



DATE: August 9, 2021

AGENDA ITEM # 4

TO: Environmental Commission
FROM: Emiko Ancheta, Staff Liaison
SUBJECT: Climate Action and Adaptation Plan Update Status Report

RECOMMENDATION:

Receive update on Climate Action and Adaptation Plan (CAAP) progress

BACKGROUND

In 2013 the City of Los Altos adopted the Climate Action Plan in accordance with the State Assembly Bill 32 which required public agencies in California to implement measures to reduce greenhouse gas (GHG) emissions to year 1990 levels by 2020. Cities needed to adopt a plan to address carbon emissions and establish an implementation plan for programs and facilities. A Climate Action Plan (CAP) is the policy document that provides the framework to achieve those goals. Since the adoption of the 2013 CAP, two annual report updates were done in 2015 and 2016. The City Council continues to make the environment a priority and directed staff to update the CAP. In December 2020, the City entered into contract with EcoShift Consulting to prepare a Climate Action and Adaptation Plan (CAAP) for the City of Los Altos.

In January 2021, staff began working with the consultant and the Environmental Commission Subcommittee to develop the Los Altos CAAP. The following summarizes the scope of services.

Task I: Project Management: Consultant Project Team will develop a project management plan in conjunction with City staff. The consultant will use best practices in project management methodologies to ensure the project remains on-task and on schedule. **Task Deliverables** include Kick-Off meeting with City staff, ongoing Bi-Weekly conference call meetings with City staff, attendance at meetings and public hearings for the Environmental Commission and City Council, presentation materials and summaries for meetings and public hearings and Ad hoc communication.

Task II: Data Inventory, GHG Forecast and Vulnerability Assessment: Consultant Project Team will use ICLEI protocols for this project and ClearPath portal to conduct the inventories and forecasting. **Task Deliverables** include update of baseline GHG inventory workbooks, summary GHG Report detailing results of inventory and documenting any methodological changes, forecast municipal and community GHG emissions, update GHG emissions reduction targets, vulnerability Assessment assessing the threats of climate risks.

Task III: Review and Assess Relevant City Plans, Policies, Programs and Codes: Consultant Project Team will conduct a review of current City measures, followed by a systematic process to compile the City's current, relevant goals, strategies, actions, tactics, and recommendations. **Task Deliverables** include collection of all relevant existing GHG reduction efforts, quantify efforts using agreed-upon emission factors, develop matrix detailing the City's current emissions reduction efforts,



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and explaining the relevance of existing policies to each other and to future CAAP measures, and policy framework matrix.

Task IV: Develop and Evaluate GHG Reduction and Climate Adaptation Measures: Consultant Project Team's roadmap process will identify critical pathways to achieving the City's climate goals, help identify issues and barriers to each pathway, and recommend mitigation strategies to overcome barriers. **Task Deliverables** include list of proposed CAAP measures, summary of transportation scenarios and list of VMT and GHG reduction policies for possible inclusion in the CAAP, adaptation strategies, list of measures and actions to attain City goals, threat matrix detailing types and degree of threats from the effects of climate change and reporting template for reporting on adaptation measures.

Task V: Prepare Draft Climate Action and Adaptation Plan: Consultant Project Team will deliver a comprehensive and robust CAAP that will be designed to be complementary to existing policies for reducing waste and energy use, reducing single occupancy- vehicle trips, and encourage healthy lifestyles. **Task Deliverables** include draft CAAP that includes Executive Summary summarizing report's purpose, methodology, findings, and recommendations, and materials for ongoing outreach and education.

Task VI: Finalize Climate Action and Adaptation Plan: Consultant Project Team will compile all feedback from the draft CAAP review and integrate comments into the final CAAP document. **Task Deliverables** include finalized CAAP, meeting with City to discuss how input and comments were integrated into final CAAP, attendance at 3 public meetings (1 EC meeting and 2 CC meetings).

Task VII: CEQA Compliance: Consultant will prepare an Administrative Draft IS/MND with the following components:

- Project Description
- CEQA Environmental Checklist Form
- Mandatory Findings of Significance
- Contacts and Bibliography
- Mitigated Negative Declaration or Negative Declaration
- Notice of Determination

DISCUSSION

The Environmental Commission CAAP sub-committee members, Bruno Delagneau, Raashina Humayun and Don Weiden attend CAAP meetings and provide support and input with staff and the consultant to develop the CAAP. Receive update on CAAP development progress and status.

Attachments:

- A. CAAP Meetings Summary
- B. CAAP Workshop (Business)
- C. CAAP Workshop (Public)
- D. CAAP Timeline

Climate Action & Adaptation Plan Meetings Summary

CAAP Kick-Off (January 14, 2021):

- Introduction of lead City staff, Environmental Commission subcommittee and consultant team
- Input for the CAAP development included:
 - Two focus areas should be existing buildings and reducing water use (the City is considering an energy audit of existing buildings).
 - Tie aspirational goals to concrete actions with specific reasons for the recommendations provided.
 - HR has some alternative commute benefits in place, including alternative work schedules and a public transit pre-tax benefit.
 - Important to present the value proposition of the plan to residents and businesses (explain the costs & benefits) to gain buy-in.
 - Two important focus areas will be tracking & measurement of actions and defining the City's GHG reduction target(s).
 - Community outreach will be important to engage the community and obtain input.
 - Action items and measures should be simple and conveyable to create a consistent repeatable message.
 - Important to identify the key drivers and goals of the plan (regulatory, leadership, etc.), as well as identifying where and how to best invest resources to achieve the plan's goals.
 - An updatable GHG model would be preferable, as well as an investigation of land use-related mitigation measures, and an investigation of future and retroactive actions (ex.: building codes to influence energy intensity).
 - A focus should be on creating a bold plan that incorporates technological advances, as well as raising the visibility of the plan in the eyes of the public and decision-makers.
 - The Reach Codes will have a big impact on future energy use in the City.
 - Per-capita residential PV and EV charging adoption are high within the City - there is interest in going off-grid among some residents.
 - The collection of data and using it in an effective reporting format will be important in demonstrating the plan's ongoing success, as well as communicating local and regional benefits.
- A brief presentation was given by the consultant team on the phases of the plan and the role Fehr & Peers' TrendLab+ tool.

CAAP Bi-weekly Meeting (January 29, 2021):

- Definition of an innovative plan was discussed: A valuable starting point will be for the City and consultant team to exchange lists of plans they find interesting/important to this project and discuss (see attachment D). This could result in a menu of innovative plans, policies, etc. for consideration for this project.
 - National and international plans and measures should be considered, not just limited to local efforts.
- Potential areas of interest for innovations include:
 - Learning and building on the Open Streets events over the summer.

- Community microgrids (potentially utilizing new Community Center).
- Utilizing carbon sinks and carbon capture to become Carbon Negative.
- Guidelines for private owners as well as enforceable policies for City-owned land and buildings should be looked at when considering innovative measures.
- Important to identify when to bring different stakeholder groups into the planning process. Bringing in different stakeholders at the right time will result in a more inclusive plan and help with the plan's adoption and implementation (ex.: downtown businesses will be impacted by changes to parking policies).
- The team discussed options for the timeframe for the Vulnerability Assessment (Mid Century vs End of Century). This should be determined by types of City infrastructure relevant to climate change. The original input from the City was that a Mid Century timeframe would be most appropriate.
- Alignment between the CAAP and the City's Emergency Preparedness Plan was discussed. Alignment between the CAAP and other City plans (current and future) in general will be an important consideration.
- The consultant team gave a brief intro to ClearPath. This will be the central GHG reduction planning tool, and also offers monitoring & reporting modules for ongoing use.
- An initial list of climate threats was reviewed (Flooding from creeks, Extreme Heat, Urban Heat Island effect, Wildfires, Air Pollution, and Drought). The consultant team will send this list to the City along with a framework for capturing stakeholder feedback on each threat. This is an important step in the Vulnerability Assessment.

