



DATE: December 13, 2021

AGENDA ITEM # 2

TO: Environmental Commission
FROM: EcoShift Consulting
SUBJECT: Climate Action and Adaptation Plan Draft

RECOMMENDATION:

Receive presentation on the draft Climate Action and Adaptation Plan

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.

The CAAP Study Session with the City Council was held on November 2, 2021 (presentation attachment A). The CAAP Subcommittee presented the Council with the development of the CAAP and proposed targets and actions.

The City Council provided the following feedback:

- Need to clarify why we use 2005 instead of 1990. This was answered at the meeting but needs to be addressed in the final CAAP in details.



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- How are GHG emissions calculated? Need to reference and explain the methodology in the plan.
- Carbon Emission Permit. There were several questions about that. It's important to clarify the objectives, how the funds are going to be used and also give a couple options or ideas how this could be implemented. Accounting for low-income population or seniors on fixed income.
- Need to clarify the goal of 10% of population in multi-housing. What does it mean? What is the % today? How does it compare to the required increase in low income and multi-family housing for Los Altos? The state mandate will have ~18% of Los Altos residents in low income and multi-family housing.
Does high-density housing lead to GHG reductions? TOD better?
- The 10-minute walk from transit is a good goal, but a state objective of 15-minute walk was mentioned. Need to clarify and address this in the plan.
- There were some questions about whether a goal of 100% electrical housing is reasonable considering that there are challenges meeting demands today. We need to understand those challenges and address them. Modeling expected demand increase and how this can be addressed.
How can we drive more electricity and is there comparable renewable energy? Are we going to limit the sizes of houses?
- Need to define carbon neutral. Consumption, plane travel is not accounted for. Is it captured somewhere else?
- Can we accomplish these goals with the limited budget and staff? Highlighting possible funding sources to alleviate direct costs to the city and making it clear how much staffing will be needed will be important.
- Incentives were deemed to be key. Identify areas where we can incentivize the proposed electrification switch and where the money will come from.
- There were some questions about recycling efficiency and the additional footprint of electrification such as solar panels. Clarification is needed specifically with regards to the 95% diversion rate goal (as some diverted materials will make their way back to the landfill).
- We need to take into account impact and aftermath of COVID-19 impact on the community and economy when we lay out a schedule and implementation timeline.
- What can the plan do to help residents become greener? Can we lay out specific things that can be done? Can we offer a couple "package" options?
- Need to have a priority order and specific actions that the city can/should take to keep things moving. Where do we need ordinances, incentives, rethink the permit system etc.
- Monitoring will be key and we should lay it out in details in the plan. How often do we do it? What do we specifically look for, and monitor (should be as much as possible action specific at least for the most significant ones).
- Valley Water is responsible for flood control, so what is the City's role? How will the City support Valley Waters actions?
- We want to be successful with the targets.
- How are we going to achieve the goals with Los Altos limited budget and staffing?
- Recommends having a Priority Order explained or detailed in the CAAP.



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- Annual updates and accessing the progress is necessary. Plan should include a timeline with different check-in points.
- What were the lessons learned from the 2013 CAP? What actions had the greatest impact?
- Nothing for fire risk?

The Environmental Commission subcommittee and staff worked with the consultant to prepare the draft CAAP document. The document included for review is a working draft as we continue to make updates and revisions as feedback is received and incorporated. The Environmental Commission will review and provide comments and feedback on the draft document.

Attachments:

- A. CAAP (working) Draft
- B. CAAP presentation



LOS ALTOS, CA

CLIMATE ACTION & ADAPTATION PLAN

2022

Mission

The mission of our Climate Action and Adaptation Plan is to preserve the unique character of Los Altos and enhance its natural environment, while improving the quality of life and health of its people by supporting transformative change in the areas of climate action, resilience and equity.

Vision

“To place Los Altos on an accelerated, sustainable path to carbon neutrality by advancing bold and effective climate policies.”

Executive Summary

Executive Summary

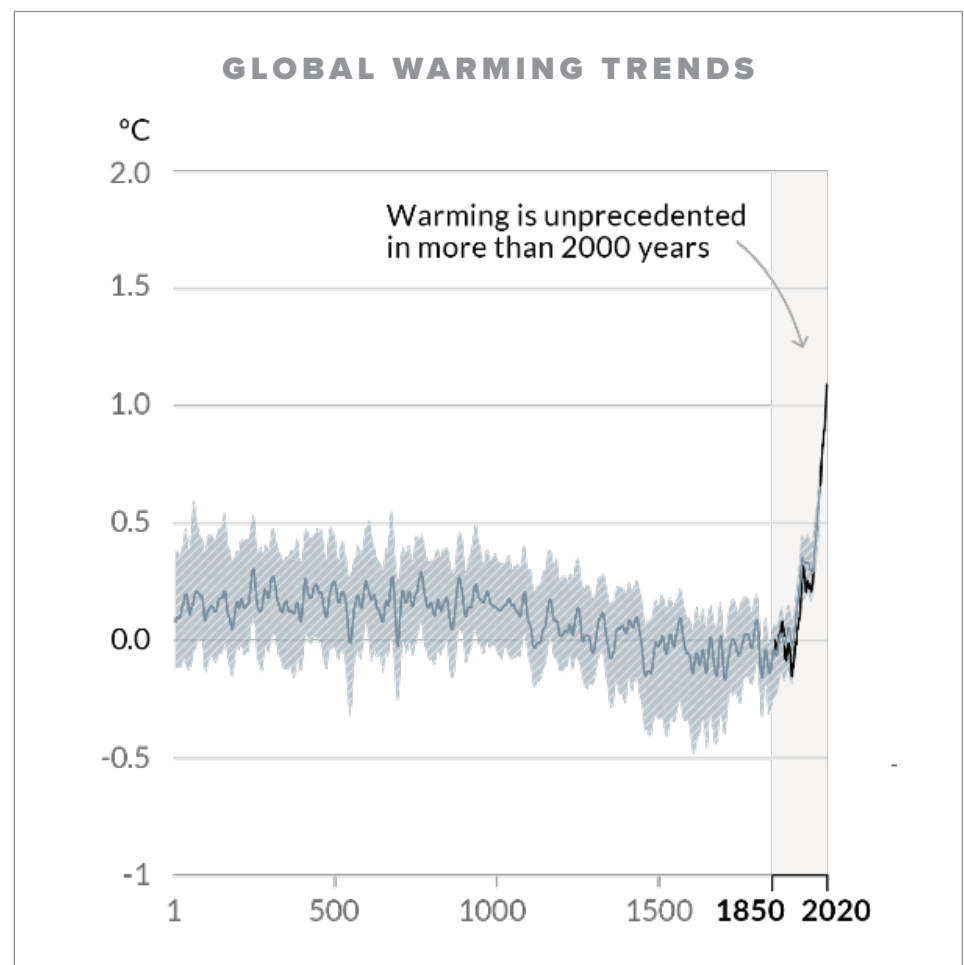
The citizens and government of Los Altos have a long history of bold and forward-looking climate action.

Since the adoption of the City's first Green Building Ordinance in 2007, Los Altos have been planning for the sustainable use of energy, waste, water and land resources. In 2013, Los Altos' first Climate Action Plan was released, calling for a 15% reduction of GHG emissions by 2020 as compared to 2005. This update to the City's Climate Action Plan includes an adaptation section to prepare for the local impact of climate change and represents the next steps in the journey towards a sustainable, healthy, equitable future. The next few years are incredibly important in limiting global temperature increase to 1.5°C and avoiding the most catastrophic impacts of climate change. As Executive Summary Figure 1 shows, warming of the planet is unprecedented since the middle of the 19th Century, and has been accelerating since the 1950's. As of 2020, the planet has already warmed by 1.09°C. Executive Summary Figure 2 shows the impacts this warming has had. By 2030 global emissions need to be halved, and carbon neutrality achieved before 2050.

The longer we wait to take action, change will become increasingly expensive and will eventually be impossible.

As a consequence of climate change, Los Altos will face longer lasting periods of drought, heatwaves and poor air quality with increasing frequency. We are not insulated. We are a part of a larger region and, if we want to maintain our quality of life, we need to prepare for the unavoidable impacts of climate change.

The good news is that strong and sustained reductions in emissions of carbon dioxide and other greenhouse gases, specifically methane, could quickly make air quality better and in 20 to 30 years global temperatures could stabilize. To accomplish this, action by all cities is critical. According to the United Nations, cities represent approximately 70% of global emissions,



Executive Summary Figure 1 Global Warming trends.
Source: IPCC Sixth Assessment Report, pg. SPM-7, (IPPC slide deck pg.6)

Executive Summary CONTINUED

and therefore offer the largest potential opportunity for emissions reductions. A five-step Climate Action Planning process was described in the 2013 CAP, which has been followed here and is shown in Executive Summary Figure 3. By including a Vulnerability Assessment and climate adaptation strategies in this plan, the City now has a comprehensive set of actions designed to both reduce our greenhouse gas emissions and prepare our community for the future impacts of climate change. This updated Climate Action and Adaptation Plan (CAAP), will help guide the City's actions into the coming decade and beyond. In the end, we believe we can achieve carbon neutrality if we take an aggressive approach. Following the guidance in this plan, we need to commit wholeheartedly to these actions and get them underway

as soon as possible. To guide this effort, the City has developed these Vision and Mission statements.

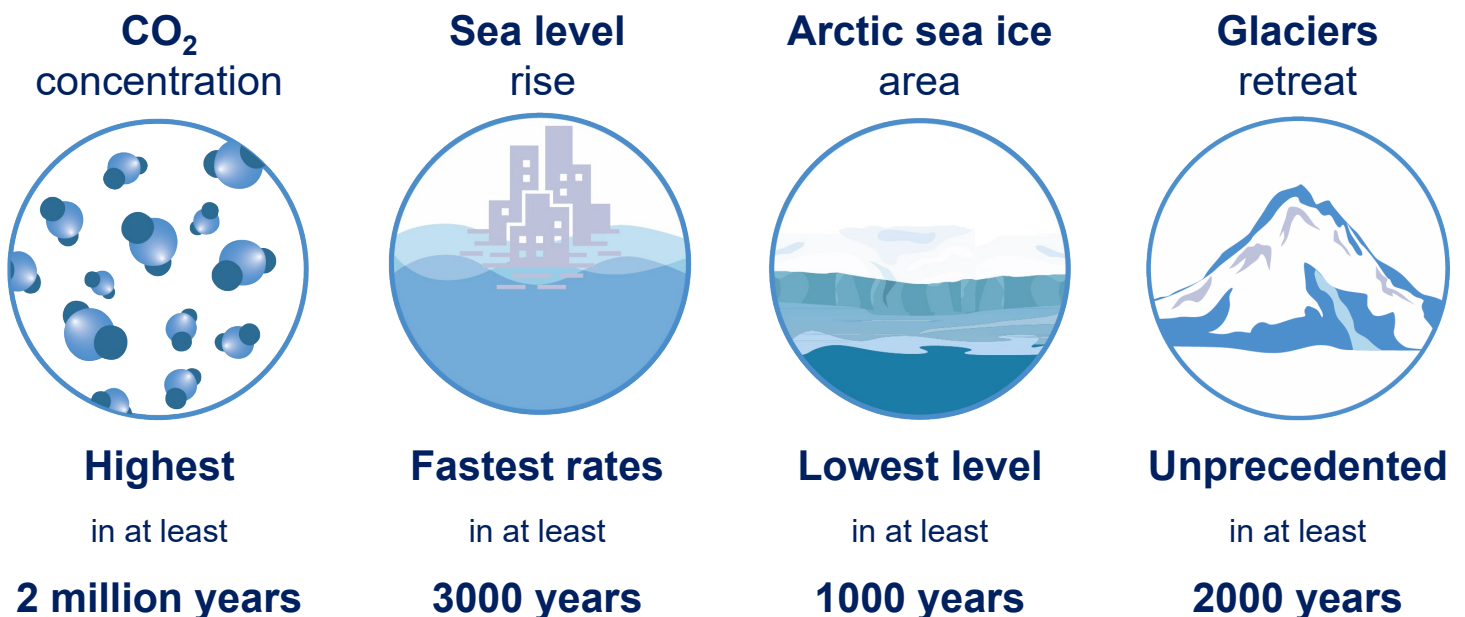
VISION

"To place Los Altos on an accelerated, sustainable path to carbon neutrality by advancing bold and effective climate policies."

MISSION

"The mission of our Climate Action and Adaptation Plan is to preserve the unique character of Los Altos and enhance its natural environment, while improving the quality of life and health of its people by supporting transformative change in the areas of climate action, resilience and equity"

Based on the City's current and forecasted greenhouse gas emissions, guidance from City government, and community input, the City has elected to pursue a goal of Carbon Neutrality by 2035. This will entail reducing all emissions produced by the City and its residents, and sequestering any remaining emissions through nature-based solutions. This bold goal aligns us with the latest science and puts us on a path for a sustainable, equitable, healthy future. Executive Summary Figure 4 displays the steps needed to achieve carbon neutrality. To help the City towards its goals of becoming more resilient and carbon neutral, a roadmap of goals, strategies, and actions was developed. This roadmap defines the action steps, their schedule, estimated cost and expected benefits.



Executive Summary Figure 2 The impacts of climate change.
 Source: IPCC Sixth Assessment Report Working Group 1—
 The Physical Science Basis presentation, slides 9.

Executive Summary CONTINUED

The roadmap is broken into three sections:

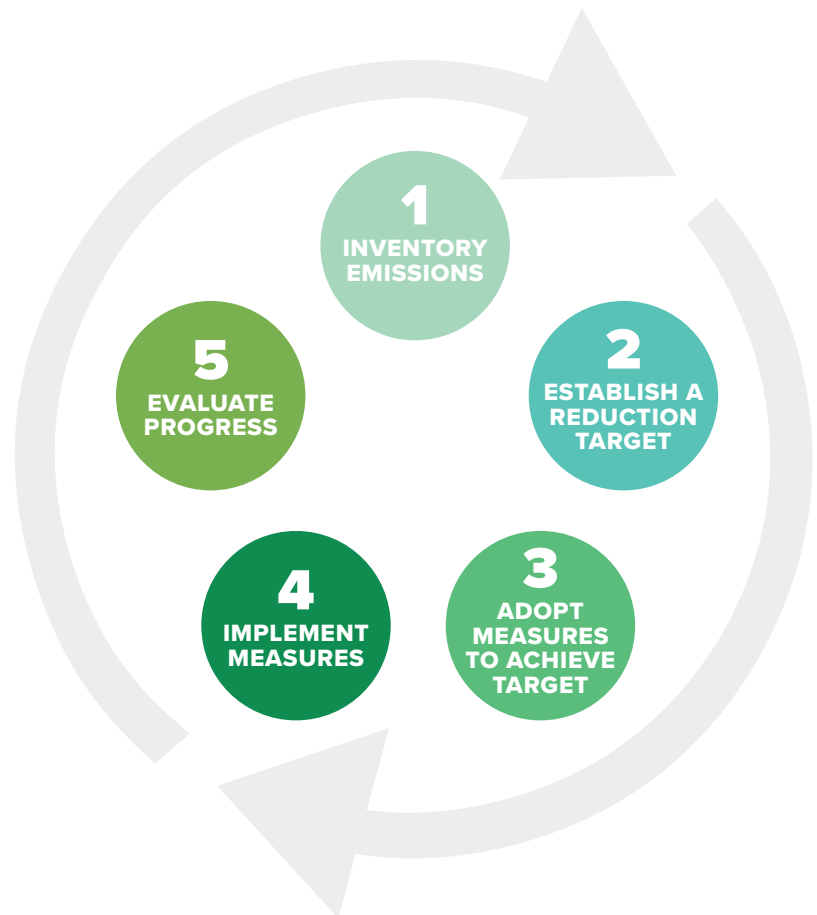
- Greenhouse Gas Mitigation Strategies
- Climate Adaptation Strategies
- Cross-cutting Strategies (that deliver both mitigation and adaptation outcomes)

In general, mitigation and adaptation strategies should be viewed as two sides of the same coin. Together, they represent a comprehensive set of actions to address climate change.

The City's goals of carbon neutrality and climate resilience are ambitious, but ones that we believe we can achieve. Scientific consensus says that we must achieve them without delay.

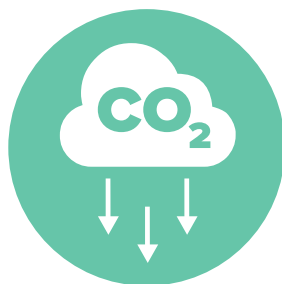
Rapid transformation of individual, governmental, business and economic sectors is possible, as we've seen already with the development of wind and solar energy and adoption of electric vehicles. The transformations often follow the precedents set by City and other local governments and agencies. Therefore, the actions we take now matter and are in fact central to reversing climate change.

THE FIVE-STEP CLIMATE ACTION PLANNING PROCESS



Executive Summary Figure 3 The Five-Step Climate Action Planning Process

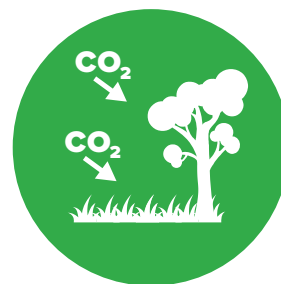
HOW TO ACHIEVE CARBON NEUTRALITY



DECARBONIZE



GENERATE



SEQUESTER

Executive Summary Figure 4 How to Achieve Carbon Neutrality



02 EXECUTIVE SUMMARY

Los Altos have been planning for the sustainable use of energy, waste, water and land resources.



12 LETTER FROM THE MAYOR

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18 EQUITY AND CLIMATE JUSTICE

it's important for the City to reduce its emissions so as to not adversely affect vulnerable communities

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Acronyms

ADU

Accessory Dwelling Unit

BAAQMDBay Area Air Quality
Management District**CAAP**

Climate Action and Adaptation Plan

CAP

(2013) Climate Action Plan

CBI

Consumption-Based Inventory

CCA

Community Choice Aggregation

ABAG

Association of Bay Area Governments

CARB

California Air Resources Board

EC

Environmental Commission

FEMAFederal Emergency
Management Agency**GHG**

Greenhouse Gas

GWP

Global Warming Potential

ICLEIInternational Council for Local
Environmental Initiatives**IPCC**Intergovernmental Panel on
Climate Change**MTC**

Metropolitan Transportation Commission

NGO

Non-Governmental Organization

OES

California Office of Emergency Services

OPR

California Office of Planning and Research

RCP

Representative Concentration Pathway

PSPS

Public Safety Power Shutoff

SB 379

California Senate Bill No. 379

VA

Vulnerability Assessment

Acknowledgments

ENVIRONMENTAL COMMISSION

Bruno Delagneau
(CAAP subcommittee)

Raashina Humayun
(CAAP subcommittee)

Don Weiden
(CAAP subcommittee)

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Manny Hernandez
Municipal Services Director

Jennifer Leal
Human Resources Manager

Donna Legge
Recreation and Community Services Director

Scott McCrossin
Captain of Police

Guido Persicone
Design Review Commission Liaison

Jim Sandoval
Engineering Services Director

COMMUNITY PARTNERS

GreenTown Los Altos

Los Altos Property Owners Downtown

Los Altos Village Association

Los Altos Chamber of Commerce

GreenTown Los Altos

LAYCAT
(Los Altos Youth Climate Action Team)

Los Altos High School
(Green Team Student Club)

Los Altos History Museum

LAUSD Outdoor Educator

Orchard Commons Committee

BATS Block Action Team

Grass Roots Ecology

Los Altos Rotary Club

Parks & Recreation Commission Liaison

Youth Commission Liaison

Complete Streets Commission Liaison

Senior Commission Liaison

THANKS TO

Abby Young
BAAQMD

Louie Pellegrini,
Mission Trail Waste Systems

Shruti Mukhtyar,
UC Berkeley, College of Natural Resources

Kasmira Kit
California Governor's Office of Emergency Services

Rebecca Lucky
City of Menlo Park

Letter from Mayor Fligor

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Introduction

Introduction

CALL TO ACTION

The citizens and government of Los Altos have a long history of bold and forwardlooking climate action. Since the adoption of the City's first Green Building Ordinance in 2007, Los Altos have been planning for the sustainable use of energy, waste, water and land resources. In 2013, Los Altos' first Climate action Plan was released, calling for a 15% reduction of GHG emissions by 2020 as compared to 2005. This update to the City's Climate Action Plan includes an adaptation section to prepare for the local impact of climate change and represents the next steps in the journey towards a sustainable, healthy, equitable future.

A five-step Climate Action Planning process was described in the 2013 CAP, which has been followed here and is shown in Figure 1. By including a Vulnerability Assessment and climate adaptation strategies in this plan, the City now has a comprehensive set of actions designed to both reduce our greenhouse gas emissions and prepare our community for the future impacts of climate change. This updated Climate Action and Adaptation Plan (CAAP), will help guide the City's actions into the coming decade and beyond.

The next few years are incredibly important in limiting global temperature increase to 1.5°C and avoiding the most catastrophic impacts of climate change. As Figure 2 shows, warming of the planet is unprecedented since the middle of the 19th Century, and has been accelerating since the 1950's. As of 2020, the planet has

already warmed by 1.09°C. Figure 2 shows the impacts this warming has had. By 2030 global emissions need to be halved, and carbon neutrality achieved before 2050. The longer we wait to take action, change will become increasingly expensive and will eventually be impossible.

THE FIVE-STEP CLIMATE ACTION PLANNING PROCESS



Figure 1 The Five-Step Climate Action Planning Process

Introduction CONTINUED

According to the most recent report from the Intergovernmental Panel on Climate Change (IPCC), the Earth has warmed 1.09° C since 1850 and many changes such as sea-level rise and glacier and arctic ice melt are now virtually irreversible. Global temperatures are likely to increase to a total of 1.5°C by 2025 which will further stress our environmental systems and result in Los Altos experiencing more frequent and more intense heat waves, winter floods, drought and wildfire air pollution events. On a global level, we are rushing to find solutions, but the most effective solutions that will be developed are at the local level. Although Los Altos has already taken action to mitigate emissions produced locally, we can do more and need to do more.

Here in Los Altos, we are already facing periods of severe drought, heat waves, and poor air quality more frequently. We've seen wildfires in the hills and the air darkened with smoke. We are not insulated. While some responses will need to be coordinated regionally, it is important for Los Altos to take quick and effective action locally if we want to maintain our quality of life. The good news is that strong and sustained transition from combustion engines and moving away from methane gas for heating our buildings could quickly make air quality better and in 20 to 30 years global temperatures could stabilize.

In the end, we believe Los Altos can achieve carbon neutrality within the next 15 years if we take an aggressive approach. Following the guidance in this plan, we need to commit wholeheartedly to these actions and get them underway as soon as possible. To guide this effort, the City has developed these Vision and Mission statements:

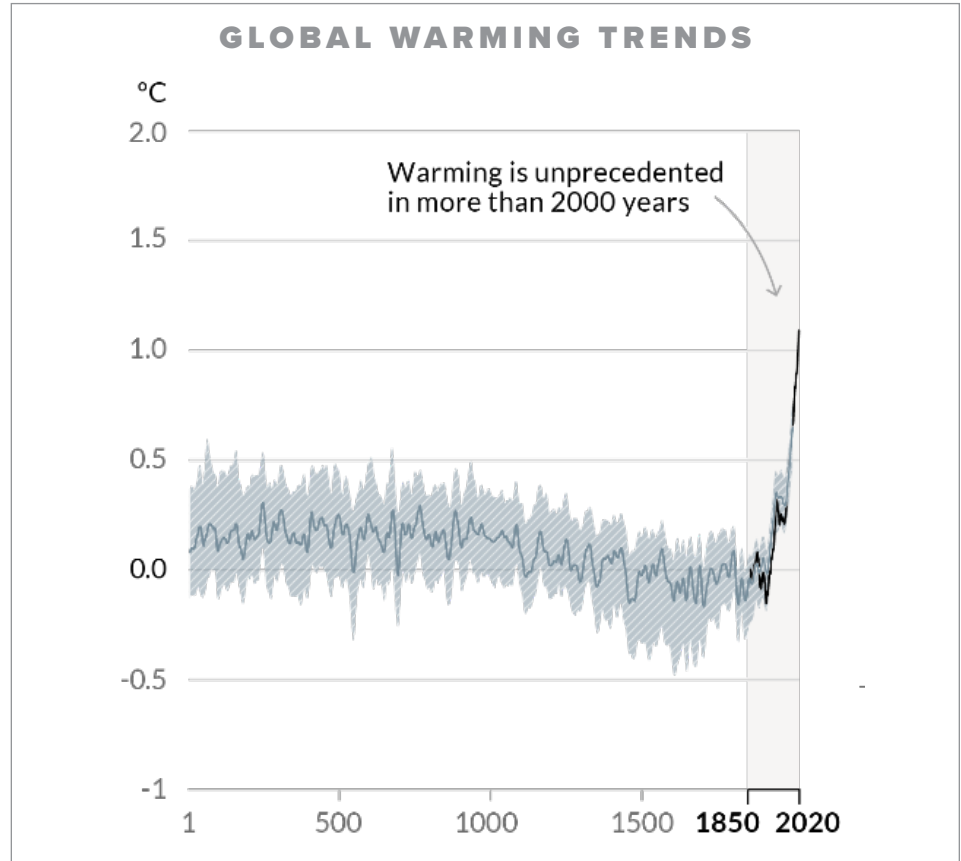


Figure 2 Global Warming trends
Source: IPCC Sixth Assessment Report, pg. SPM-7.

VISION

“To place Los Altos on an accelerated, sustainable path to carbon neutrality by advancing bold and effective climate policies.”

MISSION

“The mission of our Climate Action and Adaptation Plan is to preserve the unique character of Los Altos and enhance its natural environment, while improving the quality of life and health of its people by supporting transformative change in the areas of climate action, resilience and equity.”

BACKGROUND

The City's 2013 Climate Action Plan was designed to serve as a guiding document towards GHG reductions, both in municipal operations and community-wide. It was designed as a comprehensive strategy to reduce emissions in a manner consistent with state guidelines and regulations, and to identify cost-effective opportunities to

Introduction CONTINUED

existing and future residents, businesses, and development projects for a more sustainable community. At the same time, the CAP provided a framework for environmental leadership and an educational resource to the community.

The goals of this CAAP are:

- **Reduce greenhouse gas (GHG) emissions**
- **Increase climate resilience (SB 379 compliance)**
- **Demonstrate leadership**

The Los Altos Sustainability Coordinator and Environmental Commission (EC)

oversaw the development of the CAAP. In addition, a City-led climate Task Force made up of department heads and City employees was assembled to provide expert input and guidance. Together, these groups helped ensure the CAAP is realistic, feasible, and relevant to the residents of Los Altos.

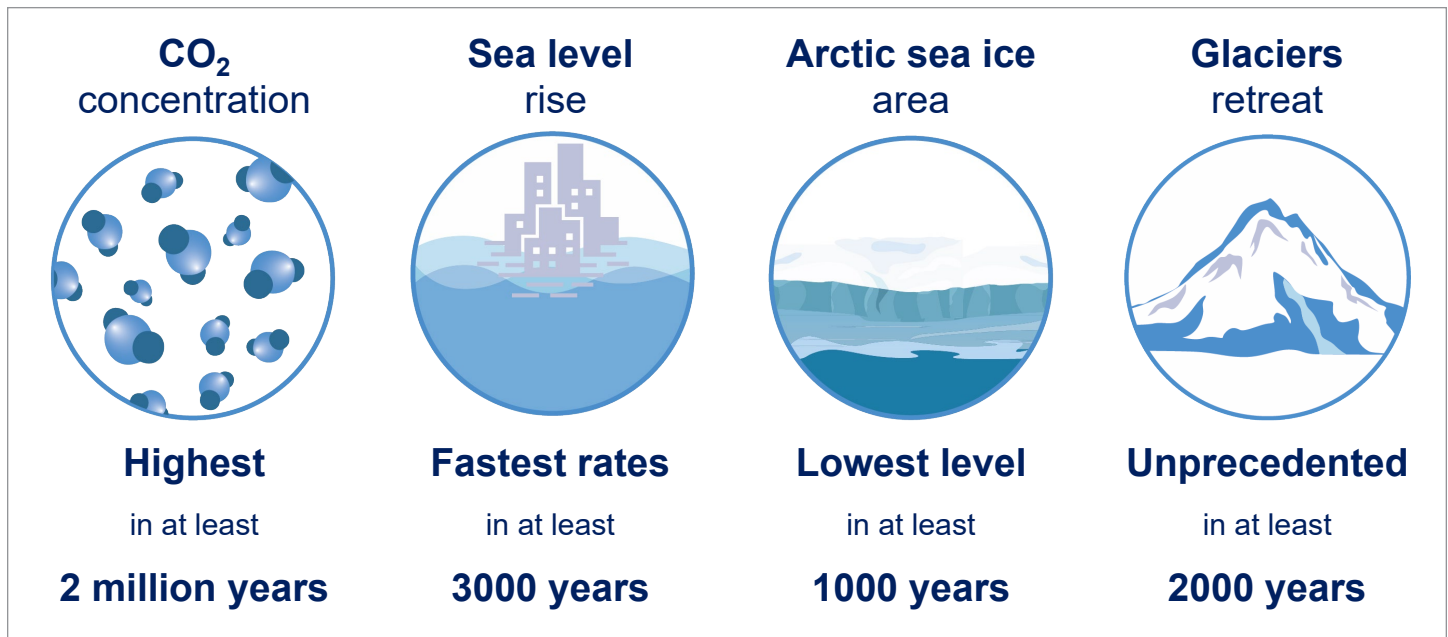


Figure 3 The impacts of climate change.

Source: IPCC Sixth Assessment Report Working Group 1— The Physical Science Basis presentation, slides 9.

Introduction CONTINUED

STATE POLICIES

Legislation	Year	Name	Description
		CA Global Warming Solutions Act of 2006	
AB 32	2006		Requires CARB to adopt a statewide greenhouse gas emissions limit equivalent to the statewide greenhouse gas emissions levels in 1990 to be achieved by 2020.
		CA Global Warming Solutions Act: emissions limit	
SB 32	2016		Requires CARB to ensure that statewide greenhouse gas emissions are reduced to 40% below the 1990 level by 2030.
		Executive Order to Achieve Carbon Neutrality	
EO B-55-18	2018		Calls for carbon neutrality by 2045.
		ZEV Mandate	
EO B-16-12	2012		Requires State agencies to facilitate the rapid commercialization of zero-emission vehicles (ZEVs).
		Executive Order to Achieve Carbon Neutrality	
EO B-30-15	2015		Sets interim target of greenhouse gas emissions 40% less than 1990 levels by 2030.
		Automobile Emission Standards	
AB 1493 (Pavley I)	2002		State law requiring the first set of greenhouse gas emission standards for passenger vehicles.
		Climate Adaptation and Resiliency Strategy	
SB 379	2015		Requires all cities and counties to include climate adaptation and resiliency strategies in the safety elements of their general plans.
		Clean Energy and Pollution Reduction Act of 2015	
SB 350	2015		Requires electricity providers, investor-owned utilities, and CCAs to increase their procurement of renewable generated electricity to 50% by 2030.
		CA Renewables Portfolio Standard	
SB 100	2018		Sets a target of 100 percent carbon-free electricity by 2045.
		Short-Lived Climate Pollutant Reduction Strategy	
SB 1383	2016		Legislation requiring reductions in emissions of short-lived climate pollutants (like methane) by 40-50% below 2013 levels by 2030.
			Requires CARB to annually consider selection of communities within which community air monitoring systems and/or community emissions reduction programs will be developed and implemented. CARB staff's recommendations for the 2020 Community Selections is now available
AB 617	2017	Community Air Protection Program	
AB 398	2017		Law extending California's cap-and-trade program through 2030
			Legislation requiring the state to direct at least 25% of state cap-and-trade revenues to go to projects that benefit disadvantaged communities
SB 535	2012		
SB 375	2008	Sustainable Communities and Climate Protection Act	Directs CARB to set regional targets for GHG reductions from passenger vehicles
SB 743	2013		Updates the way transportation impacts are measured in California for new development projects
SB 375	2008	Sustainable Transportation Planning	Transportation planning legislation setting regional greenhouse gas emission reduction targets for passenger vehicles.

