nonautomobile vehicles (bikes, buses, scooters)

	Associated Level of Response	Transportation Sector 	Building Sector 
Example Strategies Take a leadership role in developing regional transportation solutions. Engage with external groups such as VTA, the school district, large employers, neighboring cities, the MTC, and ABAG to communicate needs so as to shape future rounds of sustainable transportation implementation funding, while simultaneously developing concepts that will be compelling to granting agencies.	Advanced	e.g., transit partnerships. small business transit pass discounts, transit priority network, school bus services	e.g., collaborative planning on new transportation solutions connecting new developments planned by neighboring cities, using information from the RHNA and priority development areas

Draft City Vision

One of Cadmus’s key findings in the Program Assessment was the need for a shared vision for the City of Mountain View’s sustainability efforts. As a critical first step, City staff from across the organization engaged in a series of conversations to discuss what a sustainable Mountain View meant to them, what work they were doing toward this end, and what more they would aspire to do. These conversations were characterized by great enthusiasm, thoughtfulness, and dedication to the well-being of the Mountain View community. The draft vision that emerged from this process is stated below, along with a set of underlying values, guiding principles, and core areas of focus. As shown in this draft, City staff has a clear understanding of what has become the conventional wisdom amongst advanced sustainability practitioners as the three pillars of sustainability society (or the “Three Es”): Environment, Social Equity, and Economy.

Like the Strategic Plan, this vision is a work in progress. It is intended as a vision for the City organization, and staff expects that it will evolve as it is put into practice. Staff also recognizes the importance of a shared community vision for sustainability, to be informed by community values and be a driver of community action and accountability. As noted above, community engagement is a key lever and will include conversations about the community’s sustainability vision.

DRAFT VISION: The City of Mountain View works collaboratively and innovatively across internal departments and with residents, businesses, and governmental partners to create and sustain a connected and vibrant community that uses natural resources wisely, protects and enjoys the benefits of healthy local ecosystems, fosters sufficient economic resources and opportunities to provide a foundation for community well-being, and includes people from all life stages and backgrounds in the activity and success of the community.

VALUES

We commit to this vision because we value:

- Environmental sustainability
- Resiliency
- Adaptability
- Innovation
- Inclusivity
- Diversity
- Equity and fairness

PRINCIPLES

We inform the way we pursue our vision and values by:

- Thinking boldly
- Thinking holistically (using systems-thinking)
- Being proactive (where possible preventing rather than mitigating problems)
- Being collaborative (working together across City departments and across the region with inter-governmental, community and private-sector partners)
- Maintaining fiscal sustainability

To achieve our sustainability vision, we are developing and implementing strategies in the following core focus areas:

- Climate change mitigation
- Climate adaptation
- Natural resource/habitat preservation/regeneration
- Waste reduction and elimination
- Circular economy
- Community building/engagement
- Transportation mobility/accessibility/safety
- Affordability (housing and transportation)
- Economic development
- Smart growth/land use planning
- Smart city technology deployment

Approach to Developing ESAP-4

Compared to the prior three ESAPs, staff is taking a different approach in the process and possibly the scope and structure of the ESAP-4. Given the compressed time frame before the end of the fiscal year, ESAP-4 will likely be a higher-level, more strategic plan that prioritizes key focus areas and strategies (and, as possible, specific actions), some of which can be implemented in the near term and others that will require further work plan development. We plan to bring ESAP-4 to the Council in late June 2019 without a preliminary meeting with the Environmental Sustainability Committee. Instead, we are

coming to the Committee now with an update and request for input on the Strategic Plan before it goes to the Council. This allows the Council's direction on the Strategic Plan to inform the ESAP-4 so that it can be more strategic and responsive to the City's sustainability vision. It also allow us to keep both of these important documents (the Strategic Plan and ESAP-4) on track while enabling the full Council to build on the already substantive discussions that will have taken place in both recent and upcoming Council meetings (the December 2018 review of staff's analysis of the ESTF-2 recommendations and the upcoming review of the Strategic Plan, respectively). Finally, staff is considering what the proper time horizon may be for implementing ESAP-4 in light of the potentially significant and evolving changes to how the City structures its sustainability work.

COMMITTEE INPUT

Staff seeks Committee feedback and input on the following topics:

- Program Assessment summary
- Strategic Plan progress report
- Proposed response levels
- Including social equity in the City's approach to sustainability
- Approach to developing the ESAP-4

FISCAL IMPACT

The Strategic Plan scheduled for the April 30 Council meeting will provide an estimate of the additional funding needed to accomplish each of the potential response levels (foundational, advanced, and innovative). The Fiscal Year 2019-20 Narrative Budget will be coming to Council the week prior to the Sustainability Study Session. Therefore, the Narrative Budget is not expected to address all of the issues raised in this report. Depending on the Council's direction on April 30, staff will include an appropriate placeholder for sustainability in the Proposed Fiscal Year 2019-20 Budget.

NEXT STEPS

- April 30, 2019 Study Session: Staff and the Cadmus team will present a summary of the Sustainability Program Assessment and the completed Strategic Plan and

seek the Council's direction on the level of response options and associated budget commitment.

- June 11, 2019: Staff will include an Environmental Sustainability placeholder in the Proposed Fiscal Year 2019-20 Budget for Council adoption.
- Late June: Staff will bring to the Council for adoption the ESAP-4 with a more specific project work plan and appropriation request.

SA-ASR/KB/6/MGR
620-04-01-19M