CAAP Bi-weekly Meeting (February 12, 2021):

- Options for stakeholder engagement were discussed. Stakeholders identified are listed below.
 - The City has a Youth Commission that could be a good group to engage with.
 - The High School has a Green Team that engages regularly with the City Council.
 - Businesses will be important stakeholders (Anthony Carnesecca, Economic Development Coordinator).
 - Engage with groups that may be resistant to the measures in the final plan are important to engage with. Their concerns should be listened to and addressed.
 - Important Brown Act requirements to be strictly adhered to when considering meeting with commissions and committees as we plan outreach & engagement activities.
 - Engage the City Council in the process to implement their feedback on goals, and development throughout.

Stakeholder Groups:

- Los Altos Property Owners Downtown
- Los Altos Village Association
- Los Altos Chamber of Commerce
- Los Altos History Museum
- GreenTown Los Altos
- LAYCAT (Los Altos Youth Climate Action Team)
- Los Altos High School (Green Team Student Club)
- LAUSD Outdoor Educator
- Orchard Commons Committee

- Grass Roots Ecology
 - Block Action Teams (BATs)
 - Los Altos Community Foundation
 - Los Altos Rotary Club
 - Environmental Commission
 - Parks & Recreation Commission
 - Youth Commission
 - Complete Streets Commission
 - City Council
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- An overview of the Vulnerability Assessment survey was given.
 - An overview of the example CAPs and case study was given.
 - There was a discussion of the Nature Communication article, and the reply by ICLEI. ICLEI's methods are still relevant for this project, but the issues the article raises should be considered in the CAAP (making sure all emissions are captured, including considerations of consumption patterns, flights by municipal and community members, and the way VMT is calculated).

CAAP Bi-weekly Meeting (February 26, 2021):

- Outreach & Engagement options were briefly discussed. Several stakeholder groups were identified that could be good channels for sharing information and gathering feedback.
- The results of the Vulnerability Assessment Survey were shared. Climate hazards associated with temperature change were of highest concern, and flooding related to precipitation changes were also a concern.

Table 1: Average Scores and Ranking for Primary Climate Hazards

Primary Climate Hazards	Score
Temperature Increase	2.3
Precipitation Changes	1.7
Sea Level Rise	1.3

Table 2: Average Scores and Ranking for Secondary Climate Hazards

Secondary Climate Hazards	Score
Drought	2.7
Extreme Heat/Heat Waves	2.3
Wildfire	2.3
Air Pollution	2.3
Flooding (Riverine, Areal)	2.3
Urban Heat Island	1.8
Flooding (Coastal)	1.4
Landslide	1.2

- FEMA has flood maps for Los Altos - these will be included in document requests. The Stormwater Master Plan will also be included.
- An overview of asset & population categories for the Vulnerability Assessment was given. A survey will be distributed to gather feedback on the importance of each category.
- A table of local and regional GHG emission reduction targets was shared (see below). As the City considers different target options, it will be valuable to know what targets other municipalities have set. The updated GHG inventory, costs & benefits of different targets, type of target (% based vs absolute), and feedback from different stakeholder groups will also be important.

Climate Targets Table

Municipality/Source	Year	1st Target	2nd Target
IPCC	2018	45% below 2010 levels by 2030	Net Zero around 2050
EO-S-3-05/AB 32	2005/2006	1990 levels (or 15% below 2005 levels) by 2020	80% below 1990 levels by 2050
SB 32	2016	40% below 1990 levels by 2030	
Carlsbad CAP	2015	15% below 2005 levels by 2020	49% below 2005 levels by 2035
Mountain View CPR	2015	80% reduction by 2050	
Encinitas CAP	2018	13% below 2012 levels by 2020	41% below 2012 levels by 2030
Sunnyvale CAP	2019	56% reduction by 2030	80% reduction by 2050
Santa Monica CAAP	2019	80% below 1990 levels by 2030	Carbon Neutral by 2050
City of Alameda CARP	2019	50% below 2005 levels by 2030	Net Zero Emissions as soon as possible
Albany CAAP	2019	70% below 2004 levels by 2035	Carbon Neutral by 2045
San Francisco CAP	2019	Net Zero emissions by 2050	
San Rafael CCAP	2019	40% below 1990 levels by 2030	80% below 1990 levels by 2050
Menlo Park CAP	2020	Zero Carbon by 2030 (90% reduction, 10% removal)	
San Jose GHG Reduction Strategy	2020	40% below 1990 levels by 2030	
Oakland Equitable CAP	2020	56% below 2005 levels by 2030	

San Mateo CAP	2020	Reduce emissions to 4.3 MTCO ₂ e per-capita by 2030	Reduce emissions to 1.2 MTCO ₂ e per-capita by 2050
San Anselmo 2030 CAP	2019	45% below 2010 levels by 2030	80% below 1990 levels by 2050
Santa Clara CAP	updating now		

CAAP Bi-weekly Meeting (March 12, 2021):

- Introduction of the City’s PIO (Public Information Officer) team-Trevor and Sonia - they will be assisting with community outreach and engagement efforts.
- Manny in Muncipal Services will provide refrigerant data (buildings and fleet).
- The results of the internal Community Sectors Survey was reviewed - open-ended questions should be pared down for future surveys to improve the user experience.
- The group provided additional comment on the survey results, including sources of air quality effects, specific City resources, and at-risk populations related to climate change.
- A separate meeting will be set up to discuss next steps for outreach & engagement.
- Landfill reduction measures, specifically vinyl banners used for City events, looking for ways to address in the plan.
- Future land use decisions will be important (balancing City character, different types of businesses, etc.) related to climate mitigation and adaptation.
- The City implements green infrastructure (rain gardens, bioswales, etc.) guidelines and details to be provided to consultant.

CAAP Bi-weekly Progress Report (March 26, 2021):

- Vulnerability Assessment: Cal-Adapt provides a view of how climate change might affect California, and its development is a key recommendation of the 2009 California Climate Adaptation Strategy. Using the Cal-Adapt tool, future conditions around precipitation, heat days, and fire hazards can be modeled using a suite of approved climate models.

Using Cal-Adapt, the findings indicate that the location of Los Altos relatively near the Pacific Ocean and on the eastern edge of the Santa Cruz mountains has defined the area’s climate and will somewhat temper future climate hazards compared to other areas in California.

- Temperature & Drought
 - Average temperatures and the number of extreme heat days are projected to increase throughout the century, according to Cal-Adapt. The number of extreme heat days are projected to be almost 300% more in a high emissions scenario than in a medium scenario.
 - Whether droughts get worse depends on the definition of drought. One definition is a prolonged period with below-average or no precipitation. The length of dry

spells is not expected to change nor is average annual precipitation. However, higher temperatures combined with less consistent rain will impact both water supply and outdoor water demand.