Table 1 Relevant State policies affecting the climate planning in California.

Introduction CONTINUED

POLICY BACKDROP

There are many international, national, State, and local policies and regulations designed to affect climate change and sustainability, and this CAAP was developed with those policies and regulations as a guide. This way, the City ensures it's doing its part to help meet larger-scale goals and support science-based targets. By developing the Vulnerability Assessment and Adaptation Framework included in this plan, this also helps the City its SB 379 compliance requirements. Table 1 describes the most relevant State policies affecting climate action planning.

ALIGNMENT WITH CITY PLANS AND POLICIES

The CAAP was designed to be consistent with the City's General Plan and other relevant planning documents, including the Complete Streets Master Plan, Downtown Vision, Emergency Operations Plan, Green Stormwater Infrastructure Masterplan and Local Hazard Mitigation Plan. This document builds off of the policies and programs of those plans.

In addition, the CAAP must be updated periodically to remain consistent with updates to the City's General Plan Elements and other plan and policy updates.

DEVELOPING THE CAAP

The CAAP was developed through a multi-stakeholder process involving the Los Altos Environmental Commission, heads of City Divisions and Departments, and the public. Community input and feedback was crucial to the climate action and adaptation planning process, and the City conducted a

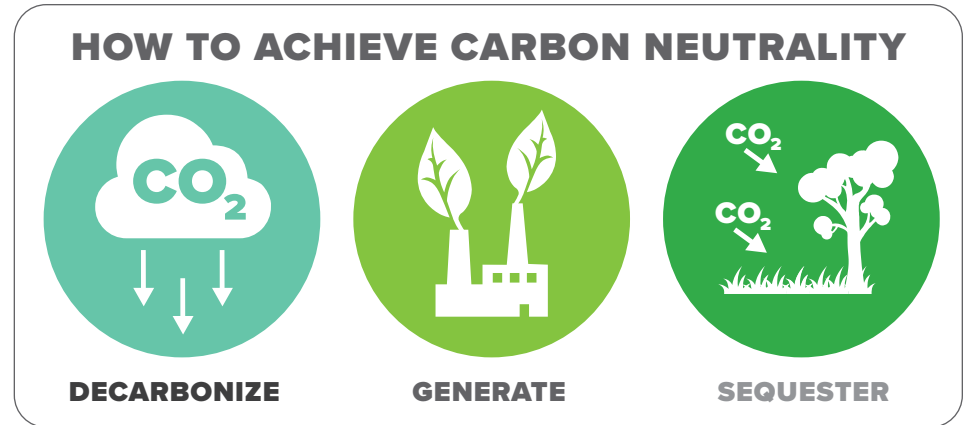


Figure 4 Achieving carbon neutrality

robust outreach and engagement process to solicit input and feedback. The City hosted a series of focus groups and workshops, administered surveys, and embarked on a public education campaign through existing communication channels. Feedback from the focus groups, surveys, and community workshop showed that most Los Altos residents are concerned about the effects of climate change and support climate action, with 74% of respondents saying they were very concerned about climate change.

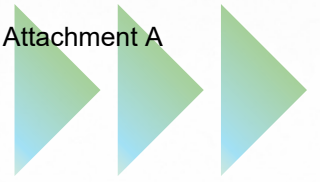
Based on the City's current and forecasted greenhouse gas emissions, guidance from City government, and community input, the City elected to pursue a goal of Carbon Neutrality by 2035. Carbon Neutrality entails reducing virtually all emissions produced by the City and its residents, and sequestering any remaining emissions through nature-based solutions. Figure 4 describes an overview of the approach to achieving carbon neutrality. This bold, progressive goal is aligned with the latest science and places Los Altos on a path for a sustainable, equitable, healthy future.

EQUITY AND CLIMATE JUSTICE

Equity and climate justice are important considerations as the City sets about pursuing its goals. There are several populations within Los Altos that are more vulnerable to the effects of climate, including:

- Senior citizens
- Children
- Individuals with mobility issues
- Individuals with language barriers
- Day workers
- Homeless populations

It's also important to note that the impacts of climate change are not evenly distributed. Globally, the effects of air and water pollution, extreme heat, and sea level rise fall disproportionately on disadvantaged communities who are largely not responsible for creating the majority of the GHG emissions. Therefore, it's important for the City to reduce its emissions so as to not adversely affect these communities.



Our Impacts

Our Impacts

The City's 2013 Climate Action Plan detailed 41 actions which, taken together, were designed to reduce emissions 15% by 2020 compared to 2005 levels. 1990 is the baseline year used by the State of California, but as municipalities often lack high-quality data going this far back, 2005 is often chosen as the baseline year. The progress of these actions was tracked and, to date, we have begun or fully implemented 29 actions and designated two other actions for future implementation. Some actions were deemed infeasible, and have either been

revisited for CAAP 2022 or removed from the list.

An updated greenhouse gas inventory was conducted as part of this update, the purpose of which was to understand the present state of environmental impacts and to establish a baseline for the forecasting of future emissions. Los Altos' 2018 inventory is actually composed of two inventories, one for the community and one for

municipal operations. ICLEI - Local Governments For Sustainability provides protocols for both, which were used for these inventories. Table 2 describes the activity data and sources of data used. Details of the data, methodology and calculations used in the 2018 inventory can be found in Appendix D.

2018 DATA SOURCES

COMMUNITY SECTOR	ACTIVITY DATA	UNITS	SOURCES
Residential electricity	80,391,486	kWh	SVCE, PG&E
Residential natural gas	6,640,225	therms	PG&E
Commercial electricity	58,760,342	kWh	SVCE, PG&E
Commercial natural gas	1,329,206	therms	PG&E
On-Road transportation	166,865,877	VMT	SVCE
Off-Road transportation	6,725	MTCO ₂ e	SVCE
Municipal solid waste	9,273	tons	MTWS, R3
Water energy	5,596,927	kWh	Cal Water
Wastewater electricity	2,257	kWh	City of Palo Alto
Wastewater natural gas	9,794,797	scf	City of Palo Alto
GOVERNMENT SECTOR	ACTIVITY DATA	UNITS	SOURCES
Electricity use	4,634,143	kWh	SVCE
Natural gas use	25,355	therms	PG&E
Street lighting	220,386	kWh	SVCE
Traffic control	56,891	kWh	SVCE
Fleet fuel use	39,679	gallons	City of Los Altos
Employee commutes	1,599,147	VMT	City of Los Altos
Municipal solid waste	278	tons	MTWS, R3
Water energy	12,970	kWh	Cal Water
Wastewater energy	724	therms	City of Palo Alto
Process & fugitive emissions	0.013	metric tons	Scaled based on population growth

Table 2 Greenhouse gas inventory data sources

Our Impacts CONTINUED

As Table 3 shows, emissions were reduced from 184,725 metric tonnes in 2005 to 111,320 metric tonnes in 2018, a reduction of 40 percent. This far exceeds the 15 percent target reduction outlined in the 2013 plan. These reductions can be attributed to

the actions taken by the City such as adopting new Reach Codes for new construction and supporting the adoption of electric vehicles, as well as the City becoming a member of Silicon Valley Clean Energy in 2017.

EMISSIONS COMPARISON TABLE

GOVERNMENT SECTOR	2005 EMISSIONS	2018 EMISSIONS	% CHANGE	EMISSIONS REDUCTION (MTCO ₂ e)
Buildings & Facilities	428	134	-69%	294
Street Lights & Traffic Signals	130	<1	100%	130
Vehicle Fleet	420	351	-16%	69
Employee Commute	697	445	-36%	252
Solid Waste Facilities	197	172	-13%	25
Water & Wastewater Treatment Facilities	3	5	67%	(2)
Process & Fugitive Emissions	20	21	5%	(1)
Government total	1,895	1,128	-40%	767
COMMUNITY SECTOR	2005 EMISSIONS	2018 EMISSIONS	% CHANGE	EMISSIONS REDUCTION (MTCO ₂ e)
Transportation & Mobile Sources	96,610	63,280	-34%	33,330
Solid Waste	3,950	2,653	-33%	1,297
Water & Wastewater	2,250	1,063	-53%	1,187
Commercial Energy	20,070	7,535	-62%	12,535
Residential Energy	59,950	35,661	-41%	24,289
Community total	182,830	110,192	-40%	72,638
TOTAL	184,725	111,320	-40%	73,405
2020 TARGET		155,410	-15%	43,660

Table 3 Emissions comparison table

Our Impacts CONTINUED

Figures 6-9 below show the breakdown for emission sources in 2005 and 2018 for municipal operations and the community-wide. Overall, emissions associated with transportation make up a slightly larger share in 2018 as emissions from energy use and other sectors have declined.

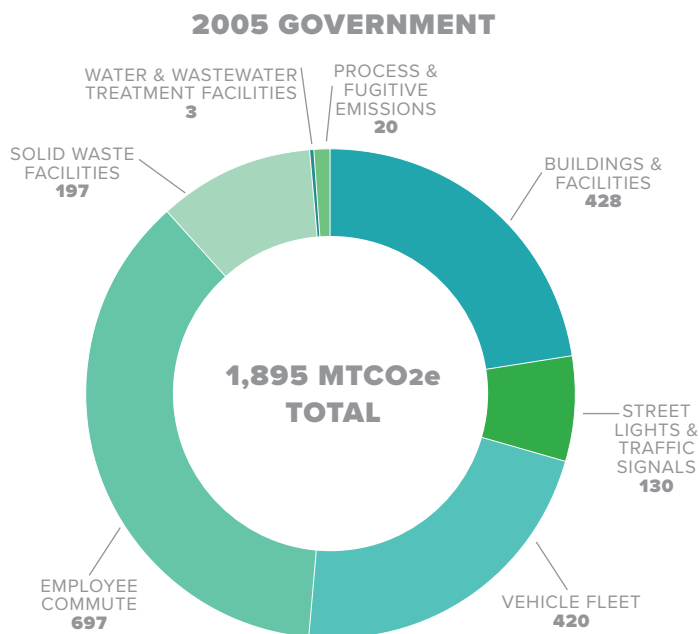


Figure 5 2005 Government emissions sources

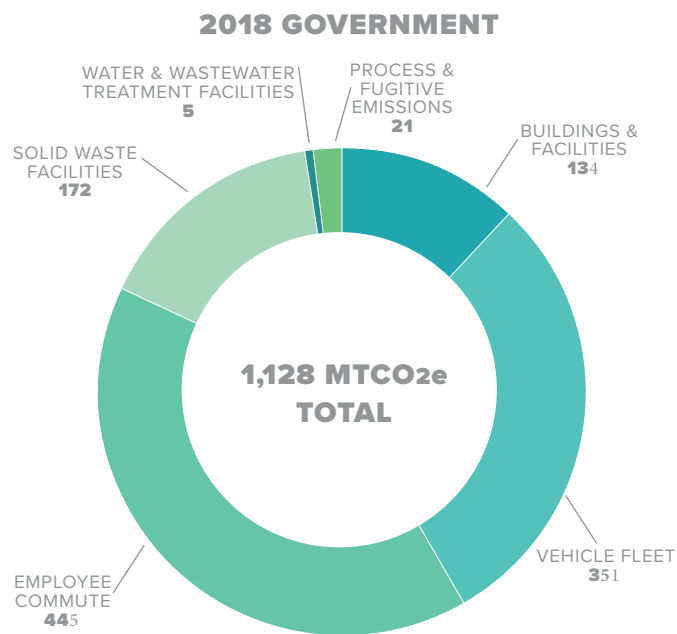


Figure 7 2018 Government emissions sources

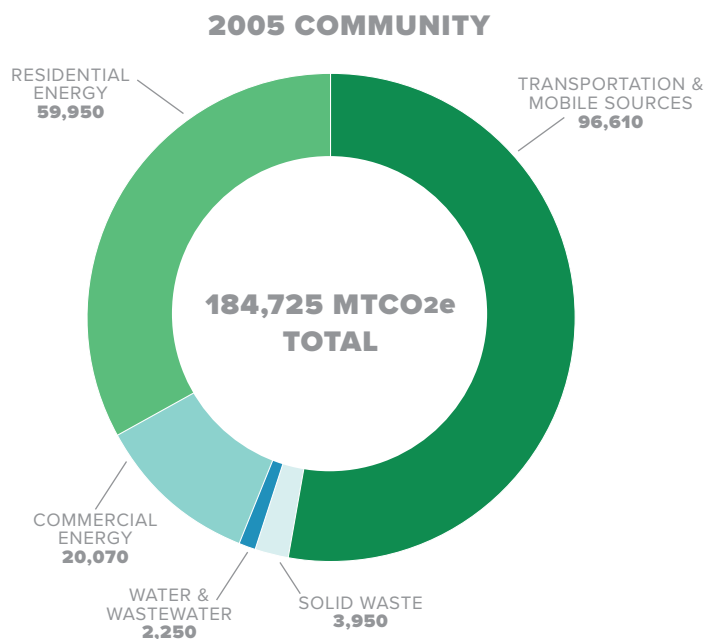


Figure 6 2005 Community emissions sources

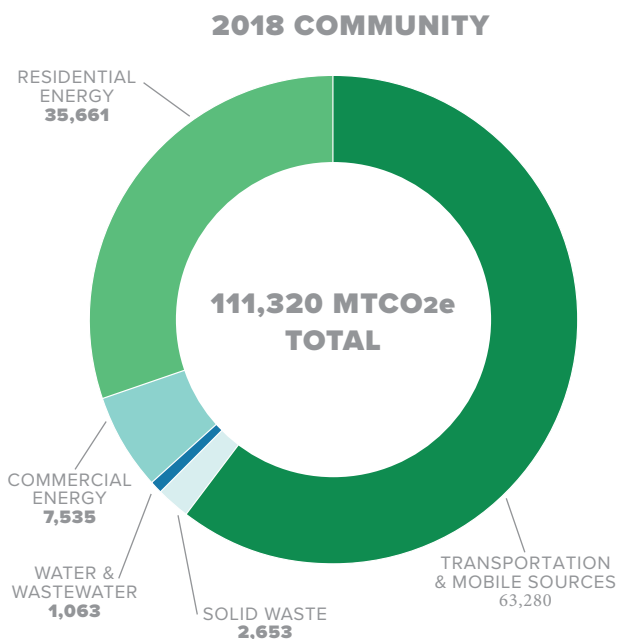


Figure 8 2018 Community emissions sources

Climate Impacts

Climate Impacts

A climate Vulnerability Assessment was conducted to determine the increasing climate threats the City is likely to face, as well as assess the City's preparedness and capacity to address those threats. Following International, U.S., and California Climate Assessments, this report is the first to consider Los Altos on its own. The Vulnerability Assessment is included in this report as Appendix E.

To assess Los Altos' expected climate changes, global climate models developed by the scientific community and recommended by the California Governor's Office of Emergency Services (OES) through the online Cal-Adapt tool were used to create local outputs predicting how the frequency and intensity of climate hazards are changing. This was cross-referenced against California's Fourth Climate Assessment Bay Area Report, other scientific and government papers, and the local knowledge of the Environmental Commission CAAP Subcommittee members and focus group participants.

Even with the bold emissions reductions at a local level detailed in the CAAP, Los Altos is subject to how significantly or poorly emissions are reduced globally. The increase in global emissions will cause Los Altos to experience increased heat waves, floods, drought, and poor air quality from wildfires in the region. Because Los Altos is not coastal it will not be directly impacted by sea level rise, and because of our proximity to the Pacific Ocean and San Francisco Bay, we will continue to benefit from the climate moderating influences of those water bodies. As a result, Los Altos will not suffer some of the extremes of climate

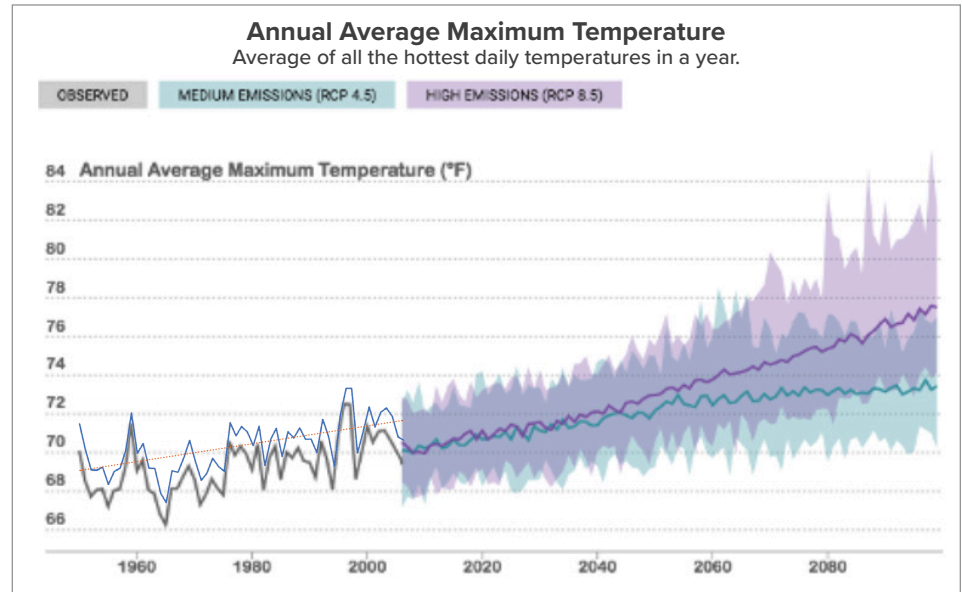


Figure 9 Annual average maximum temperatures in Los Altos (image from Cal-Adapt)

Changes to the Water cycle

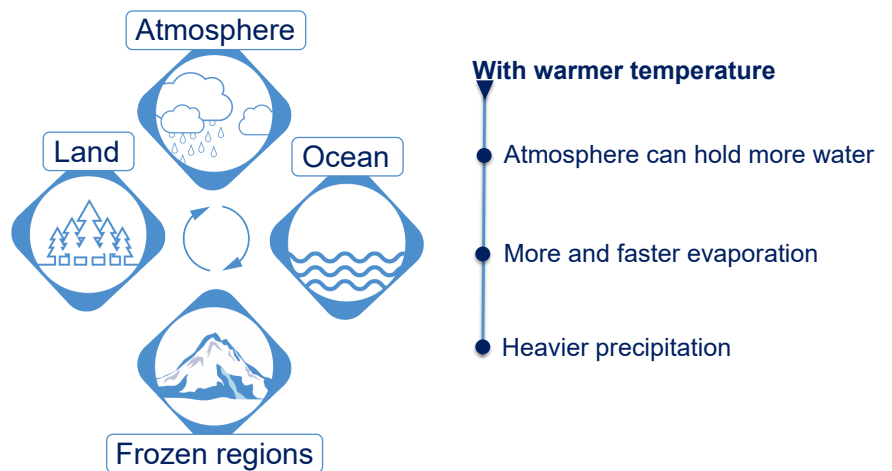


Figure 10a Changes to the water cycle due to climate change.

Source: IPCC Sixth Assessment Report Working Group 1– The Physical Science Basis presentation, slides 35.

change as directly as some other areas in California. Figure 10 describes the expected global changes to the water cycle and Figure 11 displays expected temperature changes.

Climate Impacts CONTINUED

Instead, Los Altos will experience the reverberations from the impacts of climate change on the natural environment, the water supply system, air quality, and the energy grid which are beyond the municipal boundary but on which we depend. So the availability and affordability of water and energy within Los Altos are likely to be jeopardized by climate change across the Bay Area and California as a whole.

Within Los Altos itself, by mid-century particularly under a high emissions scenario, the number of extreme heat days are projected to increase substantially, from an average of 4 days/year from 1961-1990 to as many as 20 days/year. Heat and poor air quality from wildfires outside of Los Altos are likely to impact the quality of life, particularly for vulnerable populations, and increase energy demands for additional building air cooling and filtering. Extreme heat, poor air quality, and blackouts or Public Safety Power Shutoffs (PSPS) that occur simultaneously will present novel emergency situations that have the potential to strain or overwhelm City resources.

Similarly and more uncertain will be the resilience of Los Altos natural and maintained landscapes. The annual precipitation amounts in Los Altos are not likely to change, but will become less consistent. As a recent example, Sacramento recorded 7.87 inches during the 2020-2021 water year which ended on October 1, 2021, only to receive a daily record 5.44 inches on October 25, 2021. Such seasonal whiplash shows the limits of reading only annual averages. In combination with expected temperature increases, the amount of water that plants

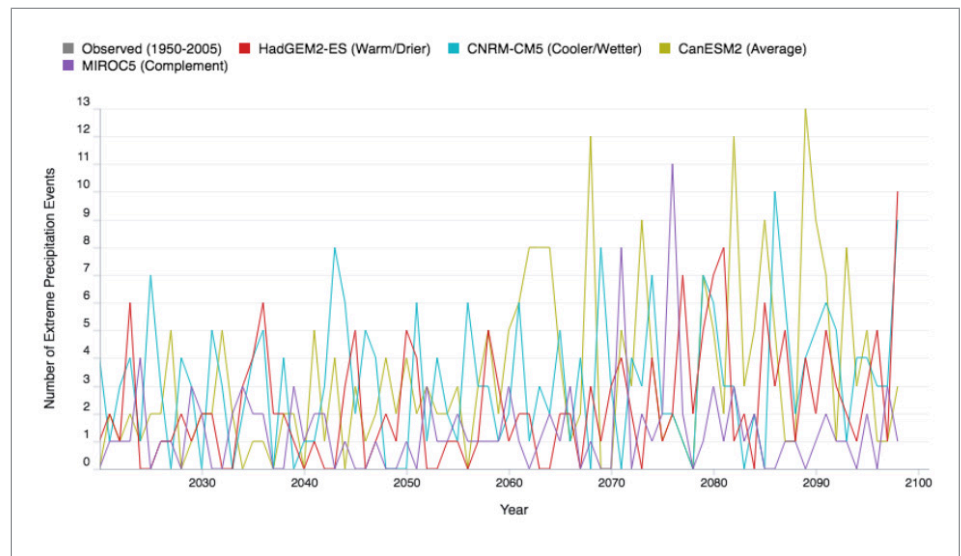


Figure 10b Changes to the water cycle due to climate change.
Source: IPCC Sixth Assessment Report Working Group 1—
The Physical Science Basis presentation, slides 35.

will need during extended, dry summers will also increase, possibly changing the vegetation composition of the area. Considering pressures on the shared water supply system which Los Altos relies on, it is likely that water customers will face financial incentives and regulatory pressure to reduce daily water use.

In the winter and spring, seasonal storms which Los Altos has experienced in the past are likely to continue. Extreme precipitation events (1-day maximums) that used to occur once every several years are projected to occur multiple times a year by the end of the century, increasing the need for maintenance and repair of stormwater infrastructure on building sites and across the City, as well as increasing the risk of flooding requiring more acute management of potential flood zones.

After living through years of drought and the COVID pandemic, Los Altos' government, residents, and businesses have unfortunately become familiar with environmental hazards. Emergency preparedness and hazards requiring large-scale adjustment and intervention in some ways will help Los Altos adapt to climate change. The scale of climate change and the need to reach new vulnerable populations during heat waves, wildfires, unsafe air quality days or power outages present new challenges, though. These challenges are addressed through a suite of adaptation strategies and accompanying section on implementation described below.



Looking to 2050

Looking to 2050

To determine what the City's emissions might look like in 2050, a series of emissions forecasts were developed. First, a Business-As-Usual (BAU) forecast was developed to forecast the City's emissions without any additional action from Federal, State, or local governments. A series of growth factors such as population and

household growth were applied to the City's baseline emissions, with the results shown in Figure 12. Without any additional action, the City's emissions are expected to increase from 111,320 metric tons in 2018 to 116,346 metric tons in 2050.

To project the City's emissions in 2050 including the expected impacts of Federal, State, and local actions, as well as the expected increase in electric vehicle adoption, an Adjusted Business-As-Usual (ABAU) forecast was developed. The forecast, shown in Figure 13, includes expected increases in fuel economy and building energy efficiency

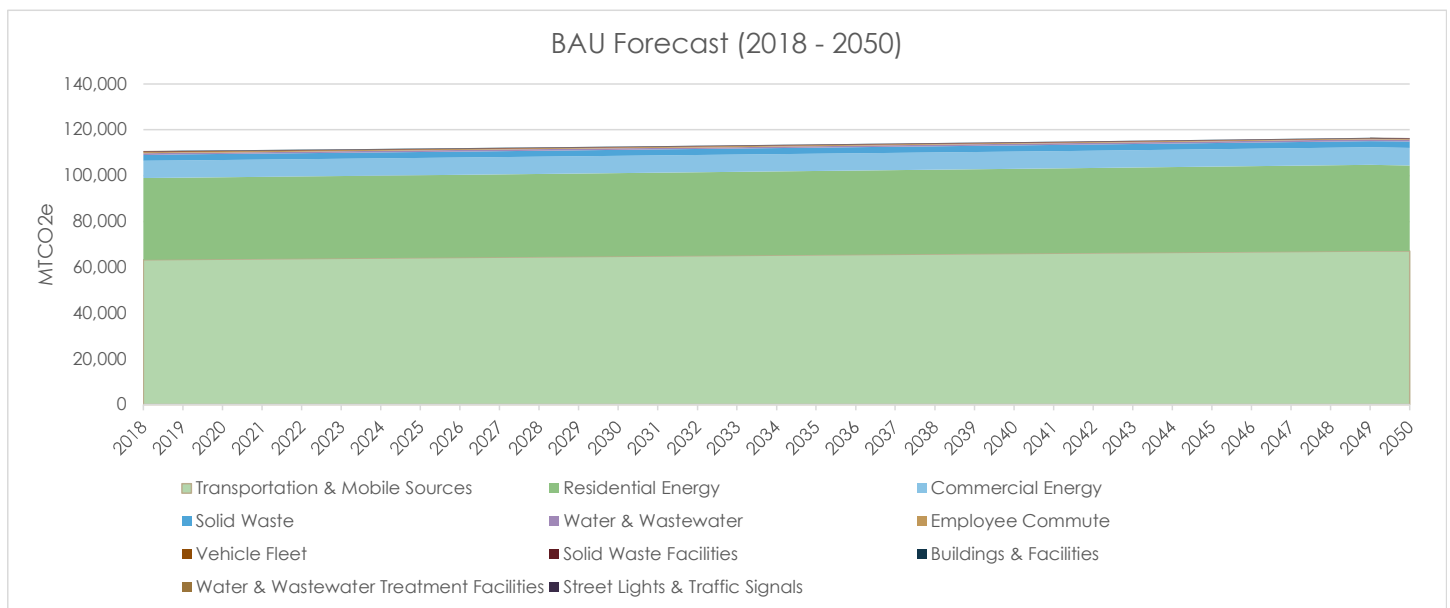


Figure 12 Business-as-usual forecast

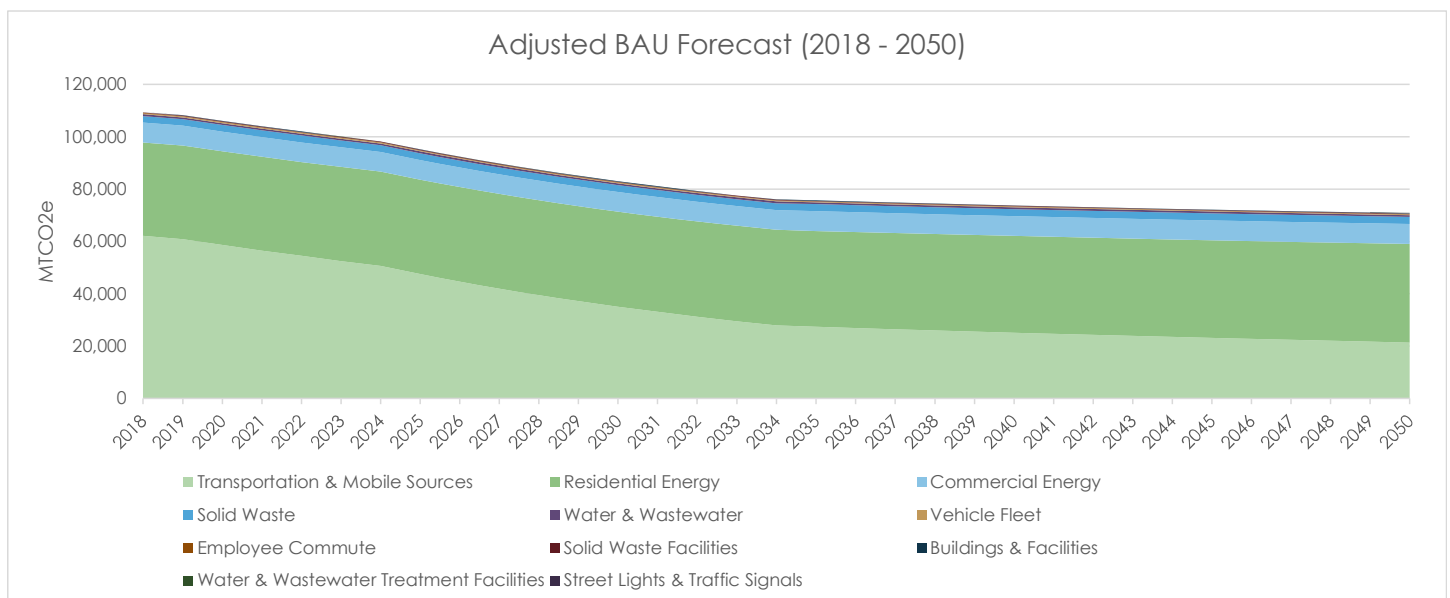


Figure 13 Adjusted business-as-usual forecast

Looking to 2050 CONTINUED

in California, increased EV adoption in Los Altos, and the expected increase in air conditioning use due to increased temperatures related to climate change.

Table 4 shows that, with the inclusion of State and local actions, electric vehicle adoption increases, and increase in AC use, the City's emissions are expected to decline to 75,699 metric tons in 2035.

Lastly, an ABAU + Existing Actions scenario was created to incorporate the impacts of continuing CAP 2013 actions that are discrete and not included or modified for inclusion in the CAAP 2022.

Based on the results of this forecast, we will need to reduce our emissions by approximately 75,884 metric tons by 2030 and 67,161 metric tons by 2035 to reach our carbon neutrality goal. Figure 14 below shows the trajectory to carbon neutrality in relation to the City's historic emission.

Emissions by scenario (2030 & 2035)

Scenario	2030	2035
BAU	112,671	113,649
ABAU	83,023	75,699
ABAU + Existing Actions	75,884	67,161
CAAP 2022 Pathway	27,000	10,371

Table 4 Emissions by Scenario (2030 & 2035)

Coming Soon

Figure 14 Los Altos' carbon neutrality pathway

Strategic Roadmap

Strategic Roadmap

To propel the City towards its goals of becoming more resilient and carbon neutral, a strategic roadmap of goals, strategies, and actions was developed. This roadmap is intended to guide us through the priorities, action steps, when to take them, and the level of effort and benefits that can be achieved by implementing them.