- Precipitation
 - Los Altos has experienced numerous severe winter storms that have caused flooding and multiple climate models predict at least one severe storm a year under high emissions scenarios by the end of the century. Interestingly, while severe storms will happen more frequently, they won't be much more intense. Similarly, the average annual precipitation is not expected to change
- Wildfires & Air Pollution
 - Despite increased temperatures, wildfires are not projected to be a significantly worse threat in the future. The average area burned by wildfires is projected to decrease. Regionally, Los Altos and the surrounding area is not high risk, though the relative risk for natural areas is projected to increase slightly. Long term summer air quality will be defined by counteracting forces from increased temperatures and increased vehicle electrification.
- **Outreach & Engagement:** The Outreach & Engagement subcommittee met on March 25th to discuss initial goals, strategies, and timeline for conducting community-facing engagement for the CAAP. Engaging diverse stakeholder groups will be important for soliciting feedback on community makeup, attitudes on climate change, and community priorities, as well as gathering input on proposed mitigation and adaptation measures. Although there are no prescriptive rules, stakeholder engagement is recommended for the climate change mitigation and adaptation work involved in the plan, and will ultimately help streamline its implementation.

Action items coming out of that meeting include:

1. The City has a number of tools at its disposal, including existing communication channels, community partners, and internal staff capacity.
 2. EcoShift will provide support in the form of resources, tools, guidance, and advice as needed.
 3. The City will consider a series of focus groups with City stakeholders (program directors, etc.) to gather their feedback on critical issues, as well as reformatting the bi-weekly meetings to more of a working meeting. City directors currently attending bi-weekly meetings could attend these workshops instead, with occasional touch points with the entire group.
 4. EcoShift will work with staff to develop a schedule of engagements (see attachment C).
- **Data Collection:** Most data has been received and is in the process of being uploaded into ClearPath. The tables below contain the current status of data collection for the Community and Municipal inventories. Since the last update, streetlight, traffic signal, and additional energy data have been received. EcoShift will continue to provide updates as the data is processed.

Community Data

DATA	RECEIVED?
Energy data (electricity & natural gas)	Yes
Municipal Solid Waste	Yes
Water usage	Yes
Wastewater	RWQCP is carbon neutral
Off-Road (construction and lawn & garden equipment, calculated using housing and population data)	No, awaiting housing data from County
Transportation	Developing methodology with Fehr & Peers

Municipal Data

DATA	RECEIVED?
Building Energy use (electricity & natural gas)	Yes
Lighting (street lights & traffic signals)	Yes
Water usage	Yes
Fleet vehicle fuel use (gas & diesel)	Yes
Employee commute	Yes
Municipal Solid Waste	Yes
High Global Warming Potential gas leakage (refrigerants and AC systems)	No
Wastewater	RWQCP is carbon neutral

Other Notes:

- The Parks & Rec Dept. is interested in having a representative attend future bi-weekly team meetings and outreach events. The representative will begin attending meetings starting at the next bi-weekly meeting on April 9th.

CAAP Bi-weekly Progress Report (April 9, 2021):

- An update on data collection status was presented; there are a few outstanding requests but they make up a small percentage of overall emissions.
- The team was shown preliminary results from the 2018 inventory, as well as comparison to the 2005 inventory and CAP goals. There were a number of follow-up questions from the team around waste, energy, and transportation results; the consultant will follow up with detailed methodologies for all emissions sectors.
- An overview of forecasting methods was presented; ClearPath has baseline methods using factors like population growth, economic growth, fuel use forecasts, and State and federal

actions. Improved methodologies based on local or regional data and methods will also be explored, which is consistent with ClearPath's recommendations.

- The team was updated on outreach & engagement efforts; Kristin gave an update on scheduled meetings and the purpose of each meeting. Identifying the Stakeholder groups to attend the focus groups will be determined next.
- There is a community workshop planned that the general public will be invited to in June.
- The team was updated on the project timeline; EcoShift is planning working on several tasks in parallel (forecasts, list of potential measures, vulnerability assessment) to meet project deadlines.
- Next steps include: completion of data collection, completion of emissions forecast, and then setting of targets and development of initial list of measures.
- First Focus Group is scheduled for April 23, 2021.

CAAP Bi-weekly Progress Report (April 23, 2021) Focus Group #1 :

Focus Group on Los Altos Climate Vulnerability

Natural Resources

The Redwoods Grove is an important natural asset that is both under threat from wildfire and being addressed by Parks staff. Creek flooding is an issue that causes stream bank erosion and is addressed by Parks when it happens within park sites. CZU, Paradise and other fires located far outside of Los Altos have impacted air quality here. Drought is becoming an issue that the emergency management field is considering, even though it is different from other types of emergencies.

POLL: What Natural assets located in Los Altos are most important to the quality of life here?

1. Parks and Streams
2. Walking paths
3. Tree-lined streets in Downtown
4. Rural nature
5. Boulevard Trees
6. View Scape
7. Adobe watershed

Built Resources

The Poll Everywhere survey results expanded the existing group of built resources to include parking facilities and art and cultural resources.

POLL: Are there any specific facilities or assets that are important to Los Altos and should be considered on their own?

1. Retail as well as restaurants
2. Pump station-wastewater and storm

3. Covered parking with solar charging
4. Routes of egress
5. Local water storage facilities
6. Bus Barn Theater
7. History House and Theater
8. Historic Buildings?

Economy

Outdoor space is important to quality of life and an economic asset for downtown restaurants that are negatively impacted by poor air quality and heat.

“Poor air quality keeps people in their home”

“Protecting housing protects our key revenue source – property tax”

POLL: Are there current programs and resources within the city that could support the economy during a climate crisis?

1. Protecting housing, protects our key revenue source--Property Tax
2. Impacts on supply chain
3. Poor air quality keeps people in their homes

Vulnerable Populations

There are many day laborers who are not from Los Altos who perform landscaping and construction and would be vulnerable to extreme heat. There are many seniors in Los Altos who are “house rich, cash poor” and who may be potentially impacted by increasing energy costs as temperatures warm. Assisted care facilities have back-up generators. Senior centers do not – so the city’s cooling centers are the Santa Clara County libraries. People are more familiar with N-95 masks thanks to the pandemic, so poor air quality may not limit people’s mobility as much in the future. There have not been any local emergency declarations that have not also been County-wide declarations. There have not been substantial updates to the EOP or the LHMP.

Natural Environment

Assets

Asset	Percent of Respondents answering as Most Important
Managed landscapes (yards, parks, street trees)	80%
Air & air quality	70%
Natural habitat (soil, plants, wildlife)	40%
Creeks, rivers and other waterbodies	40%

Temperature, Extreme Heat & Drought

1. Heat stress on plants with the potential for slow native species die-out and replacement by non-native species.
2. Managed landscapes will require greater care and watering.

Precipitation & Flooding

1. Increased stream bank erosion and flooding and erosion of managed landscapes.
2. Downed trees may be more common as trees rooted in soils saturated from storm previous events contend with heavy winds.

Wildfires & Air Pollution

1. Increase in particulate matter will worsen air quality.

QUESTIONS

Are these the types of impacts you expected to see? If so, have you already begun planning for them.

What has the impact been to the “natural environment” in previous winter storms? What do you think the impact would be if there are multiple severe storms every year?

How prepared do you think Los Altos is handle these hazards?

Built Environment

Asset	Percent Selecting as Most Important
Housing	80%
Schools	60%
Transportation (roads, sidewalks, buses, trains, parking spots & bike racks)	40%
Utilities (power, drinking water, stormwater & sewer, natural gas, phone, internet)	40%

Temperature, Extreme Heat & Drought

1. Cooling needs of all building types may tax the energy grid.
2. PG&E public safety power shut will require alternative and off-grid energy sources to cool homes, commercial, and government buildings and disrupt pumps in the water supply and wastewater systems.
3. Risk of asphalt softening is limited to extended temperatures above 100°F. Safety power shut offs and brown outs caused by heats can cause outages of traffic signals and street lights.
4. Impact the availability of the water supply in Santa Clara Valley Water District

Precipitation & Flooding

1. Stream bank erosion and flooding may cause scour under the numerous bridges and creek crossings. Buried pipes may be exposed and or damaged.
2. Storm sewers may get backed up and cause localized flooding.
3. Wear and tear on roads and within pipes may require repair and replacement more frequently than planned for.

Wildfires & Air Pollution

1. Fires can quickly cause a complete loss of a property.
2. Managing air pollution simply requires changing filters on buildings and vehicle fleets more frequently.

Economy

Temperature, Extreme Heat & Drought

1. Spend more on air conditioning (and California-wide on food) to maintain the same quality of life.
2. Decreasing comfort negatively impacts worker productivity.
3. Temperature related mortality is also a projected loss.

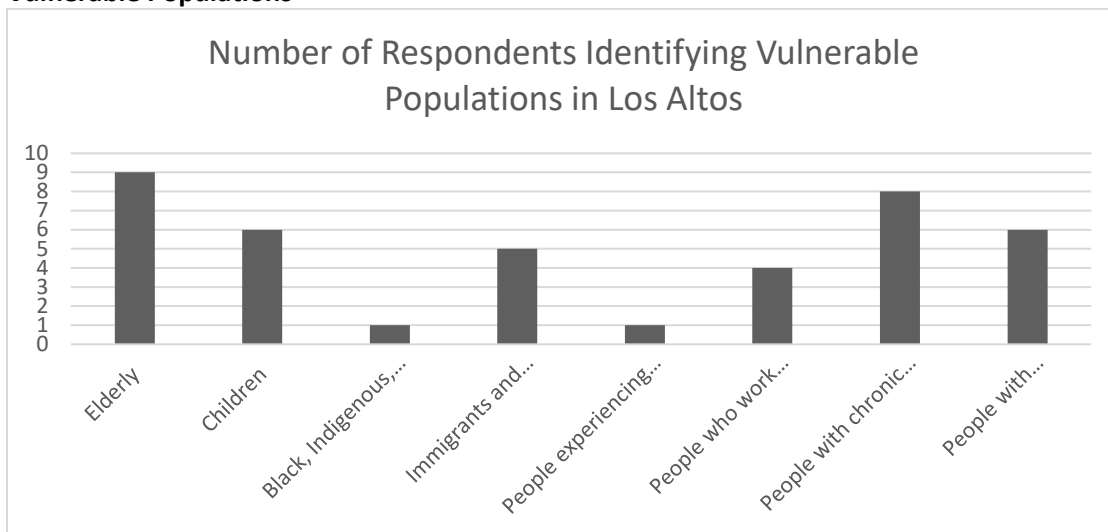
Precipitation & Flooding

1. create temporary or extended loss of operations for businesses, particularly for businesses with non-durable goods.
2. Perceptions of flood risk and flood safety can influence the housing market.

Wildfires & Air Pollution

1. Property damage and temporary disruption of utilities and infrastructure can create temporary or extended loss of operations.

Vulnerable Populations



Temperature, Extreme Heat & Drought

1. Parks, yards, and other outdoor areas will become undesirable during heat waves, and parking lots and streets may become dangerous to certain populations during extreme heat.
2. incidences of heat stroke, hospitalization, and heat-related mortality will increase first and foremost within these groups.

Precipitation & Flooding

1. Vulnerable populations often have fewer resources and/or limited mobility. Preparations for flooding, evacuations, and clean ups are all made more difficult by these circumstances.

Wildfires & Air Pollution

1. Air pollution will directly impact people with respiratory conditions and people who work outside. Wildfires far outside of Los Altos can create unhealthy levels of 2.5PM, especially since existing air quality is not moderate. Air pollution can limit the mobility and quality of life of sensitive groups.

CAAP Bi-weekly Progress Report (May 24, 2021) Focus Group #2:

Focus Group on Los Altos Potential Strategies

As the City begins to consider strategies for furthering its climate commitment, we prioritize each strategy with the following in mind:

- Greenhouse Gas Reduction potential
- Cost-Effectiveness
- Community Benefits (clean air, livable community, resiliency, etc.)
- Effects on the Economy
- Alignment with State and Local Policies
- Equity and Climate Justice

Transportation

Increase Walk or Wheels school program.

Poll Feedback

- Need safe bike parking and storage at schools and commercial facilities.
- Why not center such a program around Spare the Air alerts.
- Green Town runs the Schools WoW program. Carpooling was encouraged too.
- Find out what Manzanita Works is doing about regional transportation.
- Regarding Mode Shifting or car free commuting for students.

Explore scooter sharing pilot program.

Poll Feedback

- I like scooter idea but have seen the scooters discarded in other cities. Possible blight.
- Better to have battery powered golf cart like shuttle as an alternative to short drives within Downtown.
- No. It does not fit our demographic.
- We should close downtown streets to traffic and deploy battery powered (solar recharged) golf cart like shuttles to move people from parking lots to retailers who might have ambulatory challenges.

- I guess there would be an issue with the golf cart and the post office.
- The key is public engagement and gathering feedback from all stakeholders, business owners and residents and addressing those concerns.
- It was recommended that the City consider having a golf cart shuttle system created downtown.

Traffic reduction measures for heat alert & air pollution alert days

The afternoon rush hour traffic can make the extreme heat days worse in heavy traffic areas which also increases pollution. Temporary traffic reduction measures can help lower temporary peaks in heat and poor air quality. Maybe the City considers a new program to encourage commuters to use public transit on days with extreme heat alerts and bad air quality. Maybe the City should mandate a work from home day when temperatures spike.

Poll Feedback

- For mode shifting, continue to encourage biking and walking.
- Good idea
- Difficult in practice

Promote and pilot autonomous shuttle program for cross-town transit.

The City could consider a partnership with regional shuttle companies to pilot a cross-town shuttle to eliminate the back and forth across town.

Poll Feedback

- Tie into CalTrans
- Need trans for Senior citizens.
- City is embarking on an updated Safe Routes to School program
- An idea to implement an electric bus that can shuttle people around the inner city core

Explore EV and handicap only parking spaces downtown.

This could be a long-term goal for the city and would encourage residents to purchase electric vehicles and it would give them priority parking. Case study: Menlo Park is currently exploring options to transition their downtown to 100% EV-only public parking.

Poll Feedback

- EV and handicap only parking is a good idea.
- Strong yes. Keeps outdoor diners healthy.
- Do we have any data on the use of existing EV charging stations downtown?
- Paris is going to be 100% EV only in city limits starting in 2025.

- I think we are at about 15% EV adoption in LA/LAH. So, having EV-only parking in preferred locations downtown could be part of the hybrid approach.

- Yes Los Altos is talking about this, please see Downtown Vision Plan

Set goal of all new city vehicle purchases being EVs by 2025.

Consider developing new “purchasing standards” to begin transition city vehicles away from gas powered vehicles. There could be exceptions for emergency pursuit vehicles until technology becomes available.

Poll Feedback

- All new purchases should be EV. Why wait until 2025?

- I support all 3 items in this category. As Secretary of the Silicon Valley Electric Auto Association, I am happy to connect any of today’s participants with experts re: all aspects of EV and EV Charging. Many of you have seen the Charging Stations at LAHS and all K-8 schools in Los Altos - which I facilitated with our local Los Altos business: PowerFlex Systems.

- You could add that all SORE be electric.

Explore moratorium on new gas stations.

This would be a bold strategy for the city to take. But it makes sense long term as the overall auto industry moves to more renewables. Case study: Petaluma, CA currently has a moratorium on new gas stations.

Poll Feedback

- We haven’t had a new gas station for as long as I have been around

Offer retail discounts for bicyclists who bike downtown.