The roadmap is broken into three sections:

- **Mitigation strategies**
- **Cross-cutting strategies (that deliver both mitigation and adaptation outcomes)**
- **Adaptation strategies**

Mitigation strategies are aimed at reducing the sources of emission that arise from within the City's borders. This includes emissions from energy consumed, transportation, waste

created, and resources used. To achieve global climate goals, richer countries will need to do more on average than poorer countries. This is not only equitable, but richer countries have the means to do so.. Within richer countries, more affluent communities are expected to do even more. Within Los Altos, the lack of heavy industry and large office buildings will make reducing GHG emissions more achievable.

By reducing the sources and intensity of the emissions, we hope to align with and go beyond global climate goals in order to reverse the harmful effects of climate change.

While mitigation aims to lessen GHG emissions, thereby reducing climate change, adaptation aims to lessen the impact of climate change. In other words, mitigation

addresses the cause of climate change and adaptation addresses the impacts of climate change - the effect of heat, drought, air pollution and extreme storms on Los Altos. Mitigation and adaptation are inclusive, as everything interacts with climate.

Cross-cutting efforts address both mitigation and adaptation. Many actions the City can take, like increasing the urban tree canopy, reducing water use, and developing community microgrids reduce the source of emissions and help prepare the City for climate change impact or emergencies. Similarly, the effects of climate change can have the opposite effect if increases in heat or drought lead to increased energy use or resource intensity. Figure 15 describes the relationship between mitigation, adaptation, and cross-cutting strategies.

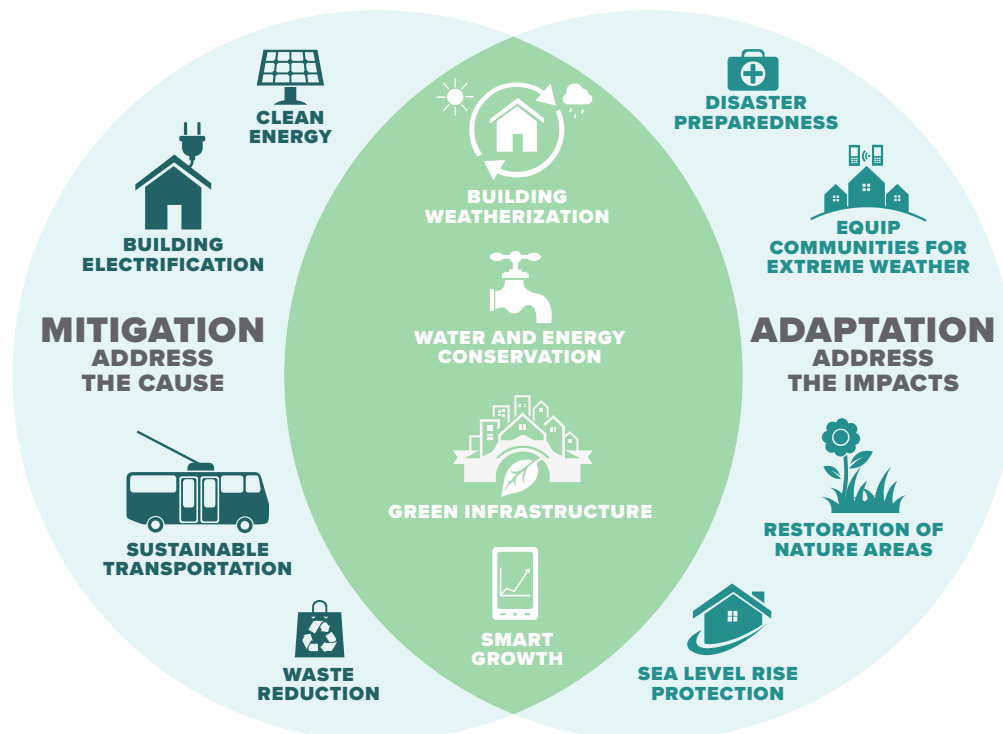


Figure 15 Relationship between mitigation and adaptation actions

Strategic Roadmap CONTINUED

In general, mitigation and adaptation strategies should be viewed as two sides of the same coin. Together, they represent a comprehensive set of actions to address climate change.

DEVELOPMENT AND METHODOLOGY

Through quantitative and qualitative analysis, stakeholder engagement, and analysis of best practices, xx actions were identified. Some of the strategies build off of existing efforts within Los Altos like the 2013 CAP and the 2018 Green Infrastructure Stormwater Management Plan. Most are new strategies adopted and altered from other California CAAPs and programs beyond California. Others were developed based on suggestions from different stakeholders.

CAAP Strategy Development Process:

- Preliminary mitigation and adaptation strategies identified and agreed upon
- Development of “Long List” of CAAP actions to implement each strategy
- Community and stakeholder feedback
- Development of “Short List” of CAAP actions
- Quantify emission reductions from actions

Figure 16 displays the Focus Areas encompassing mitigation, adaptation, and cross-cutting strategies. The mitigation strategies were selected using a multi-factor scoring system, as well as through qualitative evaluation. The strategies were modeled using ICLEI’s ClearPath tool, which allows rapid scenario analysis of different actions and implementation time.



Figure 16 CAAP Focus Areas

All of the adaptation strategies respond to the vulnerabilities determined in the Vulnerability Assessment - that is the climate events that Los Altos is expected to experience and the ability of the people, businesses, environment, and government of Los Altos to manage those events. As an example, it was determined that some of Los Altos’ population are seniors who are vulnerable to wildfire-induced electricity system shut offs (PSPS) because of a combination of health conditions and mobility limitations. Actions to address this population include developing an early

warning system for air pollution, conducting outreach specifically to vulnerable populations, and developing resilience hubs, as described in the Climate Adaptation Strategies section.

The adaptation strategies were catalogued according to the climate hazard they addressed (drought, heat, flood, wildfire & air pollution), as well as their feasibility, their cost effectiveness, whether they would promote equity, the potential for greenhouse gas reductions, their alignment with City priorities, and other factors.

Mitigation Strategies

These greenhouse gas mitigation strategies are designed to cover all sources of emissions from within the City, including transportation, energy, resource conservation, green community, and municipal operations. Although the sectors vary in the amount of emissions created, a comprehensive, broad-based set of strategies addressing all sectors will improve the effectiveness of the plan and increase co-benefits. Figure 17 displays the emissions reductions expected to be achieved in each Focus Area if the CAAP is fully implemented.

Coming Soon

Figure 17 Emissions reductions by Focus Area

Important information and details on each action for each goal within each strategy and focus area are contained in the Appendices.

Description of Appendices coming soon



Transportation is the largest source of emissions within Los Altos, therefore reducing fossil fuel vehicle travel is imperative. By increasing active transit and helping create a walkable city, public health and social connectivity will be increased. The strategies and actions in this section are designed to make alternatives to single-occupant, fossil fuel trips easy, convenient, and attractive

STRATEGY 1 Reduce Single-Occupancy Vehicle Travel

Reduce community-wide fossil fuel SOV travel 20% from 2018 levels

STRATEGY 3 Electrify Off-Road Mobile Sources

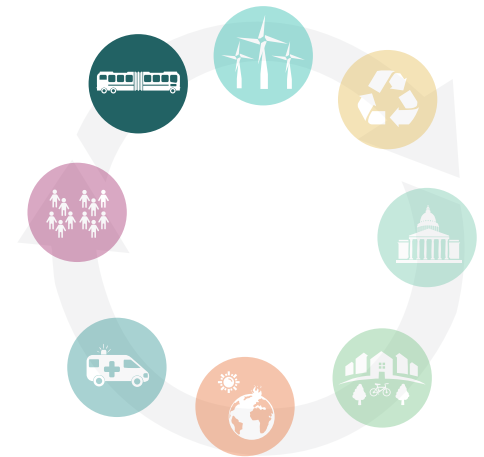
Eliminate Off-Road fossil fuel engines

to residents and visitors. The remaining vehicle travel, over time, will shift to a majority electric.

While some fossil fuel vehicle trips are likely to remain, Los Altos can support residents' and visitors' use of efficient transportation by helping facilitate the transformation of the City's transportation infrastructure. As Figure 21 shows, EVs have advantages over fossil fuel vehicles in terms of life-cycle emissions reductions.

STRATEGY 2 Electrify Transportation

Increase EV component of all light duty vehicles in Los Altos to 80% by 2035



STRATEGY 1 Reduce Single-Occupancy Vehicle Travel

TRANSPORTATION



GOAL 1.1 REDUCE VMT 9% BY CREATING A WALKABLE AND BIKEABLE CITY

ACTION

- | | | |
|--------------|---|---|
| 1.1 A | Fully implement the 2022 Complete Streets Master Plan by 2035 and make adjustments as needed to comply with VMT reduction objectives | Work closely with Complete Streets commission to fully implement the 2022 Complete Streets Master Plan by 2035, with a focus on specific measures to reduce VMT. Reassess the development of specific citywide protected bike corridors. Maintain and expand access to businesses while promoting slow streets with biking and walking access. Improve the safety and attractiveness of walking downtown through traffic calming, dedicated pedestrian trails and streets, accelerating the development of green downtown plazas, and other strategies. Fully implement all Safe Routes to School programs in the CSMP. Consider an ordinance to reduce speed limits. |
| 1.1 B | Create a pedestrian-friendly Downtown and other community and commercial spaces throughout the city | Establish Car-Free zones and one-way traffic Downtown and in other commercial and community areas to encourage non-vehicular transit. Expand sidewalk space and dedicate specific streets for pedestrian and cycling use only (extension of Downtown Vision plan). Create safe, sheltered, outdoor areas for pedestrians. Base city development on 15-minute city principles. |
| 1.1 C | Develop and implement a new Parking Management Plan that supports strategic VMT reduction | Develop and implement a community-wide Parking Management Plan that reduces minimum requirements and sets upper limits on parking spaces for new development. Ensure the strategy is based on three principles: increasing dedicated EV and handicapped parking spaces in key commercial areas, reducing the parking footprint (turn into green space), and add specific drop-off and pick up zones at strategic locations. Plan for street and parking lot changes to accommodate conversion to passenger pick-up and drop-off stops at commercial and other public land use locations. |
| 1.1 D | Pilot shared bike, ebike, and scooter programs | Develop pilot bike, ebike and scooter sharing programs by 2025. Expand programs by 2030 based on lessons learned. Explore regulations to promote the safe and responsible operation of ebikes and scooters including issuing permits to private companies and designating dedicated parking spaces at key locations. |

STRATEGY 1 Reduce Single-Occupancy Vehicle Travel

TRANSPORTATION



GOAL 1.2 REDUCE COMMUTE
VMT 3.6% BY
PROMOTING
SMART GROWTH
STRATEGIES

1.2 A ACTION

Support Transit-Oriented Development

Require increased residential and commercial density and diversity along main corridors and commercial areas, including affordable multi-family housing and mixed-use developments. Encourage Transit-Oriented Development along major bus routes within and outside of the City to attract new employers and better serve the daily needs of residents and employees.

1.2 B Encourage Live Near Work incentives

Work with Los Altos employers and schools to create incentives for employees to live close to work. Develop plans to offer rent assistance. Ensure new low-income and multiuse development is high density housing located no more than a 10-minute walk or bikeride from transit stops.

1.2 C Promote Work From Home policies and infrastructure

Require new multifamily residential developments with 10 or more units to provide Work From Home spaces. Support future conversion of commercial developments to residential uses as appropriate. Work with local wifi providers to expand coverage and speed.

STRATEGY 1 Reduce Single-Occupancy Vehicle Travel

TRANSPORTATION



GOAL 1.3 REDUCE VMT 11.5% BY SUPPORTING SHARED MOBILITY

	ACTION
1.3 A	<p>Develop an electric shuttle program as an alternative to SOV travel</p> <p>Work with local public and private organizations to develop an electric shuttle program for cross-town traffic, including "short hops" along main streets and key commercial areas. Explore autonomous options when the program is mature and expand as needed.</p>
1.3 B	<p>Expand transit service, connectivity, and transit stop amenities</p> <p>Engage with transportation partners like VTA to expand zero emission transit service in City limits. Explore the creation of shaded and green commuter amenities and increased bicycle parking in order to help promote a public transit culture. Develop a green mobility app that would allow users to check on EV shuttle routes and arrival times, see where available bikes and scooters are and potentially reserve directly on the app. Explore the inclusion of VTA transit routes and schedule, location of EV chargers and whether they're free. Provide City funding or seek other funding sources to support these efforts.</p>
1.3 C	<p>Partner with adjacent cities to improve first/last mile options</p> <p>Partner with adjacent cities to enable first/last mile travel shuttles to train stations/commuter hubs, including regional networks of ebike, scooter, shuttle, and TNC routes.</p>
1.3 D	<p>Require commercial Transportation Demand Management programs</p> <p>Implement, mandate, enforce, actively promote, and use Transportation Demand Management strategies (TDM is defined as a set of strategies aimed at maximizing traveler choices). Require new nonresidential developments greater than 10,000 square feet or anticipated to include businesses with more than 50 employees to reduce VMT through TDM programs.</p>
1.3 E	<p>Work with Los Altos School Districts to reduce VMT</p> <p>Support a rotating car-free day program at local schools and as part of other local events to raise awareness about school commute alternatives. Encourage partnerships with private schools to develop and implement school bus programs that reduce school-related SOV commutes. Work with School Districts in Los Altos and surrounding cities (Mountain View, Palo Alto, Cupertino, Los Altos Hills) to encourage EV shuttle service for students living >1mile from their neighborhood schools.</p>
1.3 F	<p>Develop and promote community carshare and carpool programs</p> <p>Explore opportunities with carsharing companies to add or expand service in Los Altos. Develop a target number of shared cars available to individuals. Mandate that all shared vehicles be EV. Follow progress of shared autonomous vehicle testing regionally and consider developing ordinances and policies to guide shared AV use in City limits.</p>

STRATEGY 2 Electrify Transportation

TRANSPORTATION



GOAL 1.4 REACH 80% COMMUNITY-WIDE ELECTRIC VEHICLES ADOPTION

1.4 A ACTION

Increase education and awareness of available EV resources and incentive programs

Develop a yearly EV fair with participation from local dealerships and owners. Develop a map of the city charging network and available dedicated parking spaces. Create a webinar series on EV ownership.

1.4 B

Actively promote EV adoption and require EV-only parking

Negotiate a discount program with local car dealerships to offer rebates or other incentives to car buyers purchasing new or used EVs. Require businesses to set aside a percentage of parking spaces for EVs.

GOAL 1.5 ACCELERATE COMMUNITY-WIDE ELECTRIC VEHICLE SUPPLY EQUIPMENT SUFFICIENT TO SUPPORT 60% EVs

1.5 A ACTION

1.5 A

Increase the number of available Level 2 EV charging stations in workplace, commercial and multifamily areas

Increase the number of available Level 2 EV charging stations at businesses with >50 employees, multifamily homes of >10 units, and in commercial areas

1.5 B

Create a citywide network of DC Fast Charging (DCFC) stations

Create a network of DC Fast Charging (DCFC) stations Downtown and in other commercial areas, as well as along major vehicle corridors. Set a 1-mile target for DCFC stations. Engage local gas stations to explore conversion to DCFC centers.

1.5 C

Double the current Electric Vehicle charging and pre-wiring requirements in future Reach Code updates

Double the current requirements for EV pre-wiring and level 2 charging in new single-family and multi-family housing, and EV level 2 charging minimums in commercial development.

1.5 D

Identify grants and incentives to install residential EV charging including DCFC, solar EV charging, and paired EV charging + battery storage systems

Identify grants and incentives available through State, federal, or local agencies that may be used to support solar EV charging and battery storage. Work with SVCE to expand existing EV resources and programs.

STRATEGY 3 Electrify Off-Road Mobile Sources



GOAL 1.6 ELIMINATE OFF-ROAD FOSSIL FUEL ENGINES

1.6 A

ACTION

Phase out off-road fossil fuel engines such as landscaping equipment

Develop a program to phase out small off-road fossil fuel engines such as landscaping equipment through bans, replacement ordinances, and/or incentives for electric alternatives. Align with or go beyond future State goals for off-road equipment.

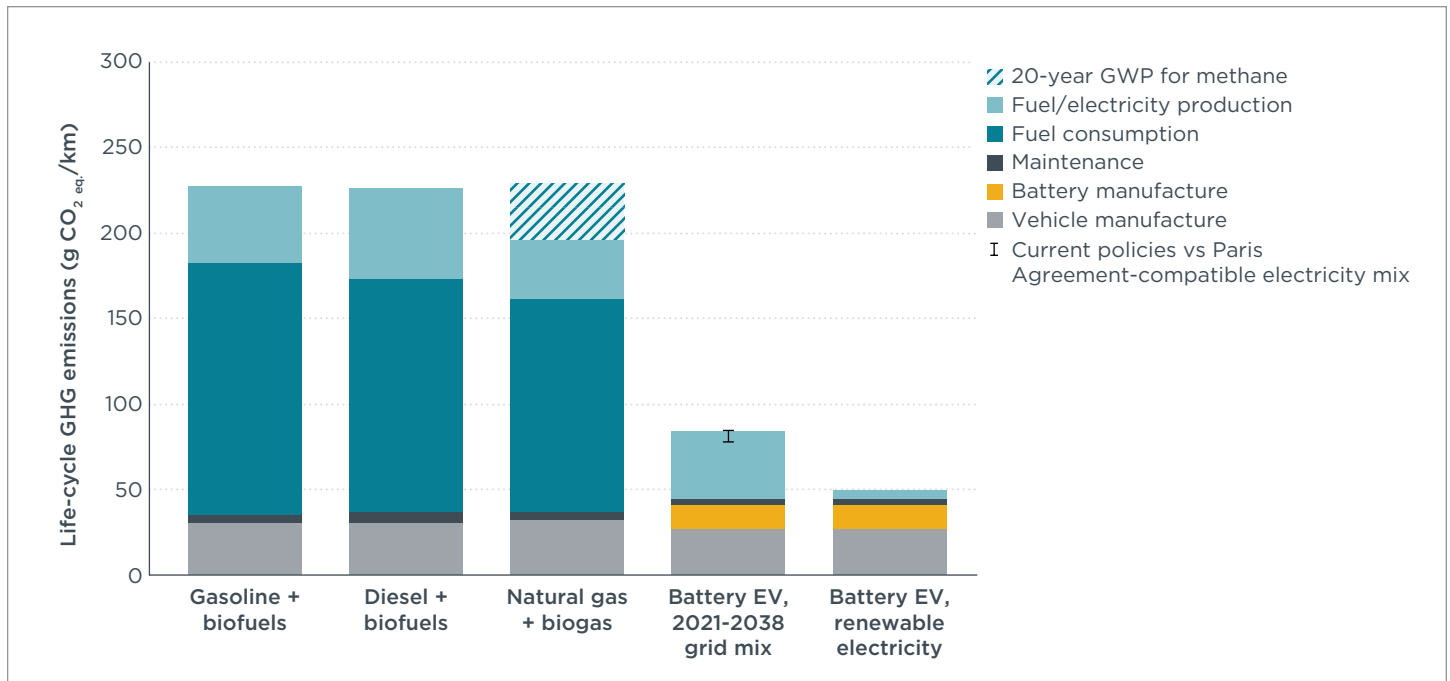
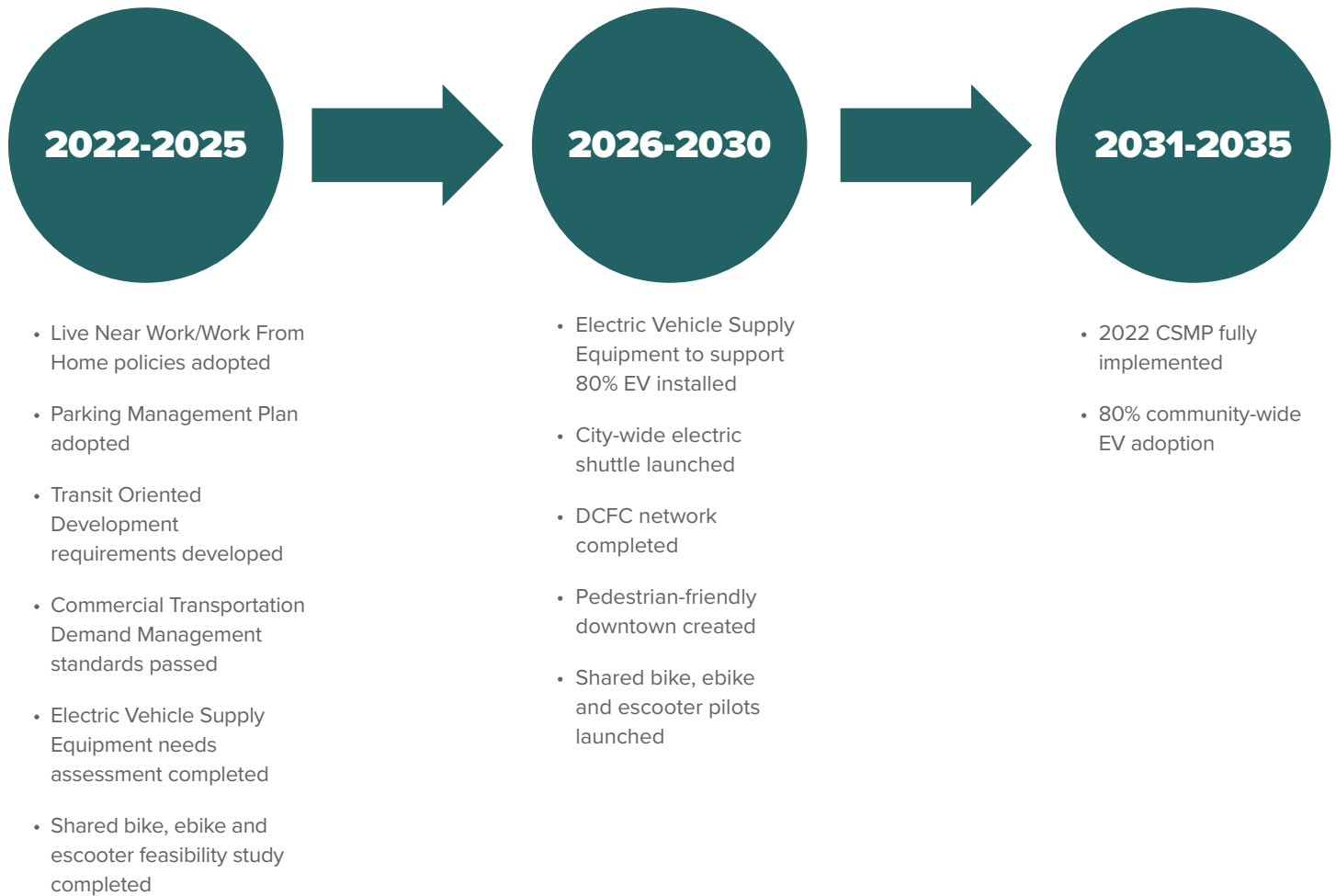


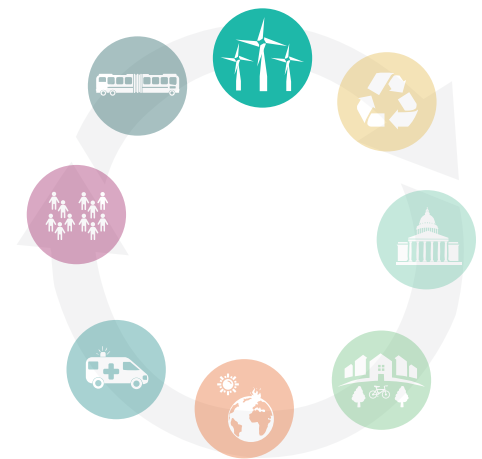
Figure 21 Life-cycle GHG emissions of small segment gasoline, diesel and CNG ICEVs and BEVs registered in Europe in 2021. Source: International Council on Clean Transportation, *A Global Comparison of the Life-Cycle Greenhouse Gas Emissions of Combustion Engine and Electric Passenger Cars*, pg.16

FOCUS AREA 1 TRANSPORTATION TIMELINE



Energy is the second-largest source of emissions within Los Altos. As the City has a larger-than-average per-capita residential energy footprint, this represents an area of opportunity for the City. Since most residents use low- or zero-carbon electricity from Silicon Valley Clean Energy, the majority of emissions in this category are from methane gas use. Similar to the transportation sector, a shift from methane gas to clean electricity or alternative fuels will be necessary to meet the City's climate goals.

The strategies and actions in this section focus on improving community-wide energy efficiency, increasing community solar and battery storage capacity, preventing new methane gas appliances and equipment, discouraging the use of methane gas in existing buildings, and ultimately replacing most or all methane appliances and equipment in existing buildings.



STRATEGY 1 Reduce Energy Consumption

Reduce the amount of electricity and methane gas used in homes and businesses 20% by 2035

STRATEGY 2 Facilitate Building Decarbonization

Reduce or eliminate methane gas use in homes and businesses by 2035

STRATEGY 3 Increase Solar Energy and Battery Storage

Facilitate the installation of new solar capacity and expand battery storage on new and existing buildings community-wide

STRATEGY 1 Reduce Energy Consumption

ENERGY



GOAL 2.1 REDUCE ENERGY USE 20% BY FUNDING OR SUPPORTING ENERGY EFFICIENCY INCENTIVE PROGRAMS

ACTION

- | | | |
|--------------|---|---|
| 2.1 A | Support third party residential and commercial energy audits | Provide resources to support energy audits including listing of approved providers, listing of incentives programs, and other resources. Work with approved providers who perform energy audits and lighting |
| 2.1 B | Increase residential and commercial energy efficiency | Develop a program to increase energy efficiency in existing residential buildings including wall and ceiling insulation, roof replacements, new ducting and windows, and lighting upgrades. Identify outside funding and provide City funding to perform upgrades identified in energy audits, and ensure eligible residents and businesses take advantage of all available energy efficiency incentive programs. |

STRATEGY 2 Facilitate Building Decarbonization

ENERGY



GOAL 2.2 REQUIRE ALL-ELECTRIC NEW BUILDINGS AND MAJOR RETROFITS

2.2 A

ACTION

Adopt evolving Reach Codes and expand to include large additions and major remodels

Adopt Reach Codes that go beyond Title 24 standards during every code cycle, including Zero Net Energy (ZNE) requirements. Expand new building codes to include large remodels.

GOAL 2.3 ELIMINATE 100% OF METHANE GAS USE IN EXISTING BUILDINGS BY INCREASING FUEL SWITCHING

2.3 A

ACTION

Accelerate residential fuel switching

Develop a program to replace methane gas appliances (HVAC, hot water heaters) in existing residential buildings with electric alternatives. Require permits and enforce compliance for appliance replacements. Develop a "Replace upon Burnout" and/or "Replace upon Sale/Remodel" ordinance for appliances. Adopt an Ordinance making it mandatory to replace methane gas appliances with electric alternatives by 2035, with exemptions for low-income residents and Seniors. Provide education and outreach to residents and property owners.

2.3 B

Accelerate commercial fuel switching

Develop a program to replace methane gas appliances (HVAC, hot water heaters) in existing commercial buildings with electric alternatives. Require permits and enforce compliance for appliance replacements. Waive permit fees for electric appliances. Consider a "Replace upon Burnout" and/or "Replace upon Sale/Remodel" ordinance for appliances. Adopt an Ordinance making it mandatory to replace methane gas appliances with electric alternatives by 2035.

GOAL 2.4 DISINCENTIVIZE METHANE GAS

2.4 A

ACTION

Establish a fee or penalty on the use of methane gas

Work with PG&E and community partners to develop or expand a fee on the use of methane gas within City limits. Set up a City-led Task Force in 2022 to lead this effort. Funds collected will be used to fund incentives for electric appliances adoption. Potential estimated funds available each year of at least \$500k.

STRATEGY 3 Increase Solar Energy Capacity

ENERGY



GOAL 2.5 EXPAND COMMUNITY SOLAR CAPACITY

2.5 A

ACTION

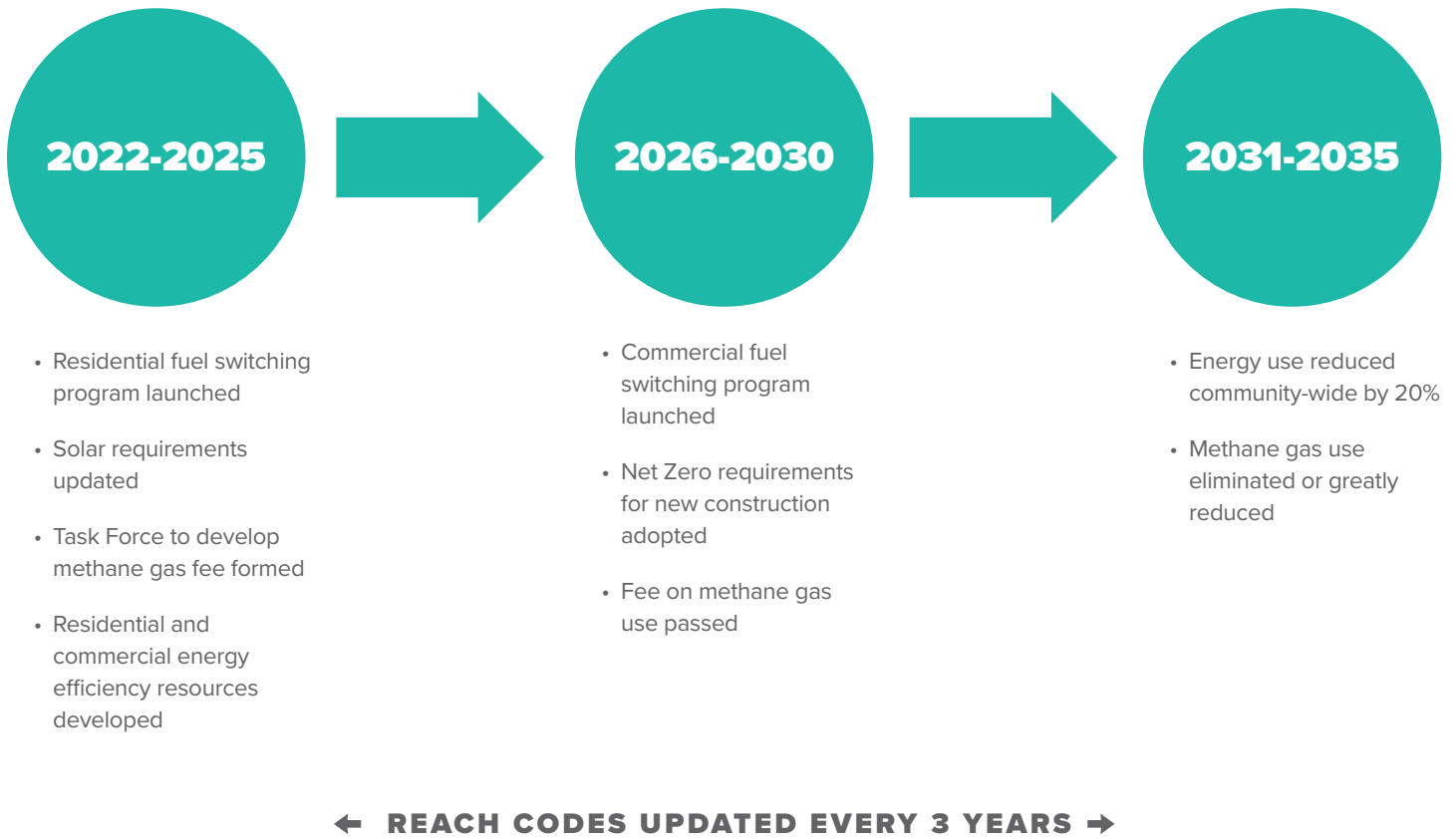
Increase community solar capacity

Increase solar panel requirements in new construction from 4KWh to 6KWh minimum, and add solar panel requirement for large additions and remodels (>4KWh). Ensure residents and businesses are aware of and take advantage of incentive programs for solar panels.

2.5 B

Adopt Net Zero Building requirements for new construction by 2030

Adopt Net Zero Building requirements following New Building Institute guidelines. Add requirements of 12 kW or more to future Reach Code updates. Encourage battery storage systems of 10 kW or more through promotion of incentive or rebate programs, educational campaigns, and/or pilot programs. Encourage participation in demand response programs to improve grid resiliency.



FOCUS AREA 3 RESOURCE CONSERVATION

While waste disposal, water use, and operation of labor-saving equipment are all essential activities in the community, consuming and/or disposing of natural resources generates community GHG emissions. The effects of these activities can be reduced by diverting waste from the

landfill, conserving water, and promoting sustainable consumption patterns. The following strategies and actions identify the City's goals in reducing the amount of resources consumed and disposed of.

STRATEGY 1

Reduce Consumption and Waste

Increase landfill diversion, reduce water use, and promote sustainable lifestyles

Increasing the landfill diversion to 95% by 2035



STRATEGY 1 Reduce Consumption and Waste

RESOURCE CONSERVATION



GOAL 3.1 DECREASE LANDFILL WASTE 15% AND ELIMINATE SINGLE-USE PLASTICS AND CONSTRUCTION WASTE BY 2035

ACTION	
3.1 A	<p>Increase the landfill diversion rate</p> <p>Increase landfill diversion rate to 90% by 2030 and 95% by 2035, negotiated in the next Franchise Agreement. Launch an education and awareness campaign for residents and businesses to help promote best practices.</p>
3.1 B	<p>Eliminate non-essential single-use plastics</p> <p>Adopt a new ordinance to eliminate non-essential single-use plastics and prioritize reusable foodware and utensils. Ensure all new single-use foodware and utensils are compostable per guidelines from the Franchise Waste Hauler.</p>
3.1 C	<p>Reduce waste from demolition, construction and building materials</p> <p>Develop an ordinance requiring the deconstruction of old buildings instead of demolition and the recycling/re-use of materials. Provide incentives to builders for the use of environmentally friendly construction materials.</p>

GOAL 3.2 REDUCE WATER USE 15% BY 2030

ACTION	
3.2 A	<p>Increase community-wide water efficiency</p> <p>Increase education and awareness of water efficiency programs through Calwater and other organizations. Continue to support implementation of the 2015 UWMP through enforcement of the 2015 Model Water Efficient Landscape Ordinance.</p>

GOAL 3.3 PROMOTE A CIRCULAR ECONOMY

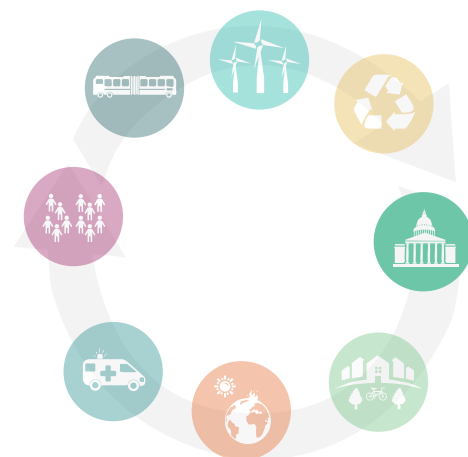
ACTION	
3.3 A	<p>Promote sustainable food choices</p> <p>Expand consumer education and awareness of sustainable and plant-based food choices through City media channels, speaker series, and other methods. Work with the current vendor to expand the farmers market into a year-round event. Work with local restaurants to increase organic, vegetarian, and farm-to-table menu options and reduce food waste.</p>
3.3 B	<p>Encourage responsible goods and services consumption</p> <p>Increase education & awareness of circular economy concepts, including responsible purchasing habits and the promotion of a Repair, Reuse, Recovery, and Refurbishment economy. Provide support and resources to help local businesses participate in green business programs.</p>

FOCUS AREA 3 RESOURCE CONSERVATION **TIMELINE**



FOCUS AREA 4 MUNICIPAL OPERATIONS

While City activities represent a small part of overall GHG emissions in the community, the Municipal Operations focus area is the City's opportunity to lead by example. Emissions reduction measures may also reduce the cost of City operations by decreasing energy, fuel, and other material consumption at City facilities.



STRATEGY 1

Operate Sustainable Municipal Buildings

Increase efficiency, resiliency, and renewable energy at City-owned buildings and facilities

STRATEGY 2

Reduce Municipal VMT

Reduce commute fossil fuel VMT and eliminate City fleet fossil fuel VMT

STRATEGY 3

Promote Green Municipal Practices

Create and promote efficient practices

STRATEGY 4

Operate Sustainable Municipal Buildings

Integrate Climate Action and Adaptation into City Functions

STRATEGY 1 Operate Sustainable Municipal Buildings

MUNICIPAL OPERATIONS



GOAL 4.1 REDUCE MUNICIPAL BUILDING ENERGY USE BY 30% BY 2035

4.1 A

ACTION

Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades

Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades focusing on energy-efficient lighting, motion sensors, appliances, and HVAC systems. Develop a 10-year phase-out program in which all existing methane gas appliances are replaced with comparable electric alternatives.

GOAL 4.2 INSTALL SOLAR AND BATTERY STORAGE AT CITY FACILITIES

4.2 A

ACTION

Build new City buildings to Net Zero standards

Ensure all new buildings are Net Zero with solar panels, battery storage and electric efficient appliances. Align with CA Public Utilities Commission Zero Net Energy goals and definitions.

4.2 B

Develop battery storage options and evaluate microgrids for cost savings and resilience

Install ground- or roof-mounted solar panels at select City buildings and facilities. Explore options, including local examples at fire stations, for microgrids capable of going into "island mode" during power outages.

STRATEGY 2 Reduce Municipal VMT

MUNICIPAL OPERATIONS



GOAL 4.3 CONVERT 100% OF THE CITY'S FLEET TO ELECTRIC VEHICLES BY 2030

4.3 A

ACTION

Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles

Develop a phase-out schedule to replace all City-owned fleet vehicles with comparable electric versions by 2030. Conduct a feasibility study to determine the optimal number and location of municipal and public chargers at City facilities and properties, and install sufficient Level 2 charging to charge EV fleet and staff-owned EVs.

GOAL 4.4 DEVELOP GUIDELINES FOR SUSTAINABLE EMPLOYEE COMMUTE AND BUSINESS TRAVEL

4.4 A

ACTION

Improve City staff use of commute alternatives to single-occupant vehicles

Increase options for commute alternatives, including information and materials that identify available transit and alternative transportation routes. Encourage staff to buy and use EVs through incentives, free charging at City facilities, and incentives for EV purchases.

4.4 B

Develop Work From Home and flexible schedule policies

Establish a policy to facilitate alternative work schedule or telecommuting options for City staff to reduce daily commute trips. Evaluate flexible employee schedules that allow for at least 50% remote work while maintaining City hours of operation.

STRATEGY 3 Promote Green Municipal Practices

MUNICIPAL OPERATIONS



GOAL 4.5 PRIORITIZE RESPONSIBLE PROCUREMENT

4.5 A

ACTION

Adopt a zero-waste policy for City facilities and City-sponsored events

Adopt a policy that requires City-owned buildings and facilities to be zero waste. Develop an action plan to eliminate waste through diversion and recycling. Work with event vendors and participants to eliminate waste at City-sponsored events.

GOAL 4.5 UTILIZE DIGITAL AND REMOTE SYSTEMS TO REDUCE VMT

4.5 B

ACTION

Continue to allow virtual participation in public meetings

Decrease community Vehicle Miles Traveled by continuing to allow virtual participation at all public meetings. Allow for public comment by virtual participants.

STRATEGY 4

Integrate Climate Action and Adaptation into City Functions

MUNICIPAL OPERATIONS

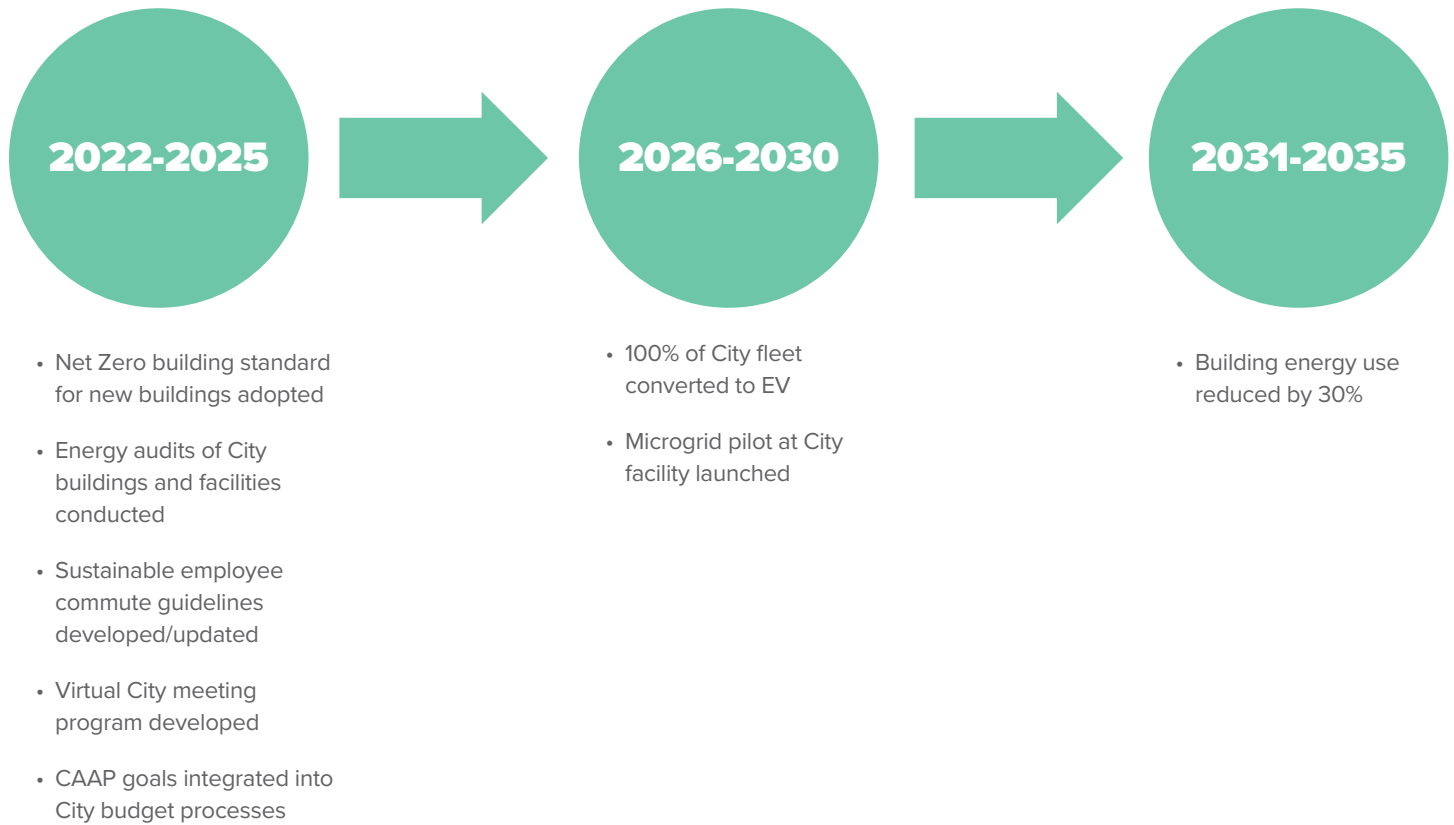


GOAL 4.6 INCORPORATE CLIMATE ACTION AND ADAPTATION INTO CITY POLICY, BUDGET, PLANNING AND INTERNAL STANDARDS

ACTION

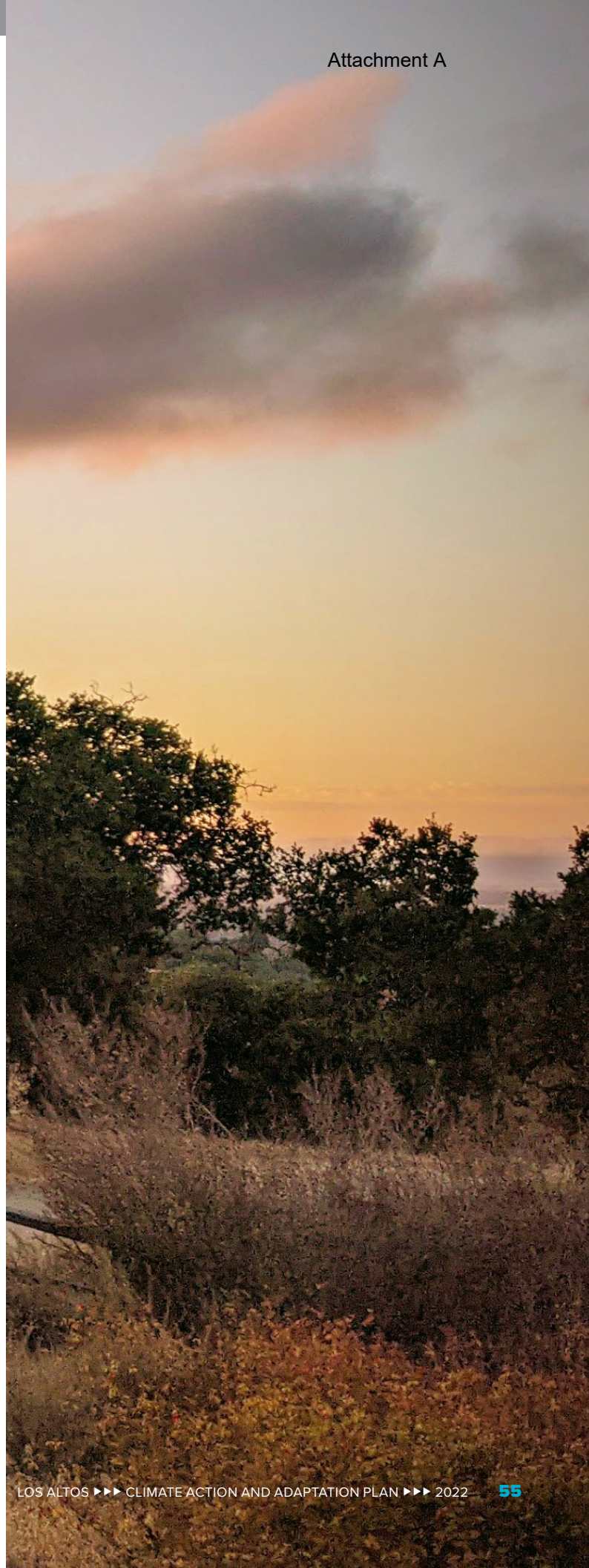
- | | | |
|--------------|---|---|
| 4.6 A | Account for climate change in all new City projects | Establish an interdepartmental working group to integrate climate preparedness in planning, maintenance, and capital improvements through the development of work plans, screening of capital improvements, and cross-sector collaboration. Establish protocols for mitigating public health impacts from heat and air quality with regional agencies and partners. |
| 4.6 B | Incorporate climate preparedness into City programs, operations, and maintenance protocols | Ensure that maintenance reflects expected future climate conditions and variability and not historical climate data for all City buildings, facilities, structures, and infrastructure. |
| 4.6 C | Integrate CAAP goals into the budget process | Integrate annual CAAP report goals during the budget review process at the direction of the City Manager. Plan to inventory City GHG emissions every two years using ClearPath and track against targets. |

FOCUS AREA 4 MUNICIPAL OPERATIONS **TIMELINE**



Cross-Cutting Strategies

These strategies address both the sources and impacts of climate change within Los Altos.



Many projects in Los Altos contribute to an improved quality of life by providing economic, social, and environmental benefits for the community. These projects also indirectly reduce GHG emissions. While the measures and actions in this focus

area identify only minor direct emissions reductions, they support the reduced energy or fuel consumption goals underlying numerous other CAAP strategies.

STRATEGY 1 Develop Nature-Based Solutions

Favor and implement nature based solutions in the community



STRATEGY 1 Develop Nature-Based Solutions

GREEN COMMUNITY



GOAL 5.1 EXPAND GREEN INFRASTRUCTURE AND IMPROVE WATER RESILIENCE

5.1 A

ACTION

Create water-efficient buildings and landscapes

Update building code to incentivize rainwater harvesting and greywater recycling, including minimums/standards and incentives for above-standard performance; install systems at municipal facilities. Develop resources to help residents purchase water-saving equipment like rain barrels, cisterns, landscape conversion, and permeable pavement, and encourage rainwater harvesting strategies. Adopt mandatory guidelines requiring a set of stormwater and greywater management features in new construction. Implement porous paving in parking lots and driveways, and other water percolation methods like bioswales to reduce stormwater runoff to streets. Utilize reissuance of City's National Pollution Discharge Elimination System (NPDES) permit starting July 2022 to lower threshold for regulation, creating more private green stormwater infrastructure projects. Partner with local and global organizations to identify space and resources to enhance the natural environment and rural feel of the city.

5.1 B

Develop a partnership with the Regional Water Quality Control Plant to use recycled water from the plant

Work with the Wastewater Treatment Plant to implement upgrades to provide a drought resilient, local water supply to increase the amount of recycled water production.

GOAL 5.2 SEQUESTER OR OTHERWISE REDUCE ALL REMAINING CARBON EMISSIONS BY 2035 BY EXPANDING NATURAL ENVIRONMENTS AND DEVELOP SEQUESTRATION OPPORTUNITIES

5.2 A

ACTION

Increase urban tree canopy

Identify land to plant intensive urban forests following the Miyawaki Method. Set a goal of at least 20,000 new City trees by 2035. Develop a city-wide Green Infrastructure Plan.

5.2 B

Expand parks and natural wooded spaces

Work with community partners to expand the number and size of parks and wooded spaces within City limits.

5.2 C

Pilot carbon farming opportunities

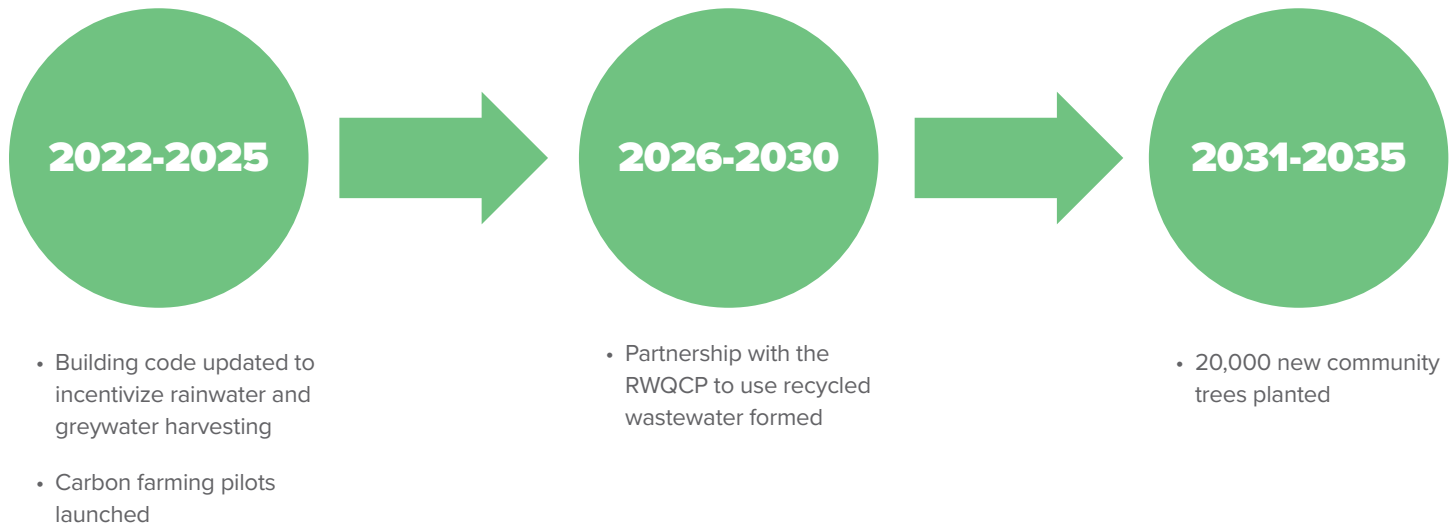
Partner with residents and local organizations with green space to develop carbon farming pilots for carbon sequestration.

5.2 D

Eliminate the use of non-organic pesticides and herbicides

Ban the use of non-organic pesticides and herbicides throughout City green spaces. Develop education and incentivization programs for residents about use of alternatives to synthetic pesticides and herbicides

FOCUS AREA 5 GREEN COMMUNITY **TIMELINE**



Sustainability and climate adaptation are not traditional roles of government, in part because they are hard to manage. How can one city department manage something as pervasive and constant as climate? Actions that are everyone's responsibilities risk becoming no one's responsibilities. So they must be integrated into all of the city's functions and actions and

tracked. Particularly for capital investments, sustainability and climate adaptation need to be integrated at the planning, design, procurement, construction and phases, as well as in the operations, maintenance, renovation, decommissioning, and demolition phases.



STRATEGY 1

Understand and Reduce Physical Risk

Reduce flood and heat risk

STRATEGY 1 Understand and Reduce Physical Risk

CLIMATE RISK



GOAL 6.1 REDUCE FLOOD RISK

ACTION

- | | | |
|--------------|--|---|
| 6.1 A | Update city wide flood risk assessment and capital and policy recommendations | The hydraulic analyses that form FEMA's FIRM (Flood Insurance Rate Map) are decades old. Hire a company to perform hydraulic analyses of existing creek crossings and culverts to determine how many, if any, are undersized based on changing precipitation patterns (climate is typically based on 30-year data cycles). Replace/rebuild undersized culverts and creek crossings as needed. Work with FEMA to update the FIRMs. |
| 6.1 B | Develop and implement comprehensive riparian ecosystem restoration plan and relevant floodplain management policies | Work with Valley Water to revitalize and restore creeks, learning from case studies like Adobe Creek Reach 5 Restoration. Restore the riparian ecosystem of creeks flowing through Los Altos, add managed ponds and dams to slow the flow of water, and increase percolation to the ground. Increase natural floodplain management through policies and education to establish "Buffer Zones" and limit new construction. |
| 6.1 C | Expand green infrastructure program to reduce impermeable surface areas and capture runoff from paved areas | Implement porous paving in sidewalks, parking lots and driveways, and other water percolation methods like bioswales to reduce stormwater runoff to streets. |

GOAL 6.2 REDUCE HEAT RISK

ACTION

- | | | |
|--------------|--|--|
| 6.2 A | Conduct heat study/mapping to identify areas of Urban Heat Island | Conduct heat study/mapping to identify areas of Urban Heat Island with capital and policy recommendations. |
| 6.2 B | Enact reflectivity standards for asphalt and ground level surfaces; enact reflectivity/green roof standards for roofs | Require light-colored roofs and/or a minimum specified reflectance for commercial roofs when new or at replacement. Explore and implement guidelines to resurface streets and sidewalks with heat reflective surfaces. |
| 6.2 C | Promote alternative building cooling strategies; enact standards | Promote alternative cooling strategies like shade trees, green roofs, and building awnings. Determine and enact standards for new buildings. |



Coming Soon

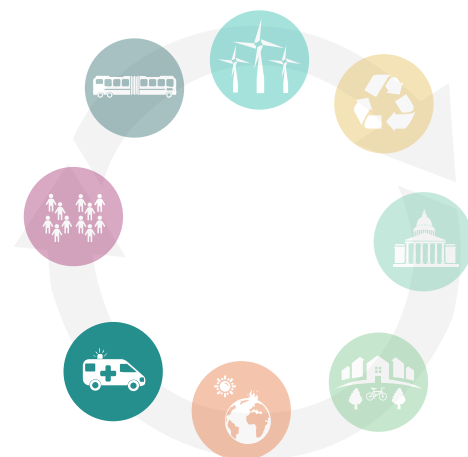
FOCUS AREA 7 EMERGENCY MANAGEMENT

Los Altos already prepares for earthquakes, school shootings, and emergency situations. By integrating growing climate hazards into its planning, the City can be prepared for these new emergencies.

STRATEGY 1

Integrate Adaptation Into Emergency Preparedness and Response

Ensure public safety during extreme heat,
wildfire, and unhealthy air events



STRATEGY 1

Integrate Adaptation into Emergency Preparedness, Response

EMERGENCY MANAGEMENT



GOAL 7.1 ENSURE SAFETY DURING EXTREME HEAT

7.1 A

Develop temperature/heat safety protocols for outdoor work. Determine education and enforcement mechanisms.

Adjust construction policies to allow extended work hours (earlier or later than usual) to avoid peak daytime heat. Adjust/extend construction hours in Ordinance 6.16 Noise Control, Section 70 Prohibited Acts during heat waves to avoid peak daytime heat. Work with community groups and residents to determine best methods of outreach and communication with outdoor workers. Educate employers and workers about existing worker rights and protections and ways to protect outdoor workers from the effects of extreme heat.

7.1 B

Adjust/extend park and public facility hours during heat waves

Adjust park facility hours to discourage active recreation during peak periods and extend open hours to early morning/late evening. Develop community cooling centers at City and non-City sites. Ensure temporary shade structures are provided for community events.

7.1 C

Expand public drinking fountains/refillable water stations

Locate at bus stops, Downtown shopping areas, trailheads, community centers, and sport courts/fields.

GOAL 7.2 ENSURE SAFETY DURING WILDFIRES AND UNHEALTHY AIR EVENTS

7.2 A

Update wildfire warning and evacuation protocols

Ensure existing alert systems and safety measures are updated to address increasing climate risk and vulnerable, not easily mobile populations.

7.2 B

Develop an early warning system for air quality alerts

Partner with regional agencies to make wildfire and air quality prediction data widely used and accessible to all, including through an early warning system. If not feasible, develop Los Altos-specific warning system based on available and accessible data.

7.2 C

Ensure high-air-quality indoor spaces and purchase and distribute N-95 masks to vulnerable outdoor populations

Two-pronged strategy to retrofit and/or install air filtration systems on resilience hubs, schools, and other facilities. Separately, provide face masks to filter air for outdoor workers and other vulnerable populations who need to be outdoors before and during bad-air-quality days.

FOCUS AREA 7 EMERGENCY MANAGEMENT **TIMELINE**



Coming Soon

Adaptation Strategies

The adaptation strategies presented below are a range of programs, investments, studies, and policies to help Los Altos prepare for and adapt to changes in climate. Since the impacts of climate change are a combination of climate events (like heat and extreme storms) and their effect on the environment and people, some of the strategies reduce how climate events cause damaging impacts. For instance, strategies that provide more shade and means of cooling can help Los Altos adapt to increasing temperatures. Other strategies are meant to prepare Los Altos and its residents and businesses for a less certain future with climate emergencies and discomforts by creating safe resilience hubs that are protected when other pieces of infrastructure are rendered unusable.



FOCUS AREA 8 RESILIENT COMMUNITY

Like changes with emergency preparedness, Los Altos needs to find new ways to communicate with and ensure the comfort and safety of its residents. Since not every home, business, and government

building can be made completely safe and operational during extreme weather, Los Altos needs to create or enhance the capacity of existing buildings to shelter groups of residents.

STRATEGY 1

Educate and Protect Residents

Increase public health and resilience



STRATEGY 1 Educate and Protect Residents

RESILIENT COMMUNITY



GOAL 8.1 ESTABLISH RESILIENCE HUBS

8.1 A

Identify, fund, and prepare existing and new public facilities to serve as resilience hubs

Conduct interviews with facility staff to determine their resilience to extreme heat, power outages, floods, and poor air quality. Compile and analyze to help prioritize investments and coordination. Identify suitable locations for/upgrade evacuation centers to serve as resilience hubs, safe zones, cooling centers, etc., depending on the event, with the capabilities to provide disaster assistance.

ACTION

GOAL 8.2 IDENTIFY AND PROTECT VULNERABLE COMMUNITY MEMBERS

8.2 A

Develop outreach to and comprehensive care strategy for vulnerable populations

Conduct survey of and outreach to vulnerable populations (eg. isolated seniors, outdoor workers, long-term care residents) and the people and institutions that care for them. Collaborate with community-based organizations to develop an inventory of locations with isolated seniors and develop a plan for a social support network during heat waves, bad air quality days, and other emergencies. Plan should include orders of assistance, including temporarily moving vulnerable populations to and from resilience hubs.

ACTION

GOAL 8.3 IMPROVE CLIMATE LITERACY AND RISK UNDERSTANDING

8.3 A

Update Community Emergency Response Training (CERT) to include growing climate hazards

Form partnerships with neighborhood-based organizations and businesses to develop Neighborhood Resilience Hub programs and prepare residents and respond to climate change. Develop community outreach and engagement materials.

ACTION

8.3 B

Launch a Community Climate Action Grant

Establish an annual micro-grant program to support local citizen-led projects and programs that will reduce emissions, adapt to climate change and enhance equity.

FOCUS AREA 8 RESILIENT COMMUNITY **TIMELINE**



Coming Soon

Implementing the CAAP

Implementing the CAAP

TIMELINE AND IMPLEMENTATION TOOLS

Implementation will be overseen by the Department of Community Development, but rely on other departments, as well as NGOs, businesses, and members of the public. Implementing the plan's strategies and actions will depend in part on the leadership of City government and the specifics of each action. Sustainability and adaptation are

inherently wide ranging and not every action can be implemented at once.

Actions geared toward municipal operations can be started immediately. Other actions like policies and regulations involve City staff time "up front," but in the long run instead rely on the activity of the private sector. Still other actions including capital investments involve a common series of steps from project scoping, fundraising, procurement,

to planning, design, and construction. Figure 18 displays the steps and circular nature of the mainstreaming of climate investments.

Although actions may have different milestones to completion and benchmarks of success, they can all benefit from monitoring and reporting, which allow implementation to be evaluated and tracked by City departments, elected officials, and the public.

MAINSTREAMING CLIMATE INVESTMENTS

MAINTENANCE

- Consider climate impacts when restoring and retrofitting infrastructure assets.
- Assess opportunities for resilience and risk mitigation.

OPERATIONS

- Evaluate vulnerabilities to climate impacts including disaster events.
- Develop plan to adapt operations.

PROCUREMENT & CONSTRUCTION

- Select climate-resilient building methods and materials.



PLANNING & FINANCE

- Integrate climate projections into needs assessments.
- Use systems thinking to address multiple needs and maximize funding options.
- Engage vulnerable populations.
- Minimize GHG emissions from operations.

DESIGN

- Ensure design parameters reflect adaptation to changing climate impacts.
- Evaluate and maximize multiple benefits.

Source: Adapted from Jamesine Rogers Gibson, *Built to Last Challenges and Opportunities for Climate-Smart Information in California*, Union of Concerned Scientists, November 2017.

Figure 18 Mainstreaming climate investments

Implementing the CAAP

CONTINUED

Actions that are new capital investments and program updates and expansions will require new funding, in some cases to support new staff or hire private entities. Meanwhile, integration and interagency coordination will be needed to address climate change requiring low-cost changes to City planning, budgeting, operations, and programs. At minimum, the CAAP goals should be integrated into future iterations of the following plans:

- **Los Altos General Plan, Natural Environment and Hazards Element**
- **Capital Improvements Plan**
- **Emergency Operations Center Plan/Manual**
- **Santa Clara County Hazard Mitigation Plan- Los Altos Annex**
- **Downtown Vision Plan**
- **Complete Streets Master Plan**

The CAAP will also need community support and broad-based partnerships to be effectively implemented. Stakeholder groups should be addressed across the board, from youth to our Seniors. A non-exhaustive list of stakeholders that should be considered for the process include:

- **GreenTown Los Altos**
- **Los Altos Chamber of Commerce**
- **Los Altos High School Green Team**
- **Los Altos Village Association**
- **Los Altos Mountain View Community Foundation**

Businesses and those who invest in the City should understand the benefits that

the actions in the CAAP could bring them. Support in terms of time and resources will be needed, and changes in lifestyle and behavior may be necessary. Not everything will be easy or work perfectly the first time, and sustained energy and perseverance will be important.