This could be a potential program that is run by the Los Altos Village Association. Case study: This program currently exists in Monterey and is promoted throughout the downtown area.

Poll Feedback- None

Decrease speed limits in town.

A reduction in the speed limit would reduce emissions.

Poll Feedback-None

Designate downtown car-free zones. Make certain block areas more walkable.

In order to create a more walkable Downtown, the City might consider designating key areas as car-free. These areas might incorporate some of the resilient features that are being considered as part of this planning process (refillable drinking foundations, cooling centers, farmer’s markets, etc.)

Poll Feedback

- There is a concern about allowing people with disabilities/medical conditions to park in front of their destination.

Energy

Consider renewable natural gas programs.

The Association of Bay Area Governments (ABAG) is looking into offering a renewable natural gas product that could be used to replace the City's current natural gas use. One example would be the renewable gas produced by biogas produce through Anaerobic Digestion (organics to energy) produced locally. Natural gas emissions make up a majority of the 41% energy emissions annually.

Poll Feedback

- It is not clean.

Implement or increase Utility Users Tax on natural gas.

If the City wishes to further reduce natural gas use, it could consider increasing the Tax on natural gas sales above the current 3.5%.

Poll Feedback-None

Consider "End of Flow" date for natural gas.

Announce a date after which natural gas hookups will no longer be available within City limits for new construction.

Poll Feedback

- Two people voted in favor to End of Flow to date
- City should be a role model and assess existing energy uses and recommend improvements to reduce the use of gas, electricity, water and increase in solar.
- All electric goal for remodels; need to phase out natural gas infrastructure.

Explore battery storage for City facilities, especially cooling centers.

Cooling Centers are places that could be accessible to all demographics within a city. On days with high temperature, these centers could be a place where people find shelter away from the heat. These centers would need to be equipped with a guaranteed source of energy; one that a battery would provide to ensure that the air conditioning would continue to work even if the power went out. The library has been identified as one potential location.

Poll Feedback

- Yes on battery storage
- Resilience of emergency centers including city government buildings with a system of solar panels and batteries.

- Battery Storage. LAHS Has had battery storage since 2015 - First year in operation saved the District \$83,000. Batteries from Green Charge Networks (now Engie) at no cost to the District due to a BAAQMD grant they received.
- We are looking at a new police operations center that is likely to be built.
- New Police Facility: Current Police Building gets tons of sun...Perhaps solar to battery storage and building and vehicle use. Battery backup would ensure Police EVs will always be able to be charged in event of a power outage (usually in summer?).
- Unfortunately, the current requirements are extremely high, so solar can supplement, but will not provide all power requirements for the new facility.
- There is an issue with the antenna array on the top of the new opps center, unless it is moved to an adjacent tower, it limits the ability to deploy solar panels on the roof of the contemplated structure.

Explore passive house code requirements.

Passive house means that new construction would be built with natural elements, wood insulation, natural fiber carpet, green roofs and operates with a high level of efficiency. Passive houses emit little emissions and create a healthier environment for residents.

Poll Feedback-None

Establish carbon fee goals on new construction.

The City could establish a limit to how much carbon can be emitted per square foot and if a business exceeds that limit, there would be a fee. Case study: NYC has a program like this in place.

Poll Feedback

- Consider deconstruction versus demolition in building codes.
- Carbon fee is a possibility on new construction.
- Increase requirements for solar panels and batteries for new construction.
- Change building codes for remodels.
- Incentives for replacing old equipment like water heaters and furnaces.
- If we were to increase the buildable square footage thresholds if you built your home or office building as LEED Gold or higher, builders would default build with LEED certified practices. Because they can sell the buildings for more money.

Silicon Valley Clean Energy Rebates, Incentives, and financing options

A primary focus of the City's planning effort will be to review and align Silicon Valley Clean Energy programs and determine how those programs could help implement and fund some of the strategies being considered.

Poll Feedback

- Partnerships needed for new equipment like heat pumps.

PG&E education on energy efficiency rebates

A primary focus of the City's planning effort will be to review and align PG&E programs and determine how those programs could help implement and fund some of the strategies being considered.

Poll Feedback-None

Green Community

Guidelines for improved stormwater management, thermal comfort in new construction

Encourage or require new construction to include awnings, balconies, or other features to be able to share public areas during summer, and to be comfortable without air conditioning in the event of blackouts. Existing stormwater management requirements can be increased to reduce runoff during storms.

Poll Feedback

- Require permeable driveways.

Facilitate a resilient downtown.

Many of these strategies target the downtown in terms of incentivizing biking, walking etc. However, we need to also consider the adaptation elements to this. Elements such as making sure there are enough water foundations, public restrooms, and shaded areas. When heat waves occur, the City also might consider extending the hours of operation for the library and make sure there are enough park spaces where people could get out of the heat by lying on the grass or under a tree.

Poll Feedback

- Increase trees; limit the built environment like parking lots; asphalt should be porous and lighter color.
- City should provide demonstrations and education regarding low water, bee and butterfly attracting landscapes. Sheet mulch, reduce lawns. Offer incentives.
- The percentage of Los Altos dedicated to parking is some outrageous number like 355.

Expand drinking fountains in downtown and at bus stops.

In line with making the City more resilient to heat rise while encouraging more biking and walking, it is important to review locations and accessibility of public water fountain locations.

Poll Feedback

- Make the fountains for refillable water bottles.
- Drinking fountains may be an issue with the Covid stigma.

Intensification of development within the Downtown Core Areas in keeping with the existing character of the area.

As the City plans for population growth, a focus might be to make the City more walkable by mixing commercial and residential spaces to reduce commute traffic congestion and the emissions associated.

Poll Feedback

- It seems to be almost impossible to get higher density approved in Los Altos.

Discourage projects which are exclusively office use.

Excluding buildings specifically designed for office space would enable a more walkable city. This could be done by changing policy or zoning maps.

Poll Feedback- None

Create a protected bike and pedestrian thoroughfare across town.

In looking at the City's Bicycle Transportation Plan, a lot of planning has been done to connect isolated parts of the biking network. The City should continue building strategies to expand upon that.

Poll Feedback

- An increase in protected bike lanes would increase bike use.
- Better dedicated bike lanes across town and smaller streets for cars.
- Bike racks needed downtown.

Integrate Carbon Farming practices into the urban landscape.

Carbon farming is the process of applying food waste and yard waste that is composted at the City's local landfill back into the soil to improve its ability to retain more carbon. Compost application is a basic concept and is currently be applied to local agriculture and grazing fields, however, the City might compost how to apply this compost to urban areas and manicured landscape.

Poll Feedback-None

Increase urban tree canopy.

The City prides itself on having lots of trees which not only provides a beautification element but also a shading element. The City might consider the age of the tree inventory and identify places to target for additional trees, particularly native Valley Oak.

Poll Feedback

- Preserves need to be included.
- Drought resistant trees need to be planted.
- Problem with increasing urban tree canopy is that we are already dealing with tree health challenges driven by climate. Water scarcity makes adding trees challenging. The City does as a matter

of policy replace trees in parks when they die off for lack of water, with varieties that are more drought tolerant where possible.

- Green Town Los Altos has a plant 500 trees project headed by Gary Hedden. Canopy of Palo Alto. canopy.org - had a great webinar featuring the former arborist for Stanford - and also the Apple campus, re: planting for the future - noting increased temperature and increased humidity - re: appropriate trees for our area. Their motto: the right tree for the location.

Expand creek setbacks to promote habitat and reduce flood risk.

The Conservation Lands Network rates Stevens, Permanente, and Adobe Creeks as mid-level priorities, with Stevens Creek having critical habitat for steelhead. Creating riparian setbacks protects and can restore the special habitat right along the banks of creeks.