It will also be important to maintain flexibility in implementing the CAAP. As technologies, business models, and political will at various levels of government evolve, Los Altos will need to remain flexible in when and how it implements the actions in this plan. As costs and feasibility change, the City will periodically evaluate and adjust course as necessary.

Similarly, as progress towards key targets is tracked the City may need to scale up or down its efforts depending on the results observed. The City should update the CAAP in 2025 and 2030, and report every two years on greenhouse gas emissions and progress towards goals. For monitoring and evaluation of adaptation actions, the City should conduct a debrief within one year of all hazardous events such as floods, wildfires, and air pollution and adjust actions as necessary based on those findings.

Unlike mitigation, there are no universal metrics, targets, or measurement systems for adaptation. This is in part because climate mitigation has global benefits, while adaptation actions produce local benefits. It is also because there is no system to measure baseline adaptation.

Instead, the adaptation implementation table (Table 7) lays out when actions can be expected to be completed and describes metrics for measuring progress.

BUDGET

Costs were estimated for the implementation of each action based on a combination of staff, consulting, and infrastructure costs. Based on those estimates, a total of approximately \$13,600,000 will be needed for full CAAP implementation beyond what is already accounted for in other plans. In addition, it's estimated that 4-5 new FTE will be needed to implement and manage CAAP programs. Tables 5, 6, and 7 contain estimated costs and potential funding sources for each action. These costs are estimates only, and investment-grade analysis will be conducted prior to advanced project planning and implementation for most actions. See Appendix D for a complete list of cost estimate calculations.

The cost of inaction is much higher. In addition, investments in sustainability and clean infrastructure reduce costs for homeowners and businesses, promote growth in local jobs and the economy, and reduce recovery costs from climate-related disasters.

A number of tools and resources are provided in this section to help the City take advantage of existing funding streams. By leveraging existing and future funding streams, costs to the City, residents, and businesses can be substantially reduced.

Mitigation Budget Table

Focus Area	Action #	Action	Estimated cost	Funding source(s)
Transportation	1.1 A	Fully implement the 2022 Complete Streets Master Plan by 2035 and make adjustments as needed to comply with VMT reduction objectives	n/a (costs included in CSMP implementation budget)	Caltrans U.S. DOT Calbike
	1.1 B	Create a pedestrian-friendly Downtown and other community and commercial spaces throughout the city	\$ 215,000	BAAQMD Caltrans
	1.1 C	Develop and implement a new Parking Management Plan-that supports strategic VMT reduction	\$ 400,000	BAAQMD
	1.1 D	Pilot shared bike, ebike, and escooter programs	\$ 125,000	
	1.2 A	Support Transit-Oriented Development	\$ 300,000	Metropolitan Transportation Commission
	1.2 B	Encourage Live Near Work incentives	\$ 380,000	
	1.2 C	Promote Work From Home policies and infrastructure	\$ 110,000	
	1.3 A	Develop an electric shuttle program as an alternative to SOV travel	\$ 250,000	BAAQMD Caltrans Caltrans
	1.3 B	Expand transit service, connectivity, and transit stop amenities	\$ 140,000	Metropolitan Transportation Commission
	1.3 C	Partner with adjacent cities to improve first/last mile options	\$ 10,000	
	1.3 D	Require commercial Transportation Demand Management programs	\$ 650,000	
	1.3 E	Work with Los Altos School Districts to reduce VMT	\$ 200,000	
	1.3 F	Develop and promote community carshare and carpool programs	\$ 5,000	
	1.4 A	Increase education & awareness of available EV resources and incentive programs	\$ 15,000	
	1.4 B	Actively promote EV adoption and require EV-only parking	\$ 160,000	Silicon Valley Clean Energy (technical assistance) CARB U.S. DOT
	1.5 A	Increase the number of available Level 2 EV charging stations in workplace, commercial and multifamily areas	\$ 140,000	CA Energy Commission U.S. DOE
	1.5 B	Create a citywide network of DC Fast Charging (DCFC) stations	\$ 250,000	CA Energy Commission U.S. DOE
	1.5 C	Double the current Electric Vehicle charging and pre-wiring requirements in future Reach Code updates	\$ 10,000	
	1.5 D	Identify grants and incentives to install residential EV charging including DCFC, solar EV charging, and paired EV charging + battery storage systems	\$ 50,000	Silicon Valley Clean Energy (informational resource)

Mitigation Budget Table cont'd

Focus Area	Action #	Action	Estimated cost	Funding source(s)
Energy	1.6 A	Phase out off-road fossil fuel engines such as landscaping equipment	\$ 150,000	
	2.1 A	Support 3rd party residential and commercial energy audits	\$ 250,000	
	2.1 B	Increase residential and commercial energy efficiency	\$ 50,000	PG&E PG&E BayREN Santa Clara County BRACE Grants U.S. Dept. of Energy CA Public Utilities Commission
	2.2 A	Adopt evolving Reach Codes and expand to include large additions, ADUs and major remodels	\$ 10,000	
		Accelerate residential fuel switching		
	2.3 A		\$ 655,000	Silicon Valley Clean Energy BayREN EPA CA Energy Commission
	2.3 B	Accelerate commercial fuel switching	\$ 650,000	BayREN
	2.4 A	Establish a fee or penalty on the use of methane gas	\$ 130,000	
		Increase community solar capacity		
	2.5 A		\$ 65,000	Silicon Valley Clean Energy CA Energy Commission
2.5 B	Adopt Net Zero Building requirements for new construction by 2030	\$ 65,000		
Resource Conservation	3.1 A	Increase the landfill diversion rate	\$ 20,000	
	3.1 B	Eliminate non-essential single-use plastics	\$ 10,000	
	3.1 C	Reduce waste from demolition, construction and building materials	\$ 50,000	
	3.2 A	Increase communitywide water efficiency	\$ 100,000	CalWater
	3.3 A	Promote sustainable food choices	\$ 130,000	
	3.3 B	Encourage responsible goods & services consumption	\$ 130,000	
Municipal Operations	4.1 A	Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades	\$ 600,000	
	4.2 A	Build new City buildings to Net Zero standards	\$ 10,000	California Energy Commission
	4.2 B	Develop battery storage options and evaluate microgrids for cost savings and resilience	\$ 2,200,000	
	4.3 A	Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles	\$ 700,000	BAAQMD
	4.4 A	Improve City staff use of commute alternatives to single-occupant vehicles	\$ 75,000	

Mitigation Budget Table cont'd

Focus Area	Action #	Action	Estimated cost	Funding source(s)
	4.4 B	Develop Work From Home and flexible schedule policies	\$ 5,000	
	4.5 A	Adopt a zero-waste policy for City facilities and City-sponsored events	\$ 5,000	
	4.5 B	Continue to allow virtual participation in public meetings		

Cross-Cutting Budget Table

Focus Area	Action #	Action	Estimated cost	Funding source(s)
Municipal Operations	4.6 A	Account for climate change in all new City projects	Low	
	4.6 B	Incorporate climate preparedness into City programs, operations, and maintenance protocols	Low	
	4.6 C	Integrate CAAP goals into the budget process	Low	
Green Community	5.1 A	Create water-efficient buildings and landscapes	\$ 65,000	Water Resources Control Board Valley Water
	5.1 B	Develop a partnership with the Regional Water Quality Control Plant to use recycled water from the plant	Medium	Natural Resources Agency
	5.2 A	Increase urban tree canopy	\$ 1,200,000	CA Natural Resources Agency CAL FIRE CA ReLeaf
	5.2 B	Expand parks and natural wooded spaces	High	CA Natural Resources Agency CAL FIRE CA ReLeaf
	5.2 C	Pilot carbon farming opportunities	\$ 100,000	
	5.2 D	Eliminate the use of non-organic pesticides and herbicides		
	Climate Risk	6.1 A	Update city wide flood risk assessment and capital and policy recommendations	Cost for analysis likely to be \$50,000 - \$500,000. Design/construction order of magnitude more.
6.1 B		Develop and implement comprehensive riparian ecosystem restoration plan and relevant floodplain management policies	Medium	Department of Water Resources Wildlife Conservation Board
6.1 C		Expand green infrastructure program to reduce impermeable surface areas and capture runoff from paved areas	\$1.5 M to construct systems to manage 5 acres of runoff/5 year period, beyond what is already funded	Natural Resources Agency Wildlife Conservation Board Water Resources Control Board
6.2 A		Conduct heat study/mapping to identify areas of Urban Heat Island	Low	Office of Planning and Research
6.2 B		Enact reflectivity standards for asphalt and ground level surfaces; enact reflectivity/green roof standards for roofs	Low	California Transportation Commission
6.2 C		Promote alternative building cooling strategies; enact standards	Low	California Energy Commission

Adaptation Budget Table

Focus Area	Action #	Action	Estimated cost	Funding source(s)
Emergency Management	7.1 A	Develop temperature/heat safety protocols for outdoor work. Determine education and enforcement mechanisms.	Medium	Office of Planning and Research
	7.1 B	Adjust/extend park and public facility hours during heat waves	Low	
	7.1 C	Expand public drinking fountains/refillable water stations	Medium	
	7.2 A	Innovate wildfire warning and evacuation protocols	Medium	Public Information Officer
	7.2B	Develop an early warning system for air quality alerts	Medium	Office of Planning and Research
	7.2 C	Ensure high-air-quality indoor spaces and purchase and distribute N-95 masks to vulnerable outdoor populations	Medium	
Resilient Community	8.1 A	Identify, fund, and prepare existing and new public facilities to serve as resilience hubs	Medium	Office of Planning and Research
	8.2 A	Develop outreach to and comprehensive care strategy for vulnerable populations.	Medium	Office of Planning and Research
	8.3 A	Update Community Emergency Response Training (CERT) to include growing climate hazards	Low	Office of Planning and Research
	8.3 B	Launch a Community Climate Action Grant	Low	

Implementing the CAAP

CONTINUED

IMPLEMENTATION TOOLS

The City has several tools at its disposal to help implement the CAAP. Some are less costly and take longer to develop, yet provide long-term benefits in the form of partnerships and engagement. Others, like innovative funding or financing options, are more costly and can provide immediate impact. The City will consider the following tools in CAAP implementation:

- **Form Relationships, then Alliances:** By developing or building on relationships with a broad base of community partners, the City can reduce its risk and help gain public support and trust. The relationships can be built into alliances that can be used as testing grounds for pilot projects. The City will consider developing relationships with organizations such as:

- ▶▶▶ The David & Lucile Packard Foundation
- ▶▶▶ Stanford Healthcare
- ▶▶▶ Silicon Valley Clean Energy
- ▶▶▶ PG&E
- ▶▶▶ Santa Clara Valley Transportation Authority
- ▶▶▶ Santa Clara County
- ▶▶▶ Valley Water
- ▶▶▶ Metropolitan Transportation Commission
- ▶▶▶ Association of Bay Area Governments
- ▶▶▶ Bay Area Air Quality Management District

- ▶▶▶ Caltrans
- ▶▶▶ Resilient by Design: Bay Area Challenge
- ▶▶▶ Silicon Valley Bicycle Coalition
- ▶▶▶ Silicon Valley 2.0
- ▶▶▶ Manzanita Works
- ▶▶▶ Joint Venture Silicon Valley
- ▶▶▶ Neighboring jurisdictions
- ▶▶▶ Existing relationships including among all the stakeholders who participated in the plan development and that can be modeled

- **Develop Innovative Pilots:** The City can work independently or with community partners to launch pilots for new or unproven technologies and practices. These opportunities can be used for trial-and-error and information-gathering before scaling up programs, as well as increasing public awareness and engagement. A typical pilot schedule includes:

- ▶ ▶ Year 1: Launch pilot and collect stakeholder feedback
- ▶▶▶ Year 2: Roll out incentives that resonated with stakeholders
- ▶▶▶ Year 3: Report out on results of pilot (case study) and identify the 2nd level of implementation

- **Increase Public Engagement and Marketing:** Working with City staff or a consultant, increase public awareness and participation in CAAP efforts and pilot programs. The following steps can be used to report progress and promote successes:

- ▶▶▶ Capture data- collect data on energy savings, water savings, and other metrics from pilot projects
- ▶▶▶ Evaluate data in-house- calculate energy, water, cost savings, etc. and conduct financial analysis to determine cost-effectiveness
- ▶▶▶ Internalize data- understand data in terms of broader CAAP goals
- ▶▶▶ Display data- share data with the public on City website and other channels

- **Explore Gamification Opportunities:** Simple and inexpensive apps can be used to create fun and engaging activities that reduce greenhouse gas emissions. The following types of contests can be used to drive engagement:

- ▶▶▶ Neighborhood vs Neighborhood
- ▶▶▶ City vs City
- ▶▶▶ Apps to record commitments and spark action

City-Funded Incentives: Funding targeted programs is a good way for the City to demonstrate commitment and help spur action. The City will look for opportunities to fund programs or supplement funding available through other sources.

City-Led Innovative Financing: The City can explore innovative financing opportunities for the community such as a Green Revolving Fund or Climate Impact Fund to create a dedicated funding stream for CAAP actions.

Implementing the CAAP

CONTINUED

MONITORING AND REPORTING

Monitoring the progress towards goals and reporting on results is a critical step in implementing the CAAP. The approach to monitoring climate mitigation and adaptation actions are different but both involve collecting information and data, analyzing results, and sharing those results with internal and public stakeholders.

MITIGATION MONITORING AND REPORTING

There are two approaches to monitoring and reporting of mitigation actions that the City will take. The first is a bottom-up approach, in which individual actions will be tracked for performance. This approach can help answer questions related to whether an action had its intended impact, whether it did so in a cost effective manner, and other lessons learned from its implementation. This view is highly useful to further inform decision making on where to invest in future emissions reduction strategies.

However, within the limited view of an individual action or group of actions, changes occurring at the citywide scale or some other higher level may obscure the impact of those actions when looking at the aggregate change in emissions. A top-down approach tracks the City's progress towards its high-level targets like energy use and vehicle miles traveled reductions. This is important for understanding if we are on track to meet our goals, or if we need to consider adjusting any of the programs. Regular performance of

emissions re-inventories are a necessary part of performance monitoring to provide the top down perspective.

Taken together these two approaches will inform the scale of the effort required to continue upon the reduction pathways required to meet our targets, as well as the type of actions that are proving to be the most effective.

To support monitoring activities, the City will utilize the ClearPath platform developed by ICLIE. Monitoring records will be created to record information about the implementation and impact of actions, and reports designed to utilize the data contained in those records will reveal the individual achievements of actions and overall progress.

ClearPath, which contains the City's 2005 and 2018 inventory records and was used to forecast emissions and develop the CAAP actions, will be used to produce a series of reports for the purposes of implementation and monitoring. Reports available in ClearPath include implementation details, status, progress, and efficacy, as well as reports on projected-to-actual comparisons and indicator monitoring. The City will utilize these reports to track and communicate progress, both internally and to the broader community.

ADAPTATION MONITORING AND REPORTING

Since there are no overarching adaptation targets like greenhouse gas emissions, monitoring adaptation as a whole requires more qualitative assessments. The number of actions taken can be measured and metrics for each action serve as a useful baseline, but the degree to which Los Altos has or has not adapted cannot be measured quantitatively. As an example, the city will identify sites for installation of water fountains/refilling stations, track progress in installing the water fountains, and track their use. To track their use requires purchasing or upgrading water fountains with, at minimum, metering that is logged daily. Such data could be compared against extreme heat days, at minimum. A more sophisticated study would require surveys or interviews to determine how the water fountains help populations at risk from heat exhaustion. For instance, if vulnerable populations do not use the water fountains ever, and other populations use the fountains at times, but never during high heat events, then water fountains are not a successful strategy for ensuring safety during extreme heat.

For this reason, the Environmental Commission will receive updates from responsible parties implementing adaptation strategies and discuss how progress is made. If actions have not been taken, the Commission will discuss the reasons for shortcomings. Similarly, the Environmental Commission needs to determine whether even actions that are successful by their internal metrics actually achieve the true goal of adaptation.

Implementing the CAAP CONTINUED

Additionally, annual meetings will incorporate information about the occurrence, impacts, and responses to hazardous climate risks like droughts, wildfires, and heat waves. The EC should be able to amend the CAAP plan during its life cycle.

One of the most difficult aspects of climate change is that adaptation will likely not be completed in our lifetimes, but instead be an ongoing process. As such, the plan as a document and a guide for action needs to be re-evaluated and adjusted in light of climate events and lessons learned from implementation.

ALIGNMENT WITH FUNDING RESOURCES

New costs associated with the implementation of this plan are expected to come in the form of capital investments, equipment, staff time, and professional services contracts. The funding sources listed in this section are intended to act as starting points to help consider financing options for actions.

The California legislature has passed significant new funding for climate action signed by the Governor. The requirements for disbursement of these funds have not yet been created, however, the City will work with State agencies and local legislators to

prepare for many grant programs. At the time of this writing, infrastructure and climate spending at the Federal level has not been decided. The City must also consider funding projects itself if outside funding can't be secured. It's important to note that, although not quantified in this plan, the costs of inaction on climate change can be substantial and often far outweigh the costs of mitigation and adaptation. An analysis by the National Institute of Building Sciences found that for every \$1 spent on mitigating natural hazards, \$6 is saved.

Figure 19 shows the relationship between different funding sources and stakeholder groups.

FUNDING OPTIONS ANALYSIS: BENEFICIARIES AND LEVERAGE

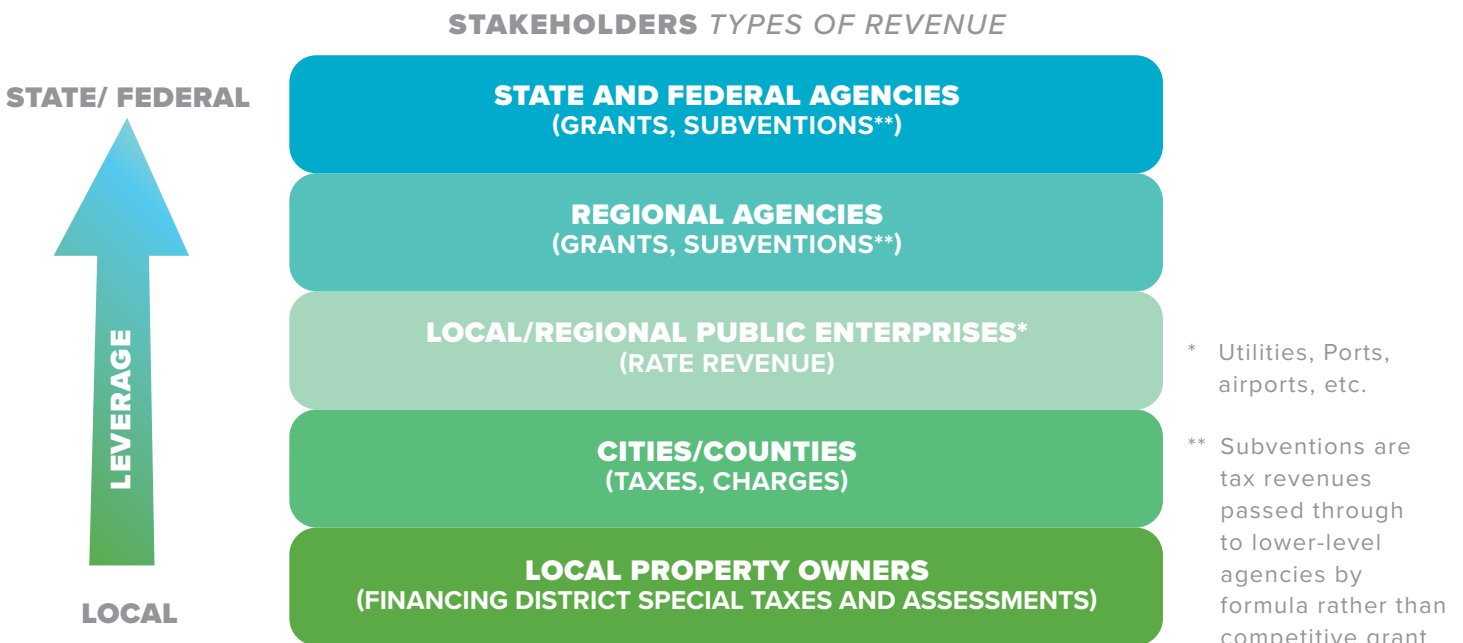


Figure 19 Funding options hierarchy

Implementing the CAAP

CONTINUED

FUNDING IMPLEMENTATION

Funding is available and can be obtained from local taxes and fees, utility fees, and regional, State, and Federal grants. Table 5 describes several sources of funding that Los Altos has the prerogative to create or adjust.

LOCAL FUNDING MECHANISMS

Type	Examples	Description
Financing District	Special Benefit-Based Assessments	Levied on property owners in a neighborhood, business area, or defined geographic area in order to provide a benefit which that area receives.
	Community Services/Facilities District Special Taxes	
	Property Tax Increment	
Tax	Property Tax	Existing City tax on real estate, based on value of land and improvements
	Utility User Tax	Cities and counties may impose UUTs on users' consumption of certain utility services such as utility delivered methane gas
Fees	Parking Fee	User fees that can generate ongoing revenue, but may disincentive activities. For instance, a congestion pricing program set up to reduce driving may have a different structure than a program meant to raise funds. Enterprise funds require voter approval.
	Enterprise Fund	
	Development Fee	
	Carbon Development Impact Fee	
	Congestion Pricing	
Bond		Bond measures are exclusively for capital improvements and require financing.

Table 5 Local funding mechanisms

MITIGATION FUNDING SOURCES

Table 6 lists the primary funding sources for greenhouse gas mitigation actions. They range from utilities to regional organizations, to State and national opportunities. Each funding source will have specific types of actions it can be

used for, and consideration will be given to each when implementing actions. In addition, the City will continuously monitor these and new funding streams to assist in CAAP implementation.

FUNDING SOURCES

Geography/ Agency	Entity	Program(s)	Funding Amount/Description
Utility	Silicon Valley Clean Energy	eHub	Informational resource for home and vehicle electrification
Utility	Silicon Valley Clean Energy	FutureFit Program	\$1,000-2,000 for heat pump water heaters
Utility	Silicon Valley Clean Energy	FutureFit Assist	Technical assistance for EVSE for commercial and multifamily property owners
Utility	Silicon Valley Clean Energy	Lights On Silicon Valley	\$500 rebates for solar+storage
Utility	PG&E	Residential Rebates (thermostats, water heaters, etc.)	\$50-\$1,000 rebates for home energy efficiency and resilience
Utility	PG&E	Business Rebates (lighting, refrigeration, energy efficiency, etc.)	Rebate programs for various types of businesses
Utility	CalWater	Residential and Commercial water efficiency rebate programs	\$5-\$300 rebates for water efficient fixtures and appliances
County	Santa Clara County	BRACE Grants	Funding of up to \$1.5 million for resilience building project activities from September 2021 through August 2026.
Bay Area	BayREN	Home Energy Advisor program	Free energy efficiency resources for homes, commercial, and multifamily properties
Bay Area	BayREN	Single-family and multi-family electrification programs	Funding varies depending on programs
Bay Area	BayREN	Water + Energy Efficiency program	Varies depending on fixture/appliance
Bay Area	Santa Clara Valley Water District	Landscape Rebate Program	\$3,000 for residential sites, \$5,000 for commercial sites

Table 6 Mitigation funding sources

FUNDING SOURCES CONTINUED FROM PAGE 67

Geography/Agency	Entity	Program(s)	Funding Amount/Description
Bay Area	Santa Clara Valley Water District	Greywater Rebate Program	\$200-\$400 for Laundry to Landscape program
Bay Area	Santa Clara Valley Transportation Authority (VTA)	Transit Oriented Development Program	Partnership program
Bay Area	Metropolitan Transportation Commission	Transportation project grants	Multiple programs
Bay Area	BAAQMD	Vehicle Trip Reduction Grant Program	\$2M for FYE 2022 cycle
Bay Area	BAAQMD	Carl Moyer Program	\$40 million-plus for on-road fleet vehicles, school buses, and off-road vehicles
State of California	California Climate Investments	Clean mobility, urban greening, and community preparedness grants	Funding varies by program
State of California	CA Public Utilities Commission	Energy Upgrade California	Energy efficiency funding and resources
State of California	California Energy Commission	California Electric Vehicle Infrastructure Project (CALeVIP)	Funding varies by product
State of California	California Energy Commission	Energy Conservation Assistance Act Low Interest Loans	Funding for Energy Efficiency and Energy Generation projects
State of California	California Energy Commission	CEC grants	List of current grant funding opportunities
State of California	Caltrans	Active Transportation Program	Alternative transportation, bicycle, and Safe Routes to School grants
State of California	Caltrans	Sustainable Transportation Planning Grants	\$34M statewide for FY 22/23
State of California	Calbike (nonprofit)	Funding Sources list	Various funding sources

Table 8 Mitigation funding sources (continued from page 67)

FUNDING SOURCES CONTINUED FROM PAGE 68

Geography/Agency	Entity	Program(s)	Funding Amount/Description
State of California	CA Air Resources Board	Clean Vehicle Rebate Project	Up to \$7,000 rebate for purchase or lease of new EV
State of California	CAL FIRE	Urban and Community Forestry Grant Program	Grant opportunities
State of California	California ReLeaf	urban forestry grant programs	Grant opportunities
Federal	U.S. DOE	Property Assessed Clean Energy (PACE) Financing	Funding varies by program
Federal	U.S. DOE	Electric Vehicle Supply Equipment Loan and Rebate Program (small businesses)	Rebate of 50% of the loan loss reserve amount
Federal	EPA	Solar Energy System tax credits	Tax credits for solar water heaters and PV systems
Federal	U.S. Dept. of Transportation	Surface Transportation Block Grant Program	Funding for projects on public road, pedestrian and bicycle infrastructure, and transit capital projects
Federal	U.S. Dept. of Transportation	RAISE grants	Grants for transportation projects (\$1BN for FY 21)

Table 8 Mitigation funding sources (continued from page 68)

Implementing the CAAP

CONTINUED

ADAPTATION FUNDING SOURCES

Table 7 contains sources of grants from government sources that fund activities that align with adaptation programs. Grants have the advantages of being “free cash,” but the disadvantages are that they are typically competitive, have funding criteria that may not align exactly with the desired adaptation action, and reporting requirements. Grants are typically one-time

or multi-year and not available for long-term actions. In California, many State grants are tied to specific ballot propositions (like Proposition 1, Proposition 68) and annual Budget Allocations. In September, 2021, Governor Newsom signed a budget for California Comeback Plan with over \$15 billion in climate change-related funding, including \$3.69 billion in climate resilience. Much of the funding will be for grants as part of programs run by state agencies and intended for disbursements to local

governments for planning studies and one-time capital investments. These sources can be substantial.

Additional funding resources in the form of searchable databases are also available to the City, including the Cool California (CARB) Funding Wizard and the California Grants Portal offered by the State of California. These databases will be monitored regularly to take advantage of all available funding opportunities.

FUNDING SOURCES

Geography/ Agency	Entity	Program	2021-22 Funding (in millions)
Bay Area	San Francisco Bay Restoration Authority	Competitive Grant Round and Community Grants Program	\$10-25
State of California	California Coastal Conservancy	State Coastal Conservancy Grant Program	250*
State of California	Cal Fire	Urban and Community Forestry	\$10
State of California	California Ocean Protection Council	Rotating Grant Program	
State of California	California Transportation Commission	Transportation Improvement Fees (Highway Users Tax Account (0062))	\$238
State of California	Department of Parks & Recreation	Land and Water Conservation Fund Grants	

Table 7 Adaptation funding sources

FUNDING SOURCES CONTINUED FROM PAGE 70

Geography/ Agency	Entity	Program	2021-22 Funding (in millions)
State of California	Department of Water Resources	Habitat Restoration	\$125*
		Urban Water Management Grants	\$500
State of California	Strategic Growth Council	Transformative Climate Communities	\$115
		Regional Climate Collaboratives	\$10
State of California	Natural Resources Agency	Water Resilience Projects	\$165
		Urban Greening Program	\$50
State of California	Office of Planning and Research	Climate Adaptation & Resilience Planning Grants	\$10
		Regional Climate Resilience	\$25
State of California	Water Resources Control Board	Division of Financial Assistance	
		Stream Flow Enhancement Program	\$100
State of California	Wildlife Conservation Board	Protect Fish and Wildlife from Changing Conditions	
		Wildlife Corridors/Fish Passage	\$31
U.S. Government	Army Corps of Engineers	Continuing Authorities Program	
U.S. Government	Army Corps of Engineers	Planning Studies	
U.S. Government	EPA	San Francisco Bay Water Quality Improvement Fund	
U.S. Government	EPA/	Section 319 Nonpoint Source Pollution Grants	\$4.50
State of California	Water Resources Control Board		
U.S. Government	FEMA/California Office of Emergency Services	Building Resilient Infrastructure and Communities (BRIC) and Flood Mitigation Assistance (FMA) 2021	\$1,160

Table 7 Adaptation funding sources (continued from page 70)

Implementing the CAAP CONTINUED

A NOTE ON CONSUMPTION-BASED INVENTORIES

A Consumption-Based Inventory is a methodology used to calculate emissions from the goods and services we consume. These sources can include land management, the production of buildings,

vehicles, food, and consumer goods and services. Figure 20 describes the relationship between emissions included in Consumption-Based and Sector-Based inventories. According to ICLEI, 45 percent of global emissions are directly linked to our lifestyles. As an affluent community, we in Los Altos have a responsibility to be aware

of the impact our actions have, and consider changing our habits based on that impact.

Conducting a Consumption-Based Inventory helps provide a complete picture of emission caused not only by activities within the City, but also emissions caused by consumption habits,

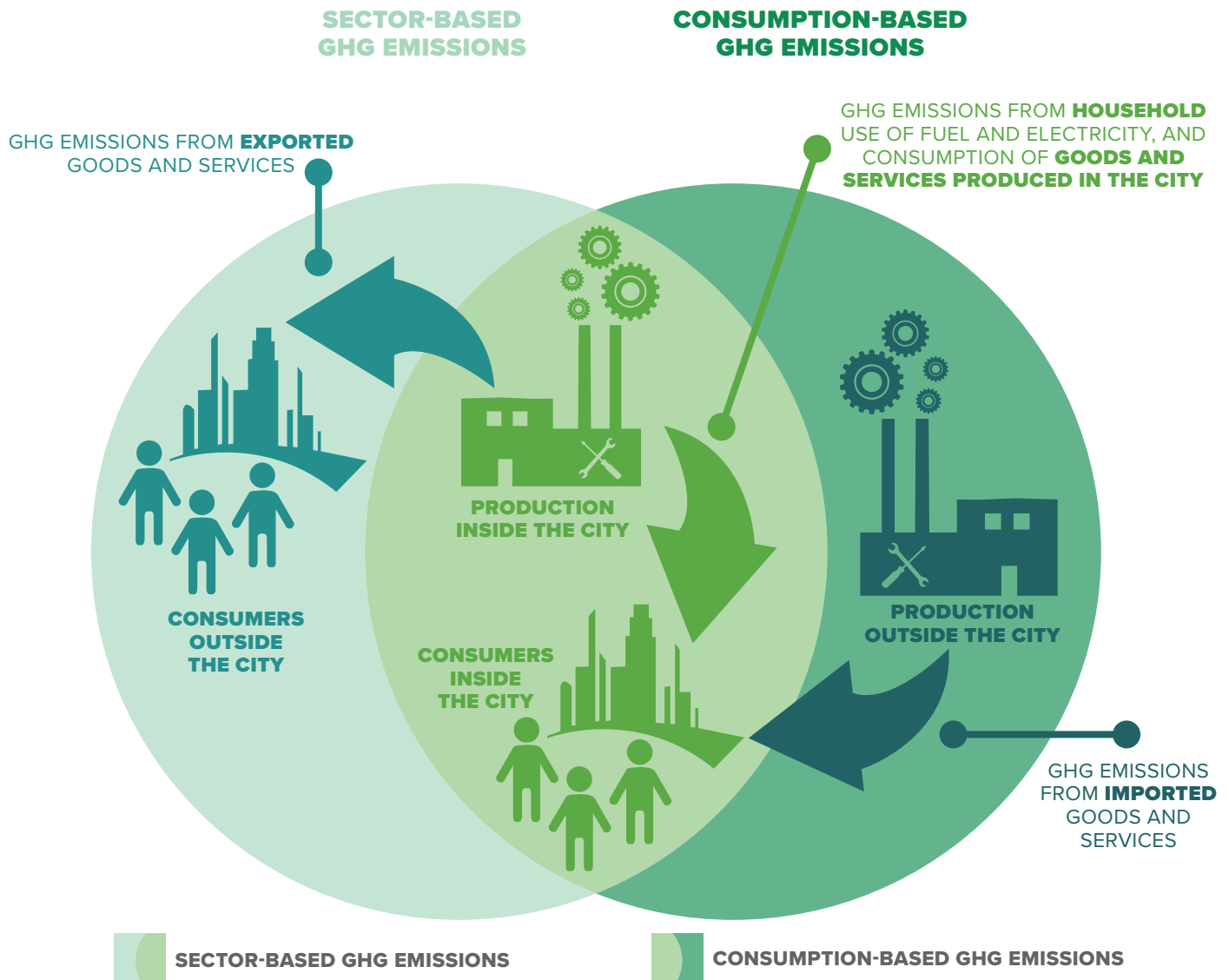


Figure 20 Consumption-based inventories explained

Implementing the CAAP

CONTINUED

and provides useful insights to inform a holistic sustainable strategy. Consumption-Based Inventories are gaining traction among local, regional and state governments across the country. This approach encompasses the full lifecycle emissions of goods and services, including those from production, pre-purchase transportation, wholesale and retail, use, and post-consumer disposal.

Estimating consumption-based emissions helps cities illustrate the strong link between consumption and climate change and provides them with a platform for addressing consumption in climate action planning efforts. Specifically, this type of analysis provides a method for designing local programs that reduce emissions through:

- **Targeting carbon-intensive consumption categories**
- **Targeting lifecycle phases (e.g. production, use) with the highest emissions**
- **Supporting shifts in consumption to those activities with lower emissions**

Although a Consumption-Based Inventory (CBI) was beyond the scope of this update, Los Altos will consider conducting a CBI in the future to capture all emissions, both direct and caused by consumption patterns that arise as a result of our daily activities. Such an inventory will give a clearer picture of our impact, and further improve our community's sustainability.

CONCLUSION

The goals of this plan are to set the City on a path towards carbon neutrality and climate resilience. The goals are ambitious, but ones that we believe we can achieve. There will undoubtedly be twists and turns on this path, and we will need to stay flexible and adaptive along the way. But if we can achieve these goals— carbon neutrality, equity, sustainability, resilience— we believe that we can co-create a community that is healthy, connected, and vibrant. Please fully participate.

Appendices

"WHAT CAN I DO?"

Coming Soon

Appendix A: Strategies, Goals and Actions List

Focus Area	Strategy	Goals	Action #	Action	Description	GHG reductions (MTCO2e)	Co-benefits	
Migration Actions	Transportation	Reduce Single-Occupancy Vehicle Travel	Reduce VMT by 7% by Creating a Walkable and Bikeable City	1.1 A	Fully implement the 2022 Complete Streets Master Plan by 2035 and make adjustments as needed to comply with VMT reduction objectives	Work closely with Complete Streets commission to fully implement the 2022 Complete Streets Master Plan by 2035, with a focus on specific measures to reduce VMT. Reassess the development of specific citywide protected bike corridors. Maintain and expand access to businesses while promoting slow streets with biking and walking access. Improve the safety and attractiveness of walking downtown through traffic calming, dedicated pedestrian trails and streets, accelerating the development of green downtown plazas, and other strategies. Fully implement all Safe Routes to School programs in the CSMP. Consider an ordinance to reduce speed limits.	2,389	Community benefits Aligns with state and local policy
				1.1 B	Create a pedestrian-friendly downtown and other community and commercial spaces throughout the city	Establish Car-Free zones and one-way traffic Downtown and in other commercial and community areas to encourage non-vehicular transit. Expand sidewalk space and dedicate specific streets for pedestrian and cycling use only (extension of Downtown Vision plan). Create safe, sheltered, outdoor areas for pedestrians. Base city development on 15-minute city principles.	supportive of 1.1 A	Community benefits Effects on the economy Aligns with state and local policy
				1.1 C	Develop and implement a new Parking Management Plan that supports strategic VMT reduction	Develop and implement a community-wide Parking Management Plan that reduces minimum requirements and sets upper limits on parking spaces for new development. Ensure the strategy is based on three principles: increasing dedicated EV and handicapped parking spaces in key commercial areas, reducing the parking footprint (turn into green space), and add specific drop-off and pick up zones at strategic locations. Plan for street and parking lot changes to accommodate conversion to passenger pick-up and drop-off stops at commercial and other public land use locations.	2384	Community benefits Effects on the economy Aligns with state and local policy
				1.1 D	Pilot shared bike, ebike, and scooter programs	Develop pilot bike, ebike and scooter sharing programs by 2025. Expand programs by 2030 based on lessons learned. Explore regulations to promote the safe and responsible operation of ebikes and scooters including issuing permits to private companies and designating dedicated parking spaces at key locations.	239	Community benefits Effects on the economy Aligns with state and local policy Equity and climate justice
				1.2 A	Support Transit-Oriented Development	Require increased residential and commercial density and diversity along main corridors and commercial areas, including affordable multi-family housing and mixed-use developments. Encourage Transit-Oriented Development along major bus routes within and outside of the City to attract new employers and better serve the daily needs of residents and employees.	1,278	Community benefits Effects on the economy Aligns with state and local policy Equity and climate justice
				1.2 B	Encourage Live Near Work incentives	Work with Los Altos employers and schools to create incentives for employees to live close to work. Develop plans to offer rent assistance. Ensure new low-income and multifuse development is high density housing located no more than a 10-minute walk or bike ride from transit stops.	supportive	Cost-effectiveness Community benefits Equity and climate justice
				1.2 C	Promote Work From Home policies and infrastructure	Require new multifamily residential developments with 10 or more units to provide Work From Home spaces. Support future conversion of commercial developments to residential uses as appropriate. Work with local wifi providers to expand coverage and speed.	736	Cost-effectiveness Community benefits
				1.3 A	Develop an electric shuttle program as an alternative to SOV travel	Develop an electric shuttle program for cross-town traffic, including "short hops" along main streets and key commercial areas. Explore autonomous options when the program is mature and expand as needed.	supportive (grouped strategy)	Community benefits Effects on the economy Aligns with state and local policy Equity and climate justice
				1.3 B	Expand transit service, connectivity, and transit stop amenities	Engage with transportation partners like VTA to expand zero emission transit service in City limits. Explore the creation of shaded and green commuter amenities and increased bicycle parking in order to help promote a public transit culture. Develop a green mobility app that would allow users to check on EV shuttle routes and arrival times, see where available bikes and scooters are and potentially reserve directly on the app. Explore the inclusion of VTA transit routes and schedule, location of EV chargers and whether they're free. Provide City funding or seek other funding sources to support these efforts.	2,384	Community benefits Aligns with state and local policy Equity and climate justice
				1.3 C	Partner with adjacent cities to improve first/last mile options	Partner with adjacent cities to enable first/last mile travel shuttles to train stations/commuter hubs, including regional networks of ebike, scooter, shuttle, and TNC routes.	supportive (grouped strategy)	Community benefits Aligns with state and local policy Equity and climate justice
	1.3 D	Require commercial Transportation Demand Management programs	Implement, mandate, enforce, actively promote, and use Transportation Demand Management strategies (TDM is defined as a set of strategies aimed at maximizing traveler choices). Require new nonresidential developments greater than 10,000 square feet or anticipated to include businesses with more than 50 employees to reduce VMT through TDM programs.	1,170	Cost-effectiveness Community benefits Aligns with state and local policy			
	1.3 E	Work with Los Altos School Districts to reduce VMT	Support a rotating car-free day program at local schools and as part of other local events to raise awareness about school commute alternatives. Encourage partnerships with private schools to develop and implement school bus programs that reduce school-related SOV commutes. Work with School Districts in Los Altos and surrounding cities (Mountain View, Palo Alto, Cupertino, Los Altos Hills) to encourage EV shuttle service for students living >1 mile from their neighborhood schools.	1,555	Cost-effectiveness Community benefits Aligns with state and local policy			
	1.3 F	Develop and promote community carshare and carpool programs	Explore opportunities with carsharing companies to add or expand service in Los Altos. Develop a target number of shared cars available to individuals. Mandate that all shared vehicles be EV. Follow progress of shared autonomous vehicle testing regionally and consider developing ordinances and policies to guide shared AV use in City limits.	96	Cost-effectiveness Community benefits Aligns with state and local policy			
	Electrify Transportation	Reach 80% Community-Wide Electric Vehicles Adoption	Increase education & awareness of available EV resources and incentive programs	1.4 A	Increase education & awareness of available EV resources and incentive programs	Develop a yearly EV fair with participation from local dealerships and owners. Develop a map of the city charging network and available dedicated parking spaces. Create a webinar series on EV ownership.	supportive of 1.4 B	Cost-effectiveness Community benefits Aligns with state and local policy
				1.4 B	Actively promote EV adoption and require EV-only parking	Negotiate a discount program with local car dealerships to offer rebates or other incentives to car buyers purchasing new or used EVs. Require businesses to set aside a percentage of parking spaces for EVs.	2,456	Community benefits Aligns with state and local policy Equity and climate justice
				1.5 A	Accelerate Community-Wide Electric Vehicle Supply Equipment Sufficient to Support 60% EVs	Increase the number of available Level 2 EV charging stations in workplace, commercial and multifamily areas	supportive of 1.4 B	Community benefits Aligns with state and local policy
				1.5 B	Create a citywide network of DC Fast Charging (DCFC) stations	Create a network of DC Fast Charging (DCFC) stations Downtown and in other commercial areas, as well as along major vehicle corridors. Set a 1-mile target for DCFC stations. Engage local gas stations to explore conversion to DCFC centers.	supportive of 1.4 B	Community benefits Aligns with state and local policy
				1.5 C	Double the current Electric Vehicle charging and pre-wiring requirements in future Reach Code updates	Double the current requirements for EV pre-wiring and level 2 charging in new single-family and multi-family housing, and EV level 2 charging minimums in commercial development.	supportive of 1.4 B	Cost-effectiveness Community benefits Aligns with state and local policy
				1.5 D	Identify grants and incentives to install residential EV charging including DCFC, solar EV charging, and paired EV charging + battery storage systems	Identify grants and incentives available through State, federal, or local agencies that may be used to support solar EV charging and battery storage. Work with SVCE to expand existing EV resources and programs.	supportive of 1.4 B	Cost-effectiveness Community benefits Aligns with state and local policy
	Energy	Reduce Energy Consumption	Eliminate Off-Road Fossil Fuel Engines	1.6 A	Phase out off-road fossil fuel engines such as landscaping equipment	Develop a program to phase out small off-road fossil fuel engines such as landscaping equipment through bans, replacement ordinances, and/or incentives for electric alternatives. Align with or go beyond future State goals for off-road equipment.	1,319	Cost-effectiveness Community benefits Aligns with state and local policy
2.1 A								
	2.1 B	Increase residential and commercial energy efficiency	Develop a program to increase energy efficiency in existing residential buildings including wall and ceiling insulation, roof replacements, new ducting and windows, and lighting upgrades. Identify outside funding and provide City funding to perform upgrades identified in energy audits, and ensure eligible residents and businesses take advantage of all available energy efficiency incentive programs.	7,254	Cost-effectiveness Community benefits Aligns with state and local policy			

Appendix A: Strategies, Goals and Actions List continued

Focus Area	Strategy	Goals	Action #	Action	Description	GHG reductions (MTCO2e)	Co-benefits	
Resource Conservation	Facilitate Building Decarbonization	Require All-Electric New Buildings and Major Retrofits	2.2 A	Adopt evolving Reach Codes and expand to include large additions, and major remodels	Adopt Reach Codes that go beyond Title 24 standards during every code cycle, including Zero Net Energy (ZNE) requirements. Expand new building codes to include large remodels.	8,999	Cost-effectiveness Community benefits Aligns with state and local polic	
			2.3 A	Accelerate residential fuel switching	Develop a program to replace methane gas appliances (HVAC, hot water heaters) in existing residential buildings with electric alternatives. Require permits and enforce compliance for appliance replacements. Develop a "Replace upon Burnout" and/or "Replace upon Sale/Remodel" ordinance for appliances. Adopt an Ordinance making it mandatory to replace methane gas appliances with electric alternatives by 2035, with exemptions for low-income residents and Seniors. Provide education and outreach to residents and property owners.	27,432	Community benefits Aligns with state and local polic	
			2.3 B	Accelerate commercial fuel switching	Develop a program to replace methane gas appliances (HVAC, hot water heaters) in existing commercial buildings with electric alternatives. Require permits and enforce compliance for appliance replacements. Waive permit fees for electric appliances. Consider a "Replace upon Burnout" and/or "Replace upon Sale/Remodel" ordinance for appliances. Adopt an Ordinance making it mandatory to replace methane gas appliances with electric alternatives by 2035.	7,425	Community benefits Aligns with state and local polic	
			2.4 A	Disincentivize Methane Gas	Establish a fee or penalty on the use of methane gas	Work with PG&E and community partners to develop or expand a fee on the use of methane gas within City limits. Set up a City-led task Force in 2022 to lead this effort. Funds collected will be used to fund incentives for electric appliances adoption. Potential estimated funds available each year of at least \$500k.	supportive	Cost-effectiveness Community benefits Effects on the economy Aligns with state and local polic
	Increase Solar Energy Production	Expand Community Solar and Battery Storage	2.5 A	Increase community solar capacity	Increase solar panel requirements in new construction from 4KWh to 6KWh minimum, and add solar panel requirement for large additions and remodels (>4KWh). Ensure residents and businesses are aware of and take advantage of incentive programs for solar panels.	2	Community benefits Aligns with state and local polic	
			2.5 B	Adopt Net Zero Building requirements for new construction by 2030	Adopt Net Zero Building requirements following New Building Institute guidelines. Add requirements of 12 kW or more to future Reach Code updates. Encourage battery storage systems of 10 kW or more through promotion of incentive or rebate programs, educational campaigns, and/or pilot programs. Encourage participation in demand response programs to improve grid resiliency.	supportive	Cost-effectiveness Aligns with state and local polic	
	Municipal Operations	Reduce Consumption and Waste	Decrease Landfill Waste 15% and Eliminate Single-Use Plastics and Construction Waste by 2035	3.1 A	Increase the landfill diversion rate	Increase landfill diversion rate to 90% by 2030 and 95% by 2035, negotiated in the next Franchise Agreement. Launch an education and awareness campaign for residents and businesses to help promote best practices.	421	Cost-effectiveness Aligns with state and local polic
				3.1 B	Eliminate non-essential single-use plastics	Adopt a new ordinance to eliminate non-essential single-use plastics and prioritize reusable foodware and utensils. Ensure all new single-use foodware and utensils are compostable per guidelines from the Franchise Waste Hauler.	supportive	Cost-effectiveness Community benefits Aligns with state and local polic Equity and climate justice
				3.1 C	Reduce waste from demolition, construction and building materials	Develop an ordinance requiring the deconstruction of old buildings instead of demolition and the recycling/re-use of materials. Provide incentives to builders for the use of environmentally friendly construction materials.	1	Cost-effectiveness Aligns with state and local polic
		Reduce Water Use 20% by 2030	Promote a Circular Economy	3.2 A	Increase communitywide water efficiency	Increase education and awareness of water efficiency programs through Calwater and other organizations. Continue to support implementation of the 2015 UWMP through enforcement of the 2015 Model Water Efficient Landscape Ordinance.	supportive	Promotes climate resilience Cost-effectiveness Community benefits Aligns with state and local polic
3.3 A				Promote sustainable food choices	Expand consumer education and awareness of sustainable and plant-based food choices through City media channels, speaker series, and other methods. Work with the current vendor to expand the farmers market into a year-round event. Work with local restaurants to increase organic, vegetarian, and farm-to-table menu options and reduce food waste.	supportive	Promotes climate resilience Cost-effectiveness Community benefits Aligns with state and local polic Equity and climate justice	
3.3 B				Encourage responsible goods & services consumption	Increase education & awareness of circular economy concepts, including responsible purchasing habits and the promotion of a Repair, Reuse, Recovery, and Refurbishment economy. Provide support and resources to help local businesses participate in green business programs.	supportive	Promotes climate resilience Cost-effectiveness	
Operate Sustainable Municipal Buildings	Reduce Municipal Building Energy Use 30% by 2035		4.1 A	Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades	Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades focusing on energy-efficient lighting, motion sensors, appliances, and HVAC systems. Develop a 10-year phase-out program in which all existing methane gas appliances are replaced with comparable electric alternatives.	59	Aligns with state and local polic	
			4.2 A	Build new City buildings to Net Zero standards	Ensure all new buildings are Net Zero with solar panels, battery storage and electric efficient appliances. Align with CA Public Utilities Commission Zero Net Energy goals and definitions.	supportive	Aligns with state and local polic	
	Install Solar + Battery Storage at City facilities		4.2 B	Develop battery storage options and evaluate microgrids for cost savings and resilience	Install ground- or roof-mounted solar panels at select City buildings and facilities. Explore options, including local examples at fire stations, for microgrids capable of going into "island mode" during power outages.	supportive	Promotes climate resilience Community benefits Aligns with state and local polic Equity and climate justice	
			4.3 A	Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles	Develop a phase-out schedule to replace all City-owned fleet vehicles with comparable electric versions by 2030. Conduct a feasibility study to determine the optimal number and location of municipal and public chargers at City facilities and properties, and install sufficient Level 2 charging to charge EV fleet and staff-owned EVs.	134	Community benefits Aligns with state and local target	
Reduce Municipal VMT	Convert 100% of the City's Fleet to Electric Vehicles by 2030		4.4 A	Improve City staff use of commute alternatives to single-occupant vehicles	Increase options for commute alternatives, including information and materials that identify available transit and alternative transportation routes. Encourage staff to buy and use EVs through incentives, free charging at City facilities, and incentives for EV purchases.	4	Community benefits Aligns with state and local target	
			4.4 B	Develop Work From Home and flexible schedule policies	Establish a policy to facilitate alternative work schedule or telecommuting options for City staff to reduce daily commute trips. Evaluate flexible employee schedules that allow for at least 50% remote work while maintaining City hours of operation.	9	Community benefits Aligns with state and local target	
	Develop Guidelines for Sustainable Employee Commute and Business Travel		4.5 A	Adopt a zero-waste policy for City facilities and City-sponsored events	Adopt a policy that requires City-owned buildings and facilities to be zero waste. Develop an action plan to eliminate waste through diversion and recycling. Work with event vendors and participants to eliminate waste at City-sponsored events.	150	Aligns with state and local polic	
			4.5 B	Continue to allow virtual participation in public meetings	Decrease community Vehicle Miles Traveled by continuing to allow virtual participation at all public meetings. Allow for public comment by virtual participants.	supportive	Cost-effectiveness Community benefits Aligns with state and local target Equity and climate justice	
Cross-Cutting Actions	Integrate Climate Action and Adaptation into City Functions	Incorporate Climate Action and Adaptation into City Policy, Budget, Planning, & Internal Standards	4.6 A	Account for climate change in all new City projects	Establish an interdepartmental working group to integrate climate preparedness in planning, maintenance, and capital improvements through the development of work plans, screening of capital improvements, and cross-sector collaboration. Establish protocols for mitigating public health impacts from heat and air quality with regional agencies and partners.	supportive	Cost-effectiveness Community benefits Aligns with state and local target Equity and climate justice	
			4.6 B	Incorporate climate preparedness into City programs, operations, and maintenance protocols	Ensure that maintenance reflects expected future climate conditions and variability and not historical climate data for all City buildings, facilities, structures, and infrastructure.	supportive	Cost-effectiveness Aligns with state and local polic	
			4.6 C	Integrate CAAP goals into the budget process	Integrate annual CAAP report goals during the budget review process at the direction of the City Manager. Plan to inventory City GHG emissions every two years using ClearPath and track against targets.	supportive	Cost-effectiveness	
Green Community	Develop Nature-Based Solutions	Expand Green Infrastructure & Improve Water Resilience	5.1 A	Create water-efficient buildings and landscapes	Update building code to incentivize rainwater harvesting and greywater recycling, including minimums/standards and incentives for above-standard performance; install systems at municipal facilities. Develop resources to help residents purchase water-saving equipment like rain barrels, cisterns, landscape conversion, and permeable pavement, and encourage rainwater harvesting strategies. Adopt mandatory guidelines requiring a set of stormwater and greywater management features in new construction. Implement porous paving in parking lots and driveways, and other water percolation methods like bioswales to reduce stormwater runoff to streets. Utilize reuse of City's National Pollution Discharge Elimination System (NPDES) permit starting July 2022 to lower threshold for regulation, creating more private green stormwater infrastructure projects. Partner with local and global organizations to identify space and resources to enhance the natural environment and rural feel of the city.	supportive	Promotes climate resilience Cost-effectiveness Aligns with state and local actic	
			5.1 B	Develop a partnership with the Regional Water Quality Control Plant to use recycled water from the plant	Work with the Wastewater Treatment Plant to implement upgrades to provide a drought resilient, local water supply to increase the amount of recycled water production.	supportive	Promotes climate resilience Cost-effectiveness	

Appendix A: Strategies, Goals and Actions List continued

Focus Area	Strategy	Goals	Action #	Action	Description	GHG reductions (MTCO ₂ e)	Co-benefits					
Climate Risk	Understand and Reduce Physical Risk	Expand natural environments and develop sequestration opportunities to sequester all remaining carbon emissions by 2035	5.2 A	Increase urban tree canopy	Identify land to plant intensive urban forests following the Miyawaki Method. Set a goal of at least 20,000 new City trees by 2035. Develop a city-wide Green Infrastructure Plan.	supportive	Community benefits Aligns with state and local action					
			5.2 B	Expand parks and natural wooded spaces	Work with community partners to expand the number and size of parks and wooded spaces within City limits.	supportive	Community benefits Aligns with state and local action					
			5.2 C	Pilot carbon farming opportunities	Partner with residents and local organizations with green space to develop carbon farming pilots for carbon sequestration.	supportive	Promotes climate resilience Aligns with state and local action					
			5.2 D	Eliminate the use of non-organic pesticides and herbicides	Ban the use of non-organic pesticides and herbicides throughout City green spaces. Develop education and incentivization programs for residents about use of alternatives to synthetic pesticides and herbicides	supportive	Cost-effectiveness Community benefits					
	Reduce Flood Risk	6.1 A	Update city wide flood risk assessment and capital and policy recommendations	The hydraulic analyses that form FEMA's FIRM (Flood Insurance Rate Map) are decades old. Hire a company to perform hydraulic analyses of existing creek crossings and culverts to determine how many, if any, are undersized based on changing precipitation patterns (climate is typically based on 30-year data cycles). Replace/rebuild undersized culverts and creek crossings as needed. Work with FEMA to update the FIRMs.	supportive	Cost-effectiveness Community benefits Effects on the economy Aligns with state and local action						
							6.1 B	Develop and implement comprehensive riparian ecosystem restoration plan and relevant floodplain management policies	Work with Valley Water to revitalize and restore creeks, learning from case studies like Adobe Creek Reach 5 Restoration. Restore the riparian ecosystem of creeks flowing through Los Altos, add managed ponds and dams to slow the flow of water, and increase percolation to the ground. Increase natural floodplain management through policies and education to establish "Buffer Zones" and limit new construction.	supportive	Reduces GHG emissions Community benefits Aligns with state and local action	
												6.1 C
		Reduce Heat Risk	6.2 A	Conduct heat study/mapping to identify areas of Urban Heat Island	Conduct heat study/mapping to identify areas of Urban Heat Island with capital and policy recommendations.	supportive	Equity and climate justice					
								6.2 B	Enact reflectivity standards for asphalt and ground level surfaces; enact reflectivity/green roof standards for roofs	Require light-colored roofs and/or a minimum specified reflectance for commercial roofs when new or at replacement. Explore and implement guidelines to resurface streets and sidewalks with heat reflective surfaces.	supportive	Cost-effectiveness Effects on the economy Aligns with state and local action
		Emergency Management	Integrate Adaptation into Emergency Preparedness Response	Ensure Safety During Extreme Heat	7.1 A	Develop temperature/heat safety protocols for outdoor work. Determine education and enforcement mechanisms.	Adjust construction policies to allow extended work hours (earlier or later than usual) to avoid peak daytime heat. Adjust/extend construction hours in Ordinance 6.16 Noise Control, Section 70 Prohibited Acts during heat waves to avoid peak daytime heat. Work with community groups and residents to determine best methods of outreach and communication with outdoor workers. Educate employers and workers about existing worker rights and protections and ways to protect outdoor workers from the effects of extreme heat.	supportive	Community benefits Effects on the economy Equity and climate justice			
					7.1 B	Adjust/extend park and public facility hours during heat waves	Adjust park facility hours to discourage active recreation during peak periods and extend open hours to early morning/late evening. Develop community cooling centers at City and non-City sites. Ensure temporary shade structures are provided for community events.	supportive	Community benefits Equity and climate justice			
7.1 C	Expand public drinking fountains/refillable water stations				Locate at bus stops, Downtown shopping areas, trailheads, community centers, and sport courts/fields.	supportive	Equity and climate justice					
Ensure Safety During Wildfires & Unhealthy Air Events	7.2 A			Update wildfire warning and evacuation protocols	Ensure existing alert systems and safety measures are updated to address increasing climate risk and vulnerable, not easily mobile populations	supportive	Cost-effectiveness Community benefits					
	7.2 B			Develop an early warning system for air quality alerts	Partner with regional agencies to make wildfire and air quality prediction data widely used and accessible to all, including through an early warning system. If not feasible, develop Los Altos-specific warning system based on available and accessible data.	supportive	Cost-effectiveness Community benefits					
	7.2 C			Ensure high-air-quality indoor spaces and purchase and distribute N-95 masks to vulnerable outdoor populations	Two-pronged strategy to retrofit and/or install air filtration systems on resilience hubs, schools, and other facilities. Separately, provide face masks to filter air for outdoor workers and other vulnerable populations who need to be outdoors before and during bad-air-quality days.	supportive	Reduced GHG emissions Cost-effectiveness Equity and climate justice					
Resilient Community	Educate and Protect Residents			Establish Resilience Hubs	8.1 A	Identify, fund, and prepare existing and new public facilities to serve as resilience hubs	Conduct interviews with facility staff to determine their resilience to extreme heat, power outages, floods, and poor air quality. Compile and analyze to help prioritize investments and coordination. Identify suitable locations for/upgrade evacuation centers to serve as resilience hubs, safe zones, cooling centers, etc., depending on the event, with the capabilities to provide disaster assistance.	supportive	Community benefits Aligns with state and local action Equity and climate justice			
					8.2 A	Identify and Protect Vulnerable Community Members	Develop outreach to and comprehensive care strategy for vulnerable populations.	Conduct survey of and outreach to vulnerable populations (eg. isolated seniors, outdoor workers, long-term care residents) and the people and institutions that care for them. Collaborate with community-based organizations to develop an inventory of locations with isolated seniors and develop a plan for a social support network during heat waves, bad air quality days, and other emergencies. Plan should include orders of assistance, including temporarily moving vulnerable populations to and from resilience hubs.	supportive	Cost-effectiveness Community benefits Effects on the economy Equity and climate justice		
					8.3 A	Improve Climate Literacy & Risk Understanding	Update Community Emergency Response Training (CERT) to include growing climate hazards	Form partnerships with neighborhood-based organizations and businesses to develop Neighborhood Resilience Hub programs and prepare residents and respond to climate change. Develop community outreach and engagement materials.	supportive	Community benefits Equity and climate justice		
		8.3 B	Launch a Community Climate Action Grant		Establish an annual micro-grant program to support local citizen-led projects and programs that will reduce emissions, adapt to climate change and enhance equity.	supportive	Community benefits Equity and climate justice					

Appendix B: Methodologies

	Focus Area	Strategy	Action #	Action	Quantification method(s)	GHG calculations	Cost estimate methodology	
Mitigation Actions	Transportation	Reduce Single-Occupancy Vehicle Travel	1.1 A	Fully implement the 2022 Complete Streets Master Plan by 2035 and make adjustments as needed to comply with VMT reduction objectives	ClearPath, CAPCOA SDT-1, CAPCOA SDT-2	trips x trip length x increased mode share Baseline VMT x % reduction Baseline VMT x % reduction	CSMP	
			1.1 B	Create a pedestrian-friendly Downtown and other community and commercial spaces throughout the city	CAPCOA SDT-4 (grouped strategy)	n/a	0.1 FTE to develop and maintain program Assumed \$25k consultant fee to design outdoor pedestrian areas Assumed 2 miles of bike lane at \$25k/mile Assumed 5k sqft new sidewalk at \$5/sqft Assumed 20 bus stops at \$2k/stop	
			1.1 C	Develop and implement a new Parking Management Plan-that supports strategic VMT reduction	CAPCOA PDT-1, 2 and 3	Baseline VMT x % reduction	?? consultant fee to develop PMP	
			1.1 D	Pilot shared bike, ebike, and scooter programs	CAPCOA TRT-12, SDT-5 and LUT-9	Baseline VMT x % reduction	Assumed \$25k consultant fee to design programs 0.1 FTE to administer program	
			1.2 A	Support Transit-Oriented Development	ClearPath	Based on 10% shift to high-density	0.25 FTE/year to develop and administer program	
			1.2 B	Encourage Live Near Work incentives			0.1 FTE/year Assumed 500 employees are low-income Assumed \$500 incentive per employee	
			1.2 C	Promote Work From Home policies and infrastructure	CAPCOA TRT-6	5.5 x 0.2 (% of work trips) x 1.21 (avg. work trip length/avg. trip length)	0.1 FTE to develop and implement program (assume program is maintained 10 years and then is self-sufficient) 0.1 FTE to work with local wifi providers	
			1.3 A	Develop an electric shuttle program as an alternative to SOV travel	CAPCOA TST-6	n/a	Based on a survey of other CA programs	
			1.3 B	Expand transit service, connectivity, and transit stop amenities	CAPCOA TST-2, 3 and 4	Baseline VMT x % reduction	0.05 FTE/year to engage partners Assumed \$25k consultant fee for Green Commuter Amenities plan Assumed \$50k for green mobility app	
			1.3 C	Partner with adjacent cities to improve first/last mile options	CAPCOA SDT-4	n/a	0.05 FTE/year to engage with partners	
			1.3 D	Require commercial Transportation Demand Management programs	target recommended by Fehr & Peers	Baseline VMT x % reduction	0.5 FTE/year to develop, implement, and enforce TDM program	
			1.3 E	Work with Los Altos School Districts to reduce VMT	CAP 2013	Youth not riding bus x trip length x number of events/year	0.2 FTE	
			1.3 F	Develop and promote community carshare and carpool programs	CAPCOA TRT-9	Baseline VMT x % reduction	0.05 FTE/year to engage carsharing companies and follow AV progress	
			Electrify Transportation	1.4 A	Increase education & awareness of available EV resources and incentive programs	GHG reductions included in 1.4 B	n/a	0.1 FTE/year to develop and administer programs Assumed \$3,000 to develop EV fair Assumed \$2,000 to develop webinar series
				1.4 B	Actively promote EV adoption and require EV-only parking	ClearPath	Percent change in EV x change in fuel economy x Percent of gas vehicles displaced	\$50,000 in incentives 0.1 FTE to develop program (1-time cost) 0.1 FTE/year to administer program for 10 years
				1.5 A	Increase the number of available Level 2 EV charging stations in workplace, commercial and multifamily areas	supportive of 1.4 B	20 public chargers/year x per-charger VMT reduction 50 private chargers/year x per-charger VMT reduction	0.1 FTE to develop ordinance 0.1 FTE/year to administer program
				1.5 B	Create a citywide network of DC Fast Charging (DCFC) stations	supportive of 1.4 B	n/a	0.2 FTE/year to develop and implement program
	1.5 C	Double the current Electric Vehicle charging and pre-wiring requirements in future Reach Code updates		supportive of 1.4 B	10 new public chargers/year x per-charger VMT reduction	0.1 FTE		

Appendix B: Methodologies continued

Focus Area	Strategy	Action #	Action	Quantification method(s)	GHG calculations	Cost estimate methodology	
Energy	Electrify Off-Road Mobile Sources	1.5 D	Identify grants and incentives to install residential EV charging including DCFC, solar EV charging, and paired EV charging + battery storage systems	supportive of 1.4 B	n/a	0.05 FTE/year to research funding opportunities and engage with partners	
		1.6 A	Phase out off-road fossil fuel engines such as landscaping equipment			0.1 FTE to develop and administer program Assumed 1,000 leaf blowers replaced Assumed \$50 incentive per leaf blower	
	Reduce Energy Consumption	2.1 A	Support 3rd party residential and commercial energy audits	GHG reductions included in 2.1 B	n/a	0.2 FTE/year to develop and administer program	
		2.1 B	Increase residential and commercial energy efficiency	Built Environment Calculator (residential), Target 30% energy reduction (commercial)	Number of homes retrofitted x per-home savings (cumulative) 2035 commercial energy use x target % reduction	0.5 FTE	
	Facilitate Building Decarbonization	2.2 A	Adopt evolving Reach Codes and expand to include large additions, and major remodels	Built Environment Calculator	Number of new or retrofitted MFD/SFD x per-MFD/SFD increase/decrease (cumulative)	0.1 FTE to develop ordinances	
			Accelerate residential fuel switching	Built Environment Calculator	Homes retrofitted x per-home savings (cumulative)	0.5 FTE/year to develop and administer program Assumed \$5k for seminars and educational material	
			Accelerate commercial fuel switching	Built Environment Calculator	Businesses retrofitted x per-business savings (cumulative)	0.5 FTE/year to develop and administer program	
			Establish a fee or penalty on the use of methane gas		n/a	0.1 FTE/year to develop and administer program	
		Increase Solar Energy Production	2.5 A	Increase community solar capacity	ClearPath	Installed kWh x electricity emissions factor	0.05 FTE/year to develop and administer program
			2.5 B	Adopt Net Zero Building requirements for new construction by 2030	Built Environment Calculator	Installed kWh x electricity emissions factor	0.05 FTE/year to develop and administer program
3.1 A			Increase the landfill diversion rate	ClearPath	Tons diverted x per-ton emissions factor	0.2 FTE	
Resource Conservation	Reduce Consumption and Waste	3.1 B	Eliminate non-essential single-use plastics	no GHG reductions	n/a	0.1 FTE to develop ordinance	
		3.1 C	Reduce waste from demolition, construction and building materials	grouped strategy (GHG reductions included in 3.1 A)		0.1 FTE to develop ordinance 0.1 FTE/year for monitoring & compliance	
		3.2 A	Increase communitywide water efficiency	CAP 2013	kWh reduction x electricity emissions factor	0.1 FTE to develop ordinance 0.1 FTE/year for outreach & education	
		3.3 A	Promote sustainable food choices	no methodology	n/a	0.1 FTE/year to develop and expand programs	
		3.3 B	Encourage responsible goods & services consumption	no methodology	n/a	0.10 FTE/year for outreach & education	
		Municipal Operations	Operate Sustainable Municipal Buildings	4.1 A	Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades	CAP 2013	kWh/therm reduction x kWh/therm emissions factors
4.2 A	Build new City buildings to Net Zero standards			no data	n/a	0.1 FTE to develop guidelines	

Appendix B: Methodologies continued

Focus Area	Strategy	Action #	Action	Quantification method(s)	GHG calculations	Cost estimate methodology	
Cross-Cutting Actions	Reduce Municipal VMT	4.2 B	Develop battery storage options and evaluate microgrids for cost savings and resilience	City's electricity is carbon-free; no GHG reductions	n/a	Assumed \$40k for solar + storage installation Assumed \$2.1M for 1MW of microgrid capacity 0.05 FTE/year to monitor system	
		4.3 A	Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles	ClearPath	Change in fuel economy x change in VMT replaced	0.1 FTE/year to administer program Assumed \$500k incremental cost of EVs Assumed \$100k in EVSE	
		4.4 A	Improve City staff use of commute alternatives to single-occupant vehicles	CAPCOA TRT-1	VMT reduction x per-mile emissions factor	Assumed total cash incentives of \$10k 0.05 FTE/year to develop and administer programs	
		4.4 B	Develop Work From Home and flexible schedule policies	CAPCOA TRT-6	VMT reduction x per-mile emissions factor	0.05 FTE to develop program	
	Promote Green Municipal Practices	4.5 A	Adopt a zero-waste policy for City facilities and City-sponsored events	CAP 2013		0.05 FTE to develop program	
		4.5 B	Continue to allow virtual participation in public meetings	no methodology	n/a		
	Integrate Climate Action and Adaptation into City Functions	4.6 A	Account for climate change in all new City projects				
		4.6 B	Incorporate climate preparedness into City programs, operations, and maintenance protocols				
		4.6 C	Integrate CAAP goals into the budget process				
	Green Community	Develop Nature-Based Solutions	5.1 A	Create water-efficient buildings and landscapes	no GHG reductions		0.05 FTE/year to develop and administer programs
			5.1 B	Develop a partnership with the Regional Water Quality Control Plant to use recycled water from the plant	no GHG reductions		
			5.2 A	Increase urban tree canopy	CAP 2013		Assuming \$50/tree 0.5 FTE/year to administer program
			5.2 B	Expand parks and natural wooded spaces	not quantifiable		
			5.2 C	Pilot carbon farming opportunities	not quantifiable		0.1 FTE/year to identify partners and develop program
			5.2 D	Eliminate the use of non-organic pesticides and herbicides			
Climate Risk	Understand and Reduce Physical Risk	6.1 A	Update city wide flood risk assessment and capital and policy recommendations				
		6.1 B	Develop and implement comprehensive riparian ecosystem restoration plan and relevant floodplain management policies				

Appendix B: Methodologies continued

Focus Area	Strategy	Action #	Action	Quantification method(s)	GHG calculations	Cost estimate methodology	
		6.1 C	Expand green infrastructure program to reduce impermeable surface areas and capture runoff from paved areas			Assumes \$300,000 per impervious acre managed. Memo from Geosyntec consultants (2018) estimates an average range of \$100-200K/acre impervious area treated with green infrastructure. The Santa Clara Valley Urban Runoff Pollution Prevention Program's Stormwater Resource Plan (2019) lists a range of \$35K-\$600K/acre impervious area treated with green infrastructure. Lower costs are typically for much larger sites like stormwater detention ponds.	
		6.2 A	Conduct heat study/mapping to identify areas of Urban Heat Island				
		6.2 B	Enact reflectivity standards for asphalt and ground level surfaces; enact reflectivity/green roof standards for roofs				
		6.2 C	Promote alternative building cooling strategies; enact standards				
Adaptation Actions	Emergency Management	Integrate Adaptation into Emergency Preparedness, Response	7.1 A	Develop temperature/heat safety protocols for outdoor work. Determine education and enforcement mechanisms.			
			7.1 B	Adjust/extend park and public facility hours during heat waves			
			7.1 C	Expand public drinking fountains/refillable water stations			
			7.2 A	Update wildfire warning and evacuation protocols			
			7.2B	Develop an early warning system for air quality alerts			
			7.2 C	Ensure high-air-quality indoor spaces and purchase and distribute N-95 masks to vulnerable outdoor populations			
	Resilient Community	Educate and Protect Residents	8.1 A	Identify, fund, and prepare existing and new public facilities to serve as resilience hubs			
			8.2 A	Develop outreach to and comprehensive care strategy for vulnerable populations.			
			8.3 A	Update Community Emergency Response Training (CERT) to include growing climate hazards			
			8.3 B	Launch a Community Climate Action Grant			

Appendix C: Implementation Partners, Costs and Funding Sources

Focus Area	Action #	Action	Implementation Lead	Implementation Partners	Estimated cost	\$/MTCO2e	Funding source(s)	Funding program(s)	
Mitigation Actions	Transportation	1.1 A	Fully implement the 2022 Complete Streets Master Plan by 2035 and make adjustments as needed to comply with VMT reduction objectives	Engineering	Finance/Executive	\$ 44,778,000	\$18,743	Caltrans U.S. DOT Calbike	Active Transportation Program Surface Transportation Block Grant Program Funding Sources list
		1.1 B	Create a pedestrian-friendly Downtown and other community and commercial spaces throughout the city	Engineering/Planning	Chamber of Commerce	\$ 215,000	N/A	BAAQMD Caltrans	Vehicle Trip Reduction Grant Program Sustainable Transportation Planning Grants
		1.1 C	Develop and implement a new Parking Management Plan that supports strategic VMT reduction	Planning/Engineering	Environmental Commission/ Complete Streets Commission/ Planning Commission	\$ 400,000	\$168	BAAQMD	Vehicle Trip Reduction Grant Program
		1.1 D	Pilot shared bike, ebike, and scooter programs	Economic Development	Engineering	\$ 125,000	\$523		
		1.2 A	Support Transit-Oriented Development	Planning Commission/Planning	VTA	\$ 300,000	\$235	Metropolitan Transportation Commission	Transportation project grants
		1.2 B	Encourage Live Near Work incentives	Executive/Sustainability	Chamber of Commerce	\$ 380,000	N/A		
		1.2 C	Promote Work From Home policies and infrastructure	Economic Development	Chamber of Commerce	\$ 110,000	\$149		
		1.3 A	Develop an electric shuttle program as an alternative to SOV travel	Economic Development		\$ 250,000	N/A	BAAQMD Caltrans Caltrans	Vehicle Trip Reduction Grant Program Active Transportation Program Sustainable Transportation Planning Grants
		1.3 B	Expand transit service, connectivity, and transit stop amenities	Engineering/Planning	VTA	\$ 140,000	\$59	Metropolitan Transportation Commission	Transportation project grants
		1.3 C	Partner with adjacent cities to improve first/last mile options	Sustainability/Economic Development	Neighboring jurisdictions	\$ 10,000	N/A		
		1.3 D	Require commercial Transportation Demand Management programs	Complete Streets Commission/ Planning Commission	Planning	\$ 650,000	\$556		
		1.3 E	Work with Los Altos School Districts to reduce VMT	Parks & Recreation/Economic Development	Executive/ Los Altos School District	\$ 200,000	\$129		
		1.3 F	Develop and promote community carshare and carpool programs	Economic Development/Sustainability	Finance	\$ 5,000	\$52		
		1.4 A	Increase education & awareness of available EV resources and incentive programs	Economic Development/Sustainability	SVCE	\$ 15,000	N/A		
		1.4 B	Actively promote EV adoption and require EV-only parking	Economic Development	Executive	\$ 160,000	\$65	Silicon Valley Clean Energy (technical assistance) CARB U.S. DOT	FutureFit Assist Clean Vehicle Rebate Project RAISE grants
		1.5 A	Increase the number of available Level 2 EV charging stations in workplace, commercial and multifamily areas	Economic Development/Executive	SVCE	\$ 140,000	N/A	CA Energy Commission U.S. DOE	California Electric Vehicle Infrastructure Project (CALEVIP) Electric Vehicle Supply Equipment Loan and Rebate Program (small businesses)
		1.5 B	Create a citywide network of DC Fast Charging (DCFC) stations	Sustainability/Economic Development/Engineering	SVCE	\$ 250,000	N/A	CA Energy Commission U.S. DOE	California Electric Vehicle Infrastructure Project (CALEVIP) Electric Vehicle Supply Equipment Loan and Rebate Program (small businesses)
		1.5 C	Double the current Electric Vehicle charging and pre-wiring requirements in future Reach Code updates	Planning Commission	Sustainability/Building	\$ 10,000	N/A		
		1.5 D	Identify grants and incentives to install residential EV charging including DCFC, solar EV charging, and paired EV charging + battery storage systems	Sustainability/Planning	SVCE	\$ 50,000	N/A	Silicon Valley Clean Energy (informational resource)	eHub

Appendix C: Implementation Partners, Costs and Funding Sources continued

Focus Area	Action #	Action	Implementation Lead	Implementation Partners	Estimated cost	\$/MTCO2e	Funding source(s)	Funding program(s)
Energy	1.6 A	Phase out off-road fossil fuel engines such as landscaping equipment	Maintenance Services	BAAQMD/SVCE	\$ 150,000	\$114		
	2.1 A	Support 3rd party residential and commercial energy audits	Building/Planning	SVCE/PG&E	\$ 250,000	N/A		
	2.1 B	Increase residential and commercial energy efficiency	Building/Planning	SVCE/PG&E	\$ 50,000	\$7	PG&E PG&E BayREN Santa Clara County BRACE Grants U.S. Dept. of Energy CA Public Utilities Commission	Residential Rebates (Thermostats, water heaters, etc.) Business Rebates Home Energy Advisor program Property Assessed Clean Energy (PACE) Financing Energy Upgrade California
	2.2 A	Adopt evolving Reach Codes and expand to include large additions, and major remodels	Sustainability/Building/Planning	SVCE/PG&E	\$ 10,000	\$1		
	2.3 A	Accelerate residential fuel switching	Building	Planning/SVCE/PG&E	\$ 655,000	\$24	Silicon Valley Clean Energy BayREN EPA CA Energy Commission	FutureFit Program Single-family and multi-family electrification programs Solar Energy System tax credits Low Interest Loans
	2.3 B	Accelerate commercial fuel switching	Building	Planning/SVCE/PG&E	\$ 650,000	\$88	BayREN	Home Energy Advisor program
	2.4 A	Establish a fee or penalty on the use of methane gas	Building	Planning/SVCE/PG&E	\$ 130,000	N/A		
	2.5 A	Increase community solar capacity	Environmental Commission/Planning Commission	Building/Planning SVCE	\$ 65,000	\$32,500	Silicon Valley Clean Energy CA Energy Commission	Lights On Silicon Valley Low Interest Loans
	2.5 B	Adopt Net Zero Building requirements for new construction by 2030	Building	Planning	\$ 65,000	N/A		
	Resource Conservation	3.1 A	Increase the landfill diversion rate	Engineering	Building/MTWS	\$ 20,000	\$48	
3.1 B		Eliminate non-essential single-use plastics	City Council	Sustainability/Engineering	\$ 10,000	N/A		
3.1 C		Reduce waste from demolition, construction and building materials	City Council	Building/Engineering/MTWS	\$ 50,000	\$50,000		
3.2 A		Increase communitywide water efficiency	Planning/Building	Calwater	\$ 100,000	N/A	CalWater	Residential and Commercial water efficiency rebate programs
3.3 A		Promote sustainable food choices	Economic Development/Sustainability	Chamber of Commerce	\$ 130,000	N/A		
3.3 B		Encourage responsible goods & services consumption	Economic Development/Sustainability	GreenTown Los Altos	\$ 130,000	N/A		
Municipal Operations	4.1 A	Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades	Building/Planning	SVCE/PG&E	\$ 600,000	\$10,169		
	4.2 A	Build new City buildings to Net Zero standards	Building	Planning	\$ 10,000	N/A	California Energy Commission	CEC grants
	4.2 B	Develop battery storage options and evaluate microgrids for cost savings and resilience	Building	Planning	\$ 2,200,000	N/A		
	4.3 A	Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles	Maintenance/Finance	Executive	\$ 700,000	\$5,224	BAAQMD	Carl Moyer Program
	4.4 A	Improve City staff use of commute alternatives to single-occupant vehicles	Human Resources	Executive	\$ 75,000	\$18,750		

Appendix C: Implementation Partners, Costs and Funding Sources continued

Focus Area	Action #	Action	Implementation Lead	Implementation Partners	Estimated cost	\$/MTCO2e	Funding source(s)	Funding program(s)
Cross-Cutting Actions	4.4 B	Develop Work From Home and flexible schedule policies	Human Resources	Executive	\$ 5,000	\$56		
	4.5 A	Adopt a zero-waste policy for City facilities and City-sponsored events	Sustainability/Engineering	Finance/MTWS	\$ 5,000	\$33		
	4.5 B	Continue to allow virtual participation in public meetings	Executive	Human Resources		N/A		
	4.6 A	Account for climate change in all new City projects	Executive	All Dept.	Low	N/A		
	4.6 B	Incorporate climate preparedness into City programs, operations, and maintenance protocols	Executive	All Dept.	Low	N/A		
	4.6 C	Integrate CAAP goals into the budget process	Finance	Executive/All Dept.	Low	N/A		
Green Community	5.1 A	Create water-efficient buildings and landscapes	Maintenance	Calwater	\$ 65,000	N/A	Water Resources Control Board Valley Water	Division of Financial Assistance Landscape Rebate Program
	5.1 B	Develop a partnership with the Regional Water Quality Control Plant to use recycled water from the plant	Engineering	City of Palo Alto Public Works	Medium	N/A	Natural Resources Agency	Landscape Rebate Program
	5.2 A	Increase urban tree canopy	Maintenance	Planning/Engineering	\$ 1,200,000	N/A	CA Natural Resources Agency CAL FIRE CA ReLeaf	Urban Greening Program Urban and Community Forestry Grant Program Urban forestry grants
	5.2 B	Expand parks and natural wooded spaces	Parks & Recreation	Engineering/Maintenance	High	N/A	CA Natural Resources Agency CAL FIRE CA ReLeaf	Urban Greening Program Urban and Community Forestry Grant Program Urban forestry grants
	5.2 C	Pilot carbon farming opportunities	Sustainability	Engineering	\$ 100,000	N/A		
	5.2 D	Eliminate the use of non-organic pesticides and herbicides	Maintenance	Parks & Recreation		N/A		
Climate Risk	6.1 A	Update city wide flood risk assessment and capital and policy recommendations	Planning	Engineering	Cost for analysis likely to be \$50,000 - \$500,000. Design/construction in order of magnitude more.	N/A	FEMA/Cal Offices of Emergency Services	Building Resilient Infrastructure and Communities (BRIC) Flood Mitigation Assistance (FMA)
	6.1 B	Develop and implement comprehensive riparian ecosystem restoration plan and relevant floodplain management policies	Planning	Engineering Valley Water	Medium	N/A	Department of Water Resources Wildlife Conservation Board	Habitat Restoration Program Urban Water Management Grants Stream Flow Enhancement Program Wildlife Corridors/Fish Passage
	6.1 C	Expand green infrastructure program to reduce impermeable surface areas and capture runoff from paved areas	Engineering	City Council/Planning Commission	\$1.5 M to construct systems to manage 5 acres of runoff/5 year period, beyond what is already funded	N/A	Natural Resources Agency Wildlife Conservation Board Water Resources Control Board	Urban Greening Program Protect Fish and Wildlife from Changing Conditions Section 319 Nonpoint Source Pollution Grants
	6.2 A	Conduct heat study/mapping to identify areas of Urban Heat Island	Engineering	Planning	Low	N/A	Office of Planning and	Climate Adaptation & Resilience Planning Grants
	6.2 B	Enact reflectivity standards for asphalt and ground level surfaces; enact reflectivity/green roof standards for roofs	Planning/Building	Environmental Commission/Planning Commission	Low	N/A	California Transportation Commission	Transportation Improvement Fees (Highway Users Tax Account (0062))

Appendix C: Implementation Partners, Costs and Funding Sources continued

	Focus Area	Action #	Action	Implementation Lead	Implementation Partners	Estimated cost	\$/MTCO2e	Funding source(s)	Funding program(s)
Adaptation Actions		6.2 C	Promote alternative building cooling strategies; enact standards	Planning	Building	Low	N/A	California Energy Commission	CEC grants
	Emergency Management	7.1 A	Develop temperature/heat safety protocols for outdoor work. Determine education and enforcement mechanisms.	Human Resources/Emergency Op	Building/Planning/ BAAQMD/ Santa Clara County Public Health	Medium	N/A	Office of Planning and	Climate Adaptation & Resilience Planning Grants
		7.1 B	Adjust/extend park and public facility hours during heat waves	Maintenance	Executive	Low	N/A		
		7.1 C	Expand public drinking fountains/refillable water stations	Maintenance	Executive/ Valley Water	Medium	N/A		
		7.2 A	Update wildfire warning and evacuation protocols	Emergency Op	Police/ BAAQMD	Medium	N/A	Public Information Office	Santa Clara County Fire Department
		7.2B	Develop an early warning system for air quality alerts	Emergency Op	Santa Clara County Public Health	Medium	N/A	Office of Planning and	Regional Climate Collaboratives
		7.2 C	Ensure high-air-quality indoor spaces and purchase and distribute N-95 masks to vulnerable outdoor populations	Emergency Op	Emergency Op/ Finance/ Santa Clara County Public Health	Medium	N/A		
	Resilient Community	8.1 A	Identify, fund, and prepare existing and new public facilities to serve as resilience hubs	Engineering	Emergency Op/ Finance/ Santa Clara County Public Health	Medium	N/A	Office of Planning and	Climate Adaptation & Resilience Planning Grants
		8.2 A	Develop outreach to and comprehensive care strategy for vulnerable populations.	Emergency Op	Sustainability/ Santa Clara County Public Health	Medium	N/A	Office of Planning and	Climate Adaptation & Resilience Planning Grants
		8.3 A	Update Community Emergency Response Training (CERT) to include growing climate hazards	Emergency Op	Sustainability	Low	N/A	Office of Planning and	Climate Adaptation & Resilience Planning Grants
		8.3 B	Launch a Community Climate Action Grant	Environmental Commission	City Council	Low	N/A		

Appendix E: Climate Vulnerability Assessment for the City of Los Altos, CA

Prepared by EcoShift Consulting

Executive Summary

The City of Los Altos (Los Altos) is located on the eastern edge of the Santa Cruz mountains, roughly 15 miles East of the Pacific Ocean and 5 miles from the San Francisco Bay. Proximity to these large water bodies has made for a stable climate and will somewhat temper future climate hazards compared to other areas in California.

This Vulnerability Assessment is intended to assist Los Altos in understanding the climate risks it faces under future emissions scenarios. In keeping with California Senate Bill 379, the assessment relies on resources provided by the California Governor's Office of Emergency Services (OES) including Cal-Adapt and the California Adaptation Planning Guide to describe how the *frequency* and *intensity* of climate hazards are changing. The Vulnerability Assessment is just the first step in Los Altos' effort in planning for and adapting to climate change, outlined in Los Altos' Climate Action & Adaptation Plan (CAAP). The Vulnerability Assessment is an appendix to the CAAP. The documents should be read together.

Purpose of SB 379

Senate Bill No. 379 of the California Legislature requires local jurisdictions to address climate adaptation and resiliency strategies in either the local hazard mitigation plan or an update to the safety element of a jurisdiction's General Plan, depending on the date of adoption of a local hazard mitigation plan. The update includes a climate vulnerability assessment "identifying the risks that climate change poses...and the geographic areas at risk," along with a set of goals and strategies to address those risks.

The Cal-Adapt tool and projections of climate change taken from other government plans describe how climate is changing, but they do not describe what the impact will be on Los Altos. The goal of the Vulnerability Assessment is to understand how and how much a changing climate will impact the community sectors - assets, people, economy - that make Los Altos what it is. Adaptation strategies developed in response to the Vulnerability Assessment are described in the CAAP.

Introduction

Natural variability in the climate and weather produce extreme events like droughts, wildfires, and floods over long time periods. While natural systems respond to and even rely on these phenomena, our dense settlement and production of greenhouse gas emissions have greatly changed the impacts of climate hazards. Increased capture of solar radiation, generally referred to as global warming or climate change, is having massive and long-term effects on climatic conditions and global systems like the water cycle, jet stream and ocean currents that transfer energy. Generally, the oceans are rising and temperatures are increasing. Disruptions in jet stream patterns have caused highly unseasonal weather. Some naturally occurring hazards are expected to occur more frequently and with greater intensity, putting our infrastructure, environment, housing, and populations at greater risk.

Indicators of Climate Change in California, a report prepared by the Office of Environmental Health Hazard Assessment, describes the rapidity with which climate change has impacted the state. Included are the following statements.¹

- Average maximum temperatures have increased by 2.2°Fahrenheit over the past century
- The 2012 to 2016 drought was the most extreme since instrumental records began, producing a moisture deficit not seen in the last 1,200 years. It is consistent with a trend of California becoming increasingly dry.
- Glaciers in the Sierra Nevada have decreased in area dramatically, with several of the largest glaciers decreasing by half.
- The amount of water stored in the state's snowpack has been highly variable from year to year, dropping to a record low 5% of the historical average in 2015. Snowmelt runoff during April through July has declined.
- The area burned by wildfires across the state is increasing.
- Over the past 80 years, California's forests have been changing in response to decreasing water availability, driven by warmer temperatures. Small trees and oaks have increased, while pines have decreased.

While efforts at the State and County levels have addressed climate risks and methods to mitigate them, this document is the first to consider the climate risk to Los Altos on the local level, in accordance with SB 379. Although future climate conditions are not certain, models developed by the scientific community and recommended by the California Governor's Office of Emergency Services (OES) provide a range of possible changes to the climate and serve as the technical basis for understanding Los Altos' climate risk.

¹ Office of Environmental Health Hazard Assessment, California Environmental Protection Agency (2018). Indicators of Climate Change in California. Sacramento, California.

Background

California has been divided into 16 different climate zones based on shared characteristics to understand the energy needs for heating and cooling throughout the year. Los Altos is in California Climate Zone 4, which uses San Jose as a reference city. The climate in Zone 4, of which Los Altos is at the very northern boundary, is inland enough to have hot summers but is influenced by the ocean which moderates high and low temperature extremes. Much of the year falls within the comfort zone of 68-80F. Typically, winters are cool and wet. However, Los Altos is in a "rain shadow" of the Santa Cruz mountains, limiting winter precipitation, as well as wind and fog as shown in Figure 1.

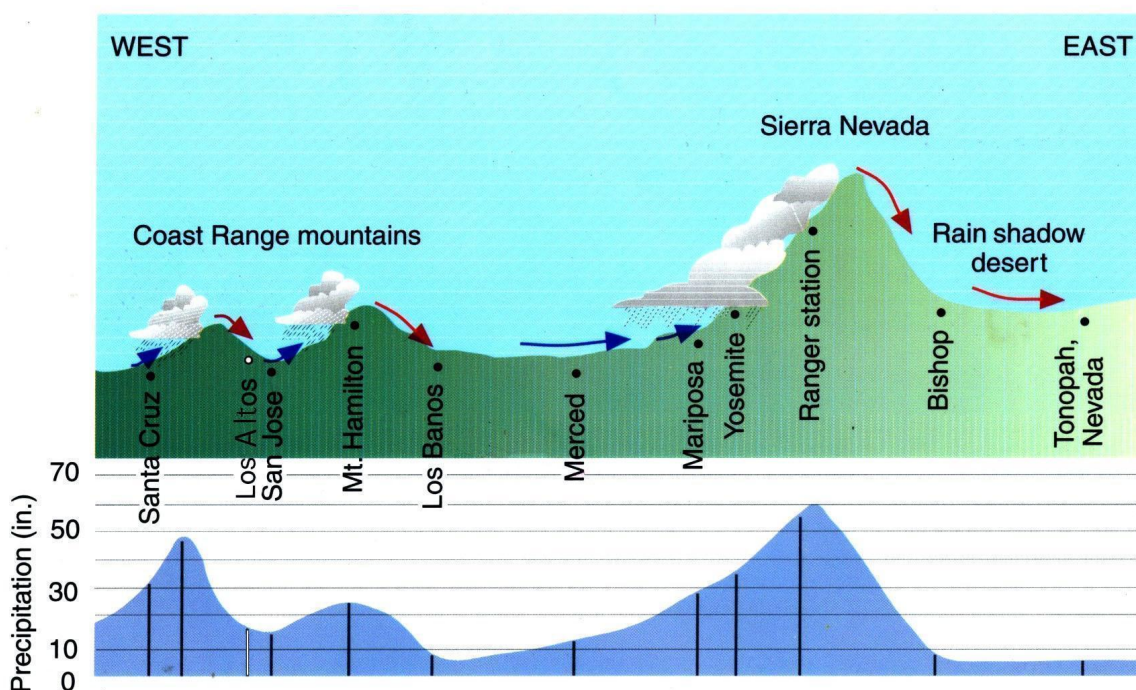


Figure 1: Relationship Between Topography and Precipitation in Simplified Cross Section of California showing how Los Altos is in a rain shadow of the Santa Cruz Mountains (Modified from: C. Ahrens, *Essentials of Meteorology*, 2nd Edition)

Climate Hazard History in Los Altos

Los Altos has experienced many climate hazards since its incorporation almost 75 years ago and more in recorded history. The frequency of these hazards provides a baseline for considering future hazards, even if Los Altos continues to change and the rate of climate change is increasing. Greenhouse gas emissions will change the *frequency* and *intensity* of experienced climate hazards but will not introduce new hazards altogether. Many of these experienced hazards are enumerated in Table 1 of Federally declared disasters. Table 1 indicates the relative prevalence of climate

hazards that reach the level of Federal disaster declaration. Severe winter storms that caused flooding were the most frequent climate event followed by wildfires. Since the Federal government declares disasters at a county-wide scale, the severity of damage to Los Altos specifically is difficult to ascertain from this data set alone.

Incident Type	Declaration Title	Date	FEMA Declaration
Biological	COVID-19	March 13, 2020	EM-3428-CA
	COVID-19 PANDEMIC	March 22, 2020	DR-4482-CA
Coastal Storm	COASTAL STORMS, FLOODS, SLIDES & TORNADOES	February 9, 1983	DR-677-CA
Drought	DROUGHT	January 20, 1977	EM-3023-CA
Earthquake	LOMA PRIETA EARTHQUAKE	October 18, 1989	DR-845-CA
Fire	GRASS, WILDLANDS, & FOREST FIRES	July 18, 1985	DR-739-CA
	CROY FIRE	September 25, 2002	FM-2465-CA
	SUMMIT FIRE	May 22, 2008	FM-2766-CA
	WILDFIRES	June 28, 2008	EM-3287-CA
	SCU LIGHTNING COMPLEX FIRE	August 21, 2020	FM-5338-CA
	WILDFIRES	August 22, 2020	DR-4558-CA
Flood	SEVERE STORMS, FLOOD, MUDSLIDES & HIGH TIDE	January 7, 1982	DR-651-CA
	SEVERE STORMS & FLOODING	February 21, 1986	DR-758-CA
	SEVERE WINTER STORMS, FLOODING, AND MUDSLIDES	April 1, 2017	DR-4308-CA
Freezing	SEVERE FREEZE	February 11, 1991	DR-894-CA
Hurricane	HURRICANE KATRINA EVACUATION	September 13, 2005	EM-3248-CA
Severe Storm(s)	SEVERE WINTER STORMS, FLOODING, LANDSLIDES, MUD FLOWS	January 10, 1995	DR-1044-CA
	SEVERE WINTER STORMS, FLOODING LANDSLIDES, MUD FLOW	March 12, 1995	DR-1046-CA
	SEVERE STORMS, FLOODING, MUD AND LANDSLIDES	January 4, 1997	DR-1155-CA
	SEVERE WINTER STORMS AND FLOODING	February 9, 1998	DR-1203-CA
	SEVERE WINTER STORMS, FLOODING, AND MUDSLIDES	February 14, 2017	DR-4301-CA

Table 1: Relative prevalence of climate hazards that reach the level of Federal disaster declaration

FEMA declares disasters on a county level, even if the disaster only affected part of the county. Pandemics and earthquakes, though shown in Table 1, are not climate hazards so are not discussed in this report. Notably absent from the table are several multi-year droughts, based on how FEMA calculates event losses. The only FEMA-declared emergency classified as a drought - in all of California's history - occurred in 1977. However, Santa Clara County has experienced three additional extended year droughts: 1987-1992, 2007-2009, 2012-2017. As of this writing (summer 2021), California is experiencing persistent severe drought.

Based on this history and Cal-Adapts projections, this vulnerability assessment has been framed around three climate-related groups of hazards:

1. Temperature, Extreme Heat & Drought
2. Precipitation & Flooding
3. Wildfires & Air pollution

Reports produced by other jurisdictions may include different climate variables and climate hazards, or categorize the variables and hazards differently based on their climate conditions.

Temperature, Extreme Heat & 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 emissions scenario.

Whether or not 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 expected to increase as much as 15%, while average annual precipitation is not expected to change. Higher temperatures combined with less consistent rain will impact both water supply and outdoor water demand.

Climate Hazards like droughts, heat waves, and air pollution are stressors that are usually less dynamic than floods or wildfires. Droughts occur on a slower timeline and can last longer than other climate hazards. Droughts may not cause a loss of property or impair infrastructure like other hazards, but prolonged droughts impact the environment, the economy, and residents' quality of life. The Santa Clara County Operational Area (OA) Hazard Mitigation Plan declares:

Historical drought data regarding Santa Clara County OA indicate four significant droughts over the last 40 years, with drought occurring in 12 of those 40 years. Based on risk factors and this history, droughts likely will continue to occur in the Santa Clara County OA. Moreover, as temperatures increase, probability of future droughts will

likely increase as well. Therefore, droughts likely will occur in Santa Clara County at varied severities in the future, even after conclusion of the current [2012-2017]drought.²

Similarly, across Santa Clara County, several extreme heat events were experienced in the past 20 years, including during 2000, 2006, and 2009. None of these were Federally-declared disasters. Yet heat waves have become stronger across the region, including mid-summer night-time heat waves and increases in day-time heat waves. Though heat waves are invisible, they can have great impacts on human health, particularly for vulnerable populations.

Precipitation & Flooding

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 (See the section Future Changes to Climate Hazards, below). Interestingly, while severe storms will happen more frequently, they will not be much more intense according to projections produced by Cal-Adapt. Similarly, the average annual precipitation is not expected to change.

Floods are caused by the duration, intensity, and spatial distribution of precipitation interacting with terrain and land use characteristics like ground cover. In other words, floods are not exclusively a climate hazard. They are the result of a climate phenomenon in interaction with physical conditions. These local conditions that influence flooding range from short-term characteristics such as soil moisture to long-standing features like the size of storm sewers. Similarly, the impact of floods depend on what is flooded: The storms of 1998 caused overtopping of Adobe Creek, flooding properties and damaging structures in Los Altos Redwood Grove Nature Preserve, but producing much less damage than if somehow downtown were flooded.

Wildfires & Air Pollution

Despite increased temperatures, wildfires are not projected to be a significantly worse threat in the future for Los Altos, based on the average area burned by wildfires. That indicator of wildfires is projected to *decrease* as Los Altos urbanizes. Regionally, Los Altos and the surrounding area is not high risk, though the relative risk for natural areas in the Santa Cruz mountains is projected to increase slightly. CAL FIRE's somewhat outdated maps do not consider Los Altos or most of the areas around Los Altos to be very high fire hazard severity zones because they are urban. The closest very high fire hazard areas are in southern Cupertino and Saratoga. Some areas west of Los Altos are in a high hazard severity zone.

However, the analysis is limited to direct wildfire impact in Los Altos – acres burned. Secondary impacts like air pollution can be significant and prolonged.

² *Santa Clara County Operational Area Mitigation Plan*, Office of Emergency Services, p. 117, http://sanjose.granicus.com/MetaViewer.php?event_id=2690&meta_id=642821, accessed June 8, 2021

In some ways, wildfires are an interesting analog to floods, influenced both by weather and local conditions. The Santa Clara County Climate Adaptation Guidebook describes this complexity. "Weather is one of the most significant factors in determining the severity of wildfires; [however,] natural fire patterns are driven [both] by conditions such as drought, temperature, precipitation, and wind, and also by changes to vegetation structure and fuel (i.e.) biomass availability." Just as floods are exacerbated by high soil moisture, wildfires are more destructive when they occur on top of strong droughts.

Of course, wildfires can start from any number of human sources and not only during dry weather. Like floods, wildfires present the greatest risk to life and property when they cross the wildland urban interface into developed areas. However, the spread and duration of wildfires is less predictable than floods. Wildfires are most likely to spread through embers directed by wind and the air currents of the fire itself.

These air currents can bring particulate matter hundreds of miles from the fire. During the SCU Fire and even the Paradise Fire, Los Altos was impacted by poor air quality which kept people in their homes.³ Summer can already produce poor air quality due to photochemical (sunlight) smog and the long-term suspension of particulate matter that rain in the winter and spring dissolves. These periods of air pollution increase the health risk for people with pre-existing respiratory conditions and/or who experience occupational hazards through outdoor work.

³ As shared in the Apr. 23, 2021 focus group

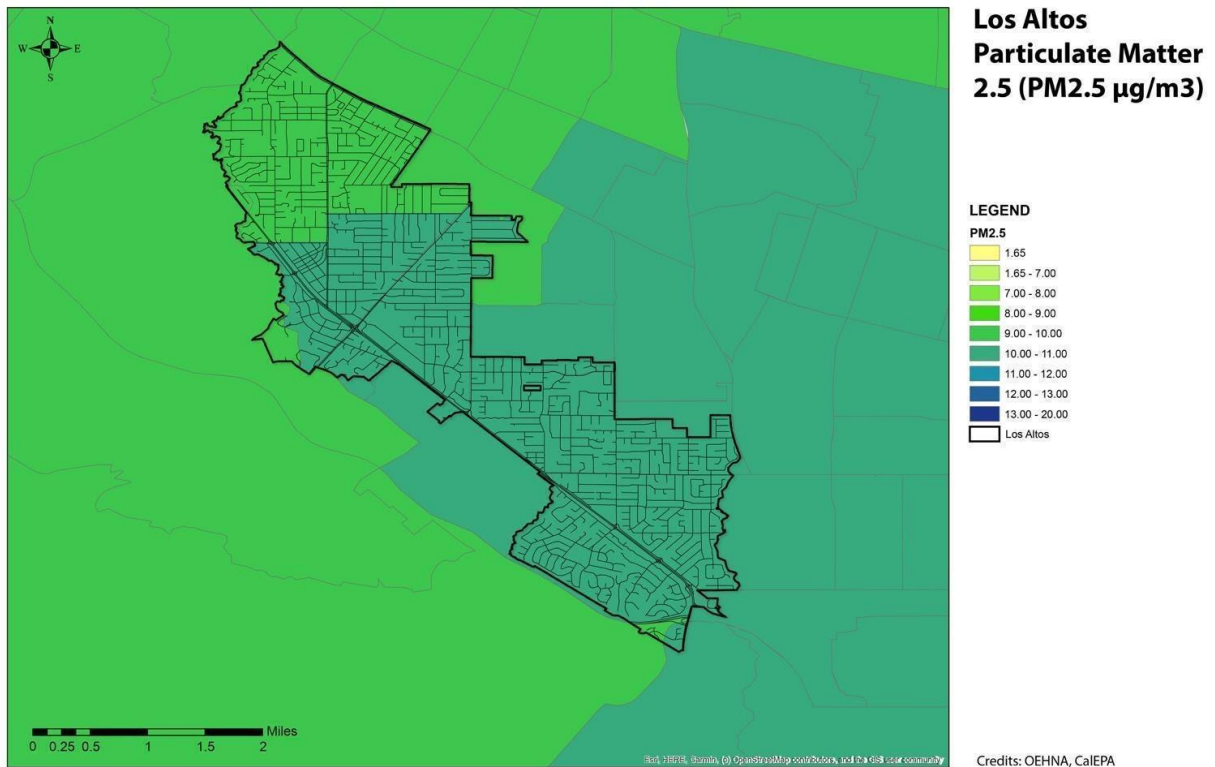


Figure 2: Average concentration of particulate matter 2.5 in Los Altos and surrounding area

Although a verdant city, Los Altos has only average air quality. The Bay Area as well as the Central Valley south of Sacramento are all non-attainment areas for ambient air quality standards. Figure 2 shows the concentration of Particulate Matter 2.5, a specifically harmful irritant. According to OEHHA, "PM2.5...can have adverse effects on the heart and lungs, including lung irritation, exacerbation of existing respiratory disease, and cardiovascular effects. The US EPA has set a new (in the last decade) standard for ambient PM2.5 concentration of 12 µg/m³, down from 15 µg/m³." Most of Los Altos is higher than 10 µg/m³. The EPA classifies the whole of Santa Clara County as "moderate" in the category of PM 2.5. It should be noted that ozone, another indicator of air quality, has improved considerably throughout the Bay Area since the 1960s. Given the moderate baseline air quality, added pollution from wildfires even far from Los Altos can create unhealthy levels of PM2.5

Future Changes to Climate Hazards

There are several sources of information about future climate hazards and their impact on Los Altos. Described below is information from several State, County, and local documents and tools. These sources are not exhaustive, nor are they entirely in agreement, however, together they provide a helpful composite.

California State Hazard Mitigation Plan

The California State Hazard Mitigation Plan is the state's primary document which describes historical and current hazards and articulates goals to mitigate those hazards to reduce injury, death, and damage. The Hazard Mitigation Plan is helpful background for the Vulnerability Assessment, although hazard mitigation is not exactly the same as climate adaptation. Specifically, the goal of hazard mitigation planning is to understand the probability and impact of natural and man-made hazards and to outline actions to reduce or eliminate the loss of life and property from those hazards. Some of the hazards in the hazard mitigation plan are natural hazards and most of those natural hazards are climate related. The plan lists fire, flood, and earthquake as the primary hazards based on number of events, deaths, and cost. Climate change, it says, will result in "more frequent incidence of severe events, such as extreme rainfall, wind, wildfire, extreme heat, and extended drought."⁴

California's Fourth Climate Change Assessment – San Francisco Bay Area Region Report

California's fourth climate change assessment was produced in 2018. Given the size and physical diversity of California, the assessment was divided into region-specific reports. The San Francisco Bay Area Region report describes that temperatures in the Bay Area rose almost 2°F between 1950 and 2005 and are expected to rise significantly by mid-century. If emissions continue through the end of the century, temperature changes will be major, with an increase of 7.2°F. However, inland areas will heat up more than coastal areas, both generally and when comparing the hottest day of the year in each area.

According to the report, precipitation will continue to vary significantly year to year, based on the occurrence and path of winter jet stream flows which produce "atmospheric rivers." Winter storms from the atmospheric rivers will continue to produce significant snowfall in the Sierra Nevada and heavy rainfall capable of causing floods. Under a high emissions scenario, the wettest day of the year in 2100 may produce 30% more rain. The Bay Area may experience precipitation "whiplash" year to year:

⁴ California State Hazard Mitigation Plan, California Office of Emergency Services, 2018, Section 4.3 – p. 129

Even if total precipitation increases, changes in the timing and form of precipitation (rain or snow) along with expected increases in temperature are likely to cause longer and deeper droughts. Average Sierra snowpack is expected to decline between 30% and 60% by mid-century and over 80% by the end of the century under a high emissions scenario.

Future fire activity is expected to increase as climate warms; however, the distribution of risk is uncertain because it depends on changes in urban development. Where the wildland-urban interface expands, fire risks will increase. Rural and suburban areas that urbanize will see a decline in fire risk.

Santa Clara County Operational Area Hazard Mitigation Plan

The Santa Clara County Operational Area Hazard Mitigation Plan is the county-wide hazard mitigation plan for Santa Clara County. The plan describes briefly how climate will impact the frequency and severity of climate hazards. Specifically, it describes that the number and length of heat waves is expected to increase, as are the number of single-day extreme heat days. According to the document, "precipitation projections for California remain uncertain," however, the combination of temperature increases combined with the timing and form of precipitation is expected to change stream flow and river flooding. Wildfire risk as defined by area burned in Santa Clara County is not expected to change significantly by mid-century. The average area burned is expected to *decrease* by 10-20% by 2085.

Los Altos Hazard Mitigation Plan Annex

The Los Altos Hazard Mitigation Plan Annex is a Los Altos-specific addition to the Santa Clara County Hazard Mitigation Plan. The Los Altos Hazard Mitigation Plan Annex not only lists the history of declared disasters, it also ranks natural hazards based on their probability and their impact. According to the Hazard Mitigation Plan Annex, the hazard with the highest risk score (probability x impact) is earthquake (48) followed by severe weather (33), flood (18), drought (9), dam and levee failure (6), wildfire (3) and landslide (3). Severe weather includes severe storms from atmospheric rivers or thunderstorms, extreme heat and frosts/freezes, high winds, and so-called space weather, which refers to disruptive variations in the sun's energy.

The risk score ranking is useful for understanding how the hazards compare to one another. While earthquakes are a natural hazard, it is not considered in this climate Vulnerability Assessment.⁵

⁵With the exception of sea level rise increasing the liquefaction risk in coastal areas outside of Los Altos, there is no relation between atmospheric phenomena and earthquake risk. More simply, whether we reverse or continue climate change will not increase or decrease the risks of earthquakes. Earthquakes are well considered in the Hazard Mitigation Plan for Santa Clara County and its Los Altos Annex.

Rankings of the CAAP Task Force

The CAAP Task Force is a group of City staff and Environmental Commission members who guided the development of the CAAP. They are involved in many aspects of Los Altos operations, planning, and environmental management and so were asked what climate hazards they were most concerned about in the future. They ranked their concern (high, medium, low) for primary and secondary climate hazards. Primary climate hazards are phenomena that are climate variables. Temperature and precipitation *define* climate. Secondary climate hazards are hazards resulting from changes in primary climate hazards in relation to community sectors like the natural environment, the economy, and the public. All twelve respondents on that Task Force completed the survey ranking hazards of concern. Responses are shown below

Primary Climate Hazards	Score
Temperature Increase	2.4
Precipitation Changes	1.8
Sea Level Rise	1.3

Table 3: Average Scores and Ranking for Primary Climate Hazards according to the CAAP Task Force

Secondary Climate Hazards	Score
Drought	2.8
Extreme Heat/Heat Waves	2.4
Wildfire	2.4
Air Pollution	2.4
Flooding (Riverine, Areal)	2.3
Urban Heat Island	1.9
Flooding (Coastal)	1.4
Landslide	1.3

Table 4: Average Scores and Ranking for Secondary Climate Hazards according to the CAAP Task Force

The CAAP Task Force was most concerned about increasing temperatures and changes in precipitation patterns. Each of the hazards of high and medium concern were related to the impacts of heat, with drought receiving the highest average score and extreme heat, wildfire, and air pollution receiving the next highest scores. The hazard with the highest score, drought, is driven both by heat and by

precipitation. Air pollution, wildfires, and urban heat island are hazards that are not entirely a natural phenomenon.

Cal-Adapt & Adaptation Planning in California

The OES issued the **California Adaptation Planning Guide (APG)** to help municipalities and all stakeholders involved in the vulnerability assessment process with recommendations and tools to develop a scientifically grounded, relevant, and actionable adaptation plan.

One of the public resources provided by OES to be used in consult with the (APG) is a web-based climate projection tool called Cal-Adapt. **Cal-Adapt provides historical and projected climate information, including “local snapshots” of several different climate phenomena under different emissions scenarios through 2100.** The global climate models selected by OES are particularly well matched to California's climate.

Cal-Adapt was used for this vulnerability assessment to predict what future temperature and precipitation Los Altos will experience based on scenarios of future global emissions or Representative Concentration Pathways, RCP 4.5 and RCP 8.5, adopted by the International Panel on Climate Change. These emissions scenarios are based on models of population growth, economic growth, food production, technological advancement, political activities to curb greenhouse gas emissions and other factors. RCP 2.6 represents a “very stringent” pathway, in which emissions start declining by 2020 and go to zero by 2100. It is not included in Cal-Adapt. RCP 4.5 represents a global growth scenario in which emissions continue to 2040 and then decline. RCP 8.5 represents a “business as usual” scenario in which emissions continue unabated. Because these scenarios and models are global, they do not consider how Los Altos reduces its emissions.

Cal-Adapt plugs these global emissions scenarios into global climate models (GCMs) to produce local information about areas in California, including Los Altos. Cal-Adapt describes the process on its [Guidance on Using Climate Projections webpage](#), from which the text below is reproduced.

Climate scientists create projections of future climate using powerful tools called global climate models. Global climate models are complex pieces of computer software that crunch through thousands of mathematical equations representing the scientific theory of how the climate system works. They can be used to simulate climate over past periods, or to run experiments in which scientists impose certain conditions on the model to see how the climate system responds. A future climate projection is the product of global climate model experiments in which scientists impose upon the model some scenario of the future atmospheric concentration of greenhouse gases [eg. RCP 4.5 and RCP 8.5].

When climate scientists run a climate model, they divide the area of study into a grid, and the model performs calculations for each

individual cell within the grid. The output from those calculations can then be visualized on a map, similar to the visualizations in Cal-Adapt [shown in Figures 3-9]. In climate model projections, for any given snapshot in time, each grid cell is represented by a single value for temperature, precipitation, or other climate variable of interest.

The grid cells in most global climate models are very large—from 100 to 600 kilometers [roughly 100 to 375 miles] squared. This coarse resolution is OK when scientists are studying climate on the global scale, but it is not very useful when we are trying to understand climate change on smaller scales. We know that present-day climate varies greatly from region to region in California, and so we expect future climate to vary accordingly. But that detail is lost in the global climate models, in which all of California may be represented by just a few grid cells. To be able to plan for the future, we need to produce higher-resolution projections of future climate. Climate scientists do just that by using various techniques to "downscale" global climate model output to finer spatial scales. The data in Cal-Adapt is taken from a selection of global climate models and downscaled to about 7-kilometer [roughly 4.5 mile] resolution.

Understanding Cal-Adapt Graphs

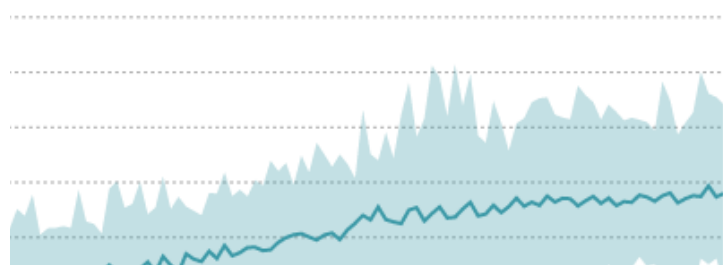
The Cal-Adapt graphs presented in this Vulnerability Assessment display several types of data illustrating how variables like temperature, extreme heat, drought, precipitation, and wildfire are expected to change as climate change continues. The next series of images describes how information on the Los Altos graphs are displayed.

The line in grey represents historical observed values for each year shown on the graph. The year-to-year differences represent the natural variation in climate. Although the planet is warming over the long term, some years are still cooler or warmer than others.



The colored areas of the graph below represent projections under different emissions scenarios, RCP 4.5 representing continued global emissions until 2040 and RCP 8.5 representing continued global emissions through the end of the century.

RCP 4.5 is shown in a light blue or teal color. The blue line represents the most likely



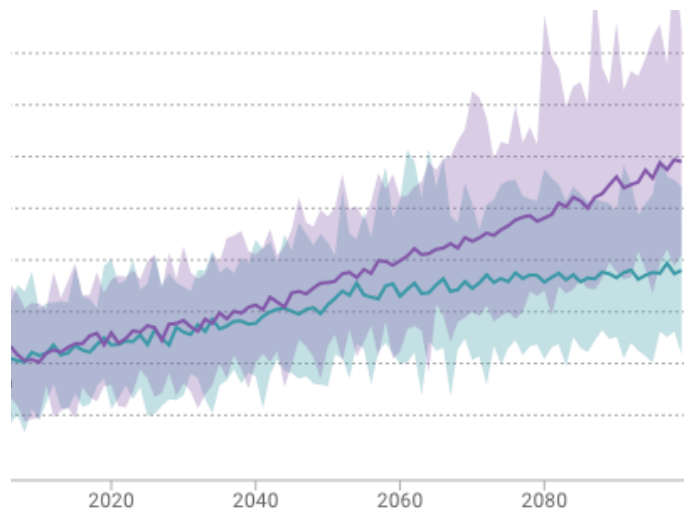
outcome for whatever variable is being graphed. Because it is produced by averaging multiple climate models, it smooths out the year-to-year variability that each model predicts. The line does not indicate that year-to-year variability will disappear. (Figure 6 in the following pages shows how much variability is predicted year-to-year in individual models)

The shaded blue or teal area around the line represents the full range of climate projections for the variable across all the models. If one model predicts a high value and one model predicts a low value, that information is shown in the shaded area.

In sum, under a medium emissions scenario, Los Altos may experience any value within the shaded blue area and is most likely to experience the value on the blue line.

The same explanation for the image holds true under a high emissions scenario, shown in light purple. The purple line represents the most likely outcome for the variable, and the shaded area around the line represents the full range of climate projections for the variable across all models.

When both emissions scenarios are graphed, the darker purple-grey area represents the possible values which are projected in both medium emissions and high emissions scenarios. For some climate variables, like temperature, differences between emissions scenarios become clear later in the century by less and less overlap in blue and purple shaded areas, indicating that reducing emissions will reduce how much temperatures rise. For other variables, like precipitation, there is not a significant visual difference between the blue and purple shaded areas, indicating that the range of values for precipitation is more or less the same in either emissions scenario.



Precipitation & Flooding

Figure 3 shows the observed and projected annual precipitation for Los Altos. The graph indicates that there is expected to be little change in annual average precipitation in a medium or high emissions scenario for both Los Altos and Santa Clara County (not shown), a remarkable reality considering that many areas across California and the country are projected to experience much greater drought in the future. As shown in Table 5, average annual precipitation is projected to increase marginally.

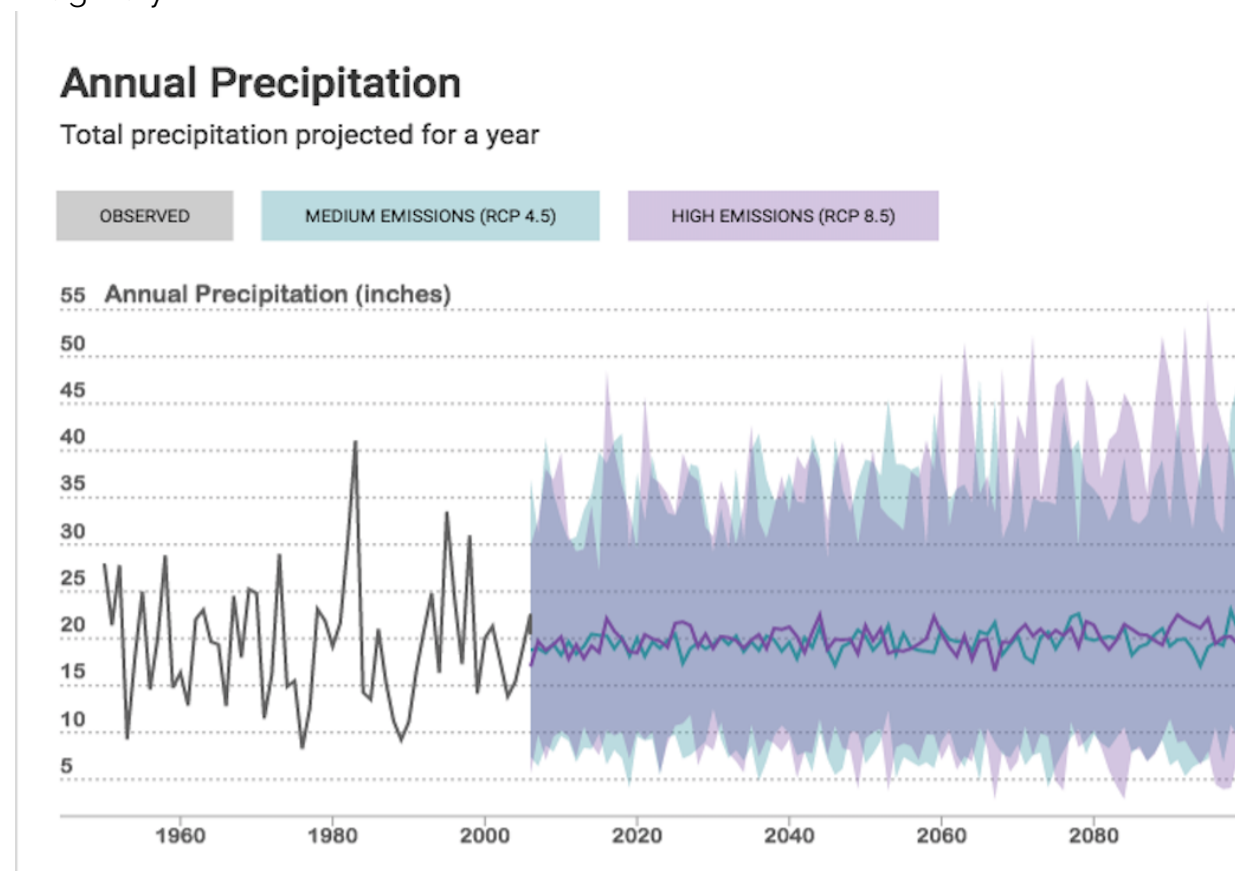


Figure 3: Annual total precipitation, observed and projected under medium and high emissions scenarios. The shaded area represents the range of likely annual precipitation totals in each scenario; the colored lines represent the most likely precipitation total in each scenario. Produced using Cal-Adapt.

Period	Years	Emissions Scenario	Average	Range of Averages	Units
Baseline	1961-1990	Observed	19		inches
Mid-Century	2035-2064	Medium (RCP 4.5)	20.1	17.5 - 26.4	inches
End-Century	2070-2099	Medium (RCP 4.5)	20.6	16.7 - 25.2	inches
Mid-Century	2035-2064	High (RCP 8.5)	20.5	16.4 - 26.1	inches

End-Century	2070-2099	High (RCP 8.5)	21.3	14.7 - 28.6	inches
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Table 5: Annual total precipitation, observed and projected under medium and high emissions scenarios over 30-year periods according to Cal-Adapt. The numbers in the average column represent the averages of the most likely outcome over the 30-year periods. The numbers in the range of averages column represents the averages from all climate models over the 30-year periods. The range of averages is generally greater in the high emissions scenario, indicating the greater uncertainty under high emissions.

Even if annual precipitation is expected to remain consistent as an annual average, the timing of rainfall is expected to vary from the existing seasons. Winters may be wetter and spring and autumn may be drier. The variability may include more intense, infrequent rainfall causing riverine flooding, preceded and followed by longer dry spells without any precipitation. The maximum 1-day precipitation event is expected to increase marginally.

Flooding is likely to increase as a result of an increased number of days with extreme rainfall events. That increased risk may be compounded with a slight increase in the number of wildfires in areas uphill and upstream from Los Altos that reduce the ability of plants and soils to absorb rainfall. Conversely, back-to-back extreme rainfall events in late winter may fall on areas already saturated and unable to absorb rainfall. The result in either case is a change in the intensity and pattern of flooding. Determining flood risk requires hydrologic and hydraulic analyses that are outside the scope of this assessment- the last study performed for FEMA was in 1977, indicating that a new analysis should be performed.

Maximum 1-day Precipitation

The maximum daily precipitation amount for each year. In other words, the greatest amount of daily rain or snow (over a 24 hour period) for each year.

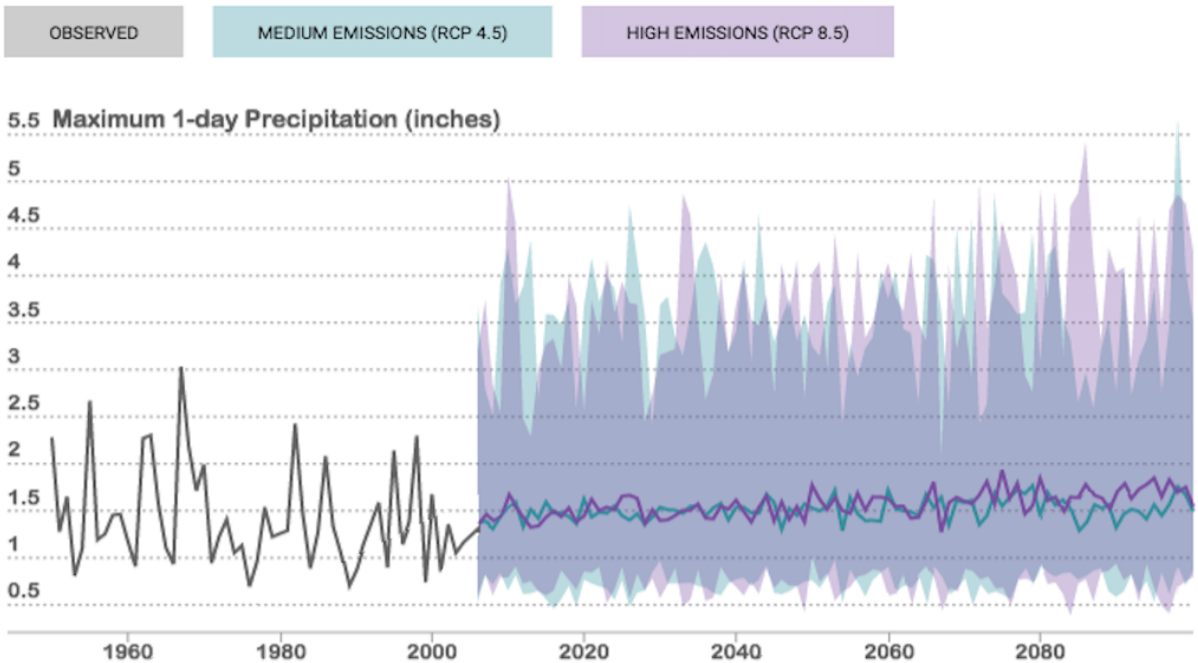


Figure 4: Maximum 1-day precipitation, observed and projected under medium and high emissions scenarios. The shaded area represents the range of likely precipitation totals