Poll Feedback-None

Explore community gardens.

Community gardens are a great way to create connectivity between residents and city spaces. Not only can community gardens reduce the need for transportation emissions, they can also play a role in talking about food insecurity on a regional level.

Poll Feedback

- Local food supply increase like community gardens and all year farmer's market.

Municipal Operations

Convert 100% of City's light-duty fleet to electric vehicles.

-As part of this planning process, the City will outline a path for transitioning a certain number of vehicles each year.

Capture Low Carbon Fuel Standards

-The City should ensure that they are tapping into the state's Carbon Fuel Standards rebate program. The City is eligible for a credit for EV purchased.

Accelerate installation of EV charging stations at City facilities.

-Review key locations that would serve city facilities electric vehicle charging needs.

Replace municipal appliances (furnaces, hot water heaters) with electric alternatives.

-Transitioning to electric heat pumps as part of a commitment to electrification.

Increase required Construction and Demolition (C&D) diversion rate to 80%

-As buildings are demolished or remodeled, material needs to be separated by material type (wood, metal, cement, etc.) The City has a current C&D diversion rate of 70%.

Facilitate the development of new units of affordable housing.

-Affordable housing is a priority for the City.

Increase housing opportunities for Los Altos' senior population.

-The senior population is a key community segment in the City. How can the City continue to increase opportunities around accessibility and affordability?

Increase accessibility to existing city facilities and services.

-How accessible are the facilities and services provided by the City?

Resource Conservation

Enforce policy to divert up to 75% of all waste materials from the landfill (SB 1383)

As of 2022, the state will require all commercial businesses and residential communities to divert up to 75% of all waste materials from the landfill. As part of this effort, the City could focus on food recovery programs which connects left over food from restaurants and grocery stores with local food banks.

Poll Feedback

- Purchasing habits need to be changed in general, taking into consideration shipping and packaging.
- Climate change aspects need to be considered in all city plans/decisions.

Require water-saving landscaping in all new construction.

Water saving landscaping refers to native plants, but it could also include permitting the installation of water catchment systems.

Poll Feedback

- Expand rain garden requirements, Improvement Standard for curbed streets.

Integrate climate change adaptation across all City plans.

The City has many long-term planning documents. Adaptation should be added as a component within each plan. Adaptation refers to how the City will adapt or change to withstand the effects of climate change. These changes need to be written into building and safety codes, land use plans, and ordinances. Particularly the emergency preparedness plan and the general plan.

Poll Feedback- None

Promote use of native landscaping to conserve water.

This would be an approach to educating the residential community in swapping out landscaping with native plants.

Poll Feedback-None

Expand community repair resources.

Allocating City maintenance staff hours from facilities and fleet services for general education in repair. Create community tool repair workspaces; provide online resources to repair worn out or broken tools, clothes, etc.

Poll Feedback

- New idea: Consider a tool library: <https://www.berkeleypubliclibrary.org/locations/tool-lending-library>.

Pilot a Sustainability Speakers series

The City could consider partnering with Green Town or others to implement a Sustainability Speaker Series. The purpose of this series is to engage the community around some of the sustainability elements within this planning process.

Poll Feedback-None

Support reusable food ware purchasing.

The City could continue promoting the plastic bag ordinance and the “Skip the Straw” Campaign.

Poll Feedback- None

Promote consumer awareness of sustainable food choices.

Consumer awareness programs might include the campaigns around the Seafood Watch Card, food produced within 100 miles of Los Altos, etc.

Poll Feedback-None

Promote Reuse, Repair, Recovery, and Refurbishment economy

Develop online resources to support this; create outreach campaign to encourage community to reuse, repair, recover, refurbish rather than throw out worn products.

Poll Feedback-None

CAAP Bi-weekly Progress Report (June 28, 2021) CAAP Community Workshop:

Business: see Attachment B

Residents: see Attachment C

CAAP Bi-weekly Progress Report (July 2, 2021)

Group discussed take-aways from the Community Workshop:

- There are some misconceptions in the community around things like tankless water heaters. Education and outreach will be important in these areas.
- There seems to be broad support for electric vehicles and PV solar.
- There may be challenges to the cross-town electric shuttle idea for seniors, including walking to the shuttle and waiting for the shuttle, etc.
- Ridership may also be an issue for the shuttle. It may be worthwhile to think about who the majority of riders may be, and what their destinations may be.
- There was a comment during the workshop that commercial solar may be a good opportunity. There may be barriers to this, and it would be easier to mandate solar for new construction. Either way, education on solar options should be included in the CAAP.

- A pilot microgrid project located at a City property would be a good option, but funding is a barrier. The City has applied previously for SVCE funding and was denied. Monitoring funding opportunities for microgrids and other energy resiliency projects should be a priority.
- Dedication of a demonstration native plant garden was mentioned during the workshop. The City already has a native plant garden, and maintaining it is a challenge (currently volunteer-only). However, this idea may be worth looking into more if funding can be identified or if volunteer networks can be better leveraged.
- The EC mentioned some other potential nature-based solutions including banning new lawns or other drought-resistant landscaping requirements. This may be combined with other solutions like greywater ordinances, etc.
- Similarly, tree planting should be a focus of the plan, but barriers including water conservation and the party responsible for maintaining the trees will need to be addressed.
- Attracting visitors to the City's Downtown area was discussed. Loyola Corners, Rancho Shopping Center, El Camino, and the Village Court should also be considered for street treatment measures designed to attract bike and pedestrian traffic.
- More than attracting visitors though, the plan should focus on making the City more livable for residents (i.e. making it more convenient for residents to shop downtown so they don't have to drive out of town).

CAAP Bi-weekly Progress Report (July 8, 2021)

- TrendLab+ study session- TrendLab is a scenario tool, to gather order of magnitude and direction of change to inform policy recommendations. With new and emerging trends in technology and demographics affecting VMT, the future is uncertain. Fehr & Peers developed a customized survey for participants to vote on trend predictions in TrendLab+ that was completed in advance of the study session. Fehr & Peers presented a survey that included a couple key topics that are more likely to be affected by Los Altos policy. The survey results were added into TrendLab as a starting point of the conversation, and then we discussed and made some adjustments to several predictions during the study session. The results of the study session will be available in the coming weeks.

CAAP Bi-weekly Progress Report (July 16, 2021)

- The group discussed the follow-up from the TrendLab+ study session.
- The Measure Prioritization Matrix was reviewed. This will serve as a tool to determine the measures most relevant to Los Altos.
- The Action Prioritization Matrix was reviewed. EcoShift will organize the matrix by sector and update the action descriptions and the City and the EC subcommittee will review the scoring of relevant factors (ex.: feasibility).
- The Sustainability Tracker used to qualitatively develop actions was reviewed. This tool helps align actions with existing plans and documents, and will contain the Action Prioritization Matrix and an implementation matrix.
- Science Based Targets provided by ICLEI were reviewed. The targets are expressed as percent reductions from 2018 levels by 2030:
 - Per Capita: 63.3%
 - Absolute: 61.4%

- EcoShift will be quantifying emission reductions for different actions identified through the qualitative evaluation process. This will help identify a pathway to the City's targets, as well as estimated costs, timeline, responsible department, etc.

CAAP Bi-weekly Progress Report (Aug 2, 2021)

- The group worked with consultant on the draft PPT for Focus Group #4. EcoShift will work on quantifying GHG reduction actions for inclusion, and the City will review.
- Changes to the Action Prioritization Matrix were reviewed. EcoShift will order the sectors by priority for the City to review.
- The Los Altos Sustainability Tracker was reviewed. This workbook provides a framework for evaluation and selection of actions, as well as plan implementation.
- The prioritization matrix for adaptation actions was reviewed. This matrix mimics the matrix for mitigation for most categories.
- GHG quantification methods were discussed. The method preferred by EcoShift is using existing calculators in ClearPath if available. If a ClearPath calculator doesn't exist, CAPCOA Quantifying Greenhouse Gas Mitigation Measures will be used. If neither exists, methodologies used by neighboring cities for similar actions will be evaluated on a case-by-case basis.

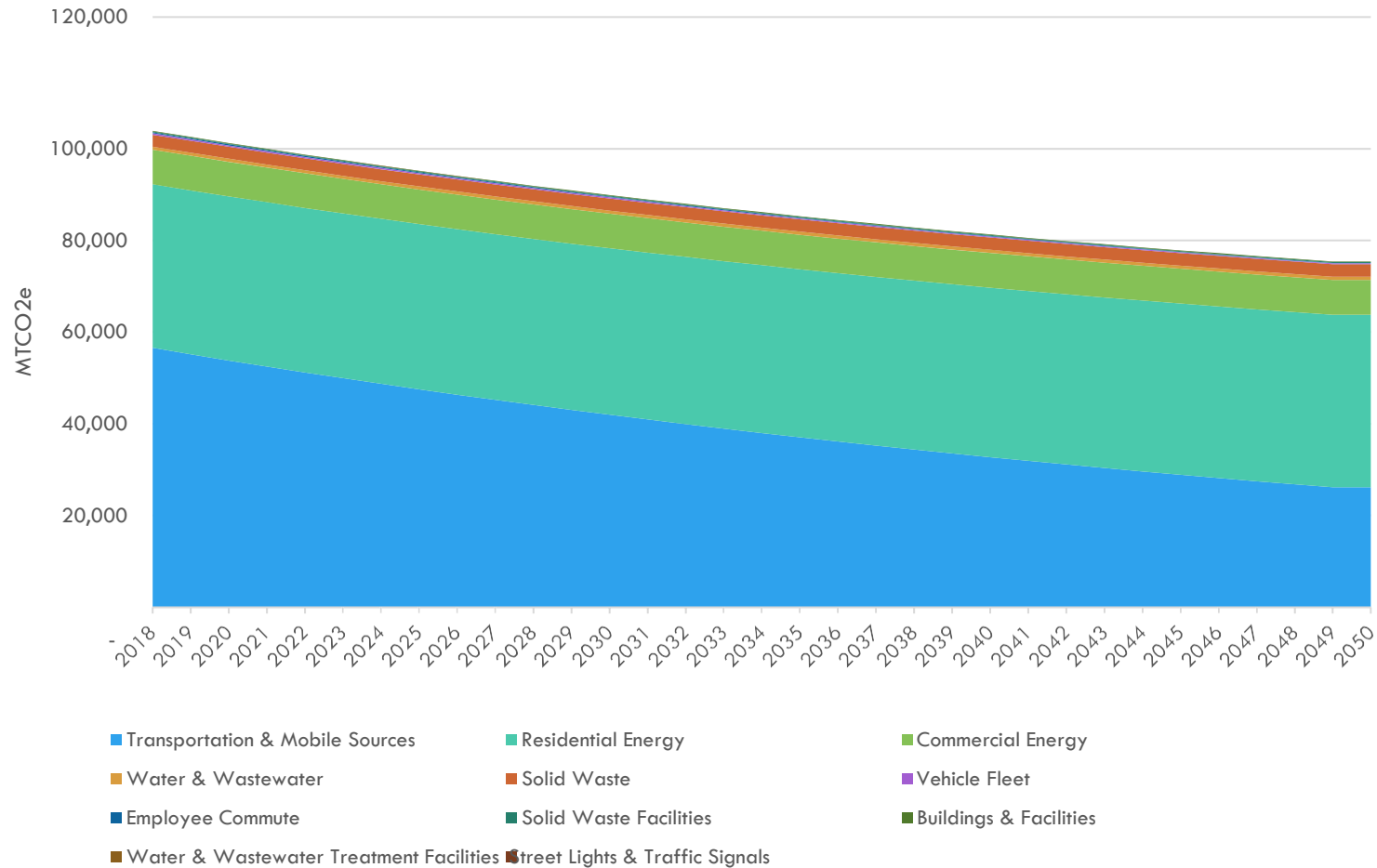


CITY OF LOS ALTOS **CLIMATE ACTION & ADAPTATION PLAN**

RECOMMENDATIONS

EMISSIONS FORECAST

ABAU Forecast (2018-2050)



“Climate change is sometimes misunderstood as being about changes in the weather. In reality, it is about changes in our very way of life.” – Paul Polman

FIRST STEPS



Prioritizing GHG Sectors

We are ranking the analysis based on this criteria

Transportation

Energy

Green Community

Resource Conservation



- Feasibility
- Greenhouse Gas Reduction potential
- Cost-Effectiveness
- Community Benefits (clean air, livable community, resiliency, etc.)
- Effects on the Economy
- Alignment with State and Local Policies
- Equity and Climate Justice
- City staff resources needs (FTE/yr)
- Scalability
- Expands on existing measures
- Aligns with City's current planning objectives

TRANSPORTATION

How would these actions effect your business?

Decreased speed limits through town

Promote Transit-Oriented Development

Promote and pilot electric shuttle program for cross-town transit

Designate downtown car-free zones

Explore EV-only parking spaces downtown

Create a protected bike and pedestrian thoroughfare across town



DISCUSSION

What was not on this list that should be prioritized?

Criteria

- Feasibility
- Greenhouse Gas Reduction potential
- Cost-Effectiveness
- Community Benefits (clean air, livable community, resiliency, etc.)
- Effects on the Economy
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ENERGY

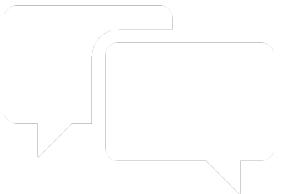
Would your business be interested in any of these actions?

Provide energy efficiency financing for businesses

Take advantage of SVCE rebates, incentives, and financing options

- Funding for electric vehicle charging stations
- Electrification Technical Assistance
- Innovation Onramp Grant Funding

Explore natural gas phase-out programs, with exemptions for certain uses (ex.: gas ranges for restaurants)





DISCUSSION

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- City staff resources needs (FTE/yr)
- Scalability
- Expands on existing measures
- Aligns with City's current planning objectives

GREEN COMMUNITY

Are there any economic impacts on your business that should be considered?

Increase the number of business participating in the Green Business Program

Facilitate a walkable downtown

Intensify development within the Downtown Core Areas

Increase urban tree canopy

Explore community gardens

DISCUSSION

What was not on this list that should be prioritized? Criteria

- Feasibility
- Greenhouse Gas Reduction potential
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RESOURCE CONSERVATION

Would these be difficult to embed into your business operations?

Divert up to 80% of all waste materials from the landfill (SB 1383)

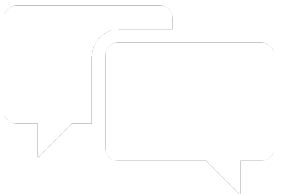
Require water-saving landscaping in all new construction

Promote existing and/or new rebates for water efficient appliances and fixtures

Support reusable foodware purchasing

Promote consumer awareness of sustainable food choices

Offer sustainable operations resources to businesses (i.e. waste audits, sustainable purchasing resources using Green Business Program certification)





DISCUSSION

What was not on this list that should be prioritized? Criteria

- Feasibility
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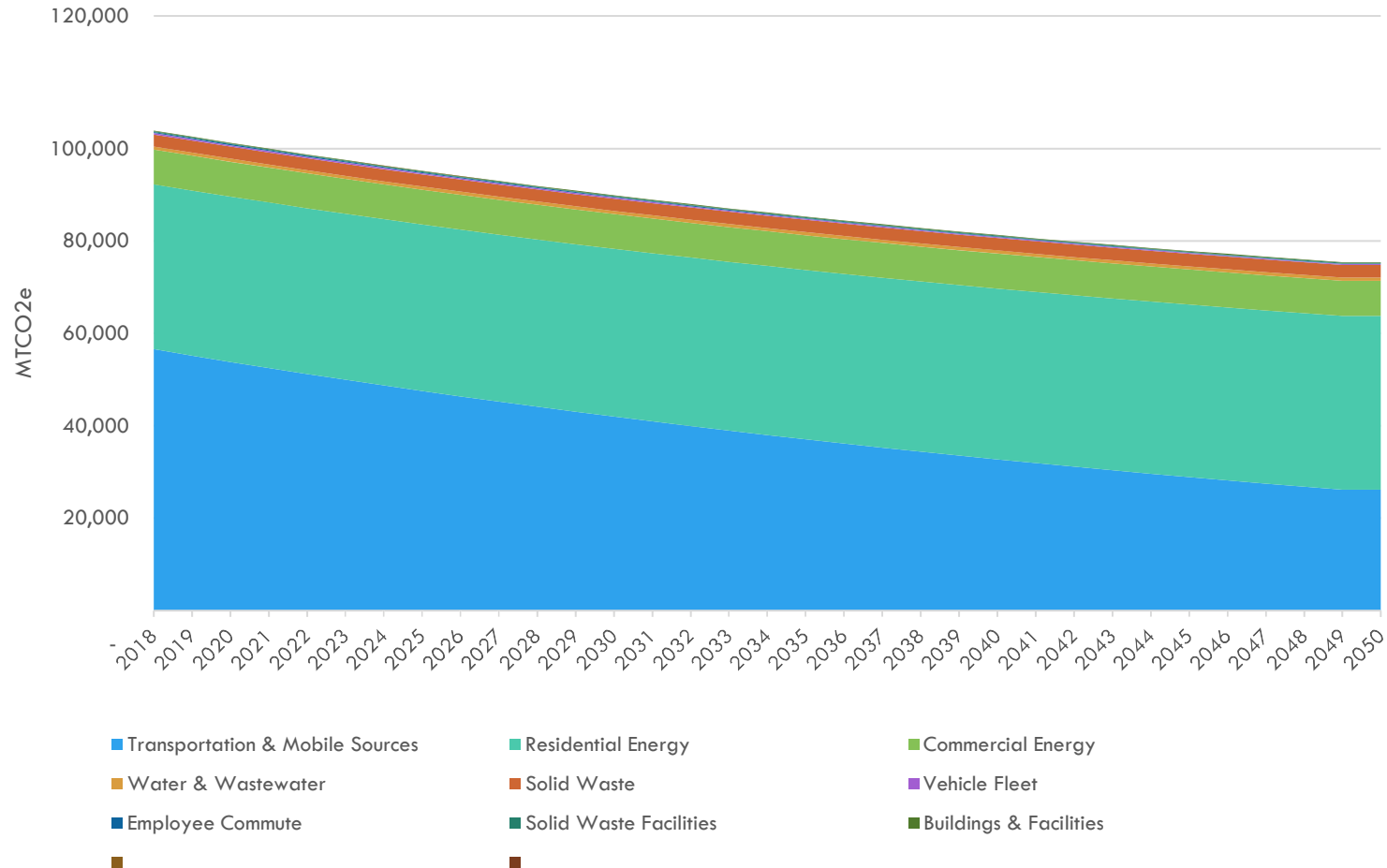


CITY OF LOS ALTOS **CLIMATE ACTION & ADAPTATION PLAN**

RECOMMENDATIONS

EMISSIONS FORECAST

ABAU Forecast (2018-2050)



“Climate change is sometimes misunderstood as being about changes in the weather. In reality, it is about changes in our very way of life.” – Paul Polman

Environmental Commission Meeting
July 12, 2021

Water & Wastewater Treatment Facilities Street Lights & Traffic Signals

Attachment C

FIRST STEPS



Prioritizing GHG Sectors

Transportation

Energy

Green Community

Resource Conservation

- Greenhouse Gas Reduction potential
- Cost-Effectiveness
- Community Benefits (clean air, livable community, resiliency, etc.)
- Effects on the Economy
- Alignment with State and Local Policies
- Equity and Climate Justice



TRANSPORTATION

Mode Shifting

- 1.1 Increase car-free day program at schools
- 1.2 Explore scooter and/or electric bike sharing program
- 1.3 Traffic reduction measures for heat alert/air pollution alert days
- 1.4 Promote and pilot electric shuttle program for cross-town transit

Electric Vehicles

- 2.1 Explore EV-only parking spaces downtown
- 2.2 Set goal of all new City vehicle purchases being EVs by 2025
- 2.3 Increase public access to fast charging station infrastructure (shopping areas and public facilities)

Downtown Accessibility

- 3.1 Decrease speed limits in town
- 3.2 Designate downtown car-free zones



DISCUSSION

What was not on this list that should be prioritized?

How should we be framing the analysis?

- Greenhouse Gas Reduction potential
- Cost-Effectiveness
- Community Benefits (clean air, livable community, resiliency, etc.)
- Effects on the Economy
- Alignment with State and Local Policies
- Equity and Climate Justice

ENERGY

Net Zero Emissions

- 1.1 Increase photovoltaic requirements and include battery storage/back-up systems
- 1.2 Implement or increase Utility Users Tax on natural gas (proceeds would be used to promote and facilitate the purchase of electric appliances and equipment)
- 1.3 Consider “End of Flow” date for natural gas

Buildings

- 2.1 Explore battery storage for City facilities; cooling centers
- 2.2 Explore passive house incentives
- 2.3 Require additions and remodel construction to be all electric

Partnerships

- 3.1 Silicon Valley Clean Energy Rebates, Incentives, and financing options



DISCUSSION

What was not on this list that should be prioritized?

How should we be framing the analysis?

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GREEN COMMUNITY

Built Environment

- 1.1 Guidelines for improved stormwater management, thermal comfort in new construction
- 1.2 Facilitate a walkable downtown
- 1.3 Expand cooling centers in downtown and at bus stops

Land Use

- 2.1 Intensification of development within the Downtown Core Areas
- 2.2 Create a bike and pedestrian thoroughfare across town

Nature-based Solutions

- 3.1 Carbon Farming
- 3.2 Increase urban tree canopy
- 3.3 Expand creek setbacks to promote habitat and reduce flood risk
- 3.4 Explore community gardens

DISCUSSION

What was not on this list that should be prioritized?

How should we be framing the analysis?

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- Equity and Climate Justice

RESOURCE CONSERVATION

Policy

- 1.1 Divert up to 80% of all waste materials from the landfill
- 1.2 Require water-saving landscaping in all new construction
- 1.3 Integrate climate change adaptation across all City plans

Education and Outreach

- 2.1 Expand community repair resources
- 2.2 Expand Sustainability Speakers series

Sustainable Consumption

- 3.1 Ban single-use plastic foodware, and promote reusable foodware
- 3.2 Promote consumer awareness of sustainable food choices
- 3.3 Promote Reuse, Repair, Recovery, and Refurbishment economy

DISCUSSION

What was not on this list that should be prioritized?

How should we be framing the analysis?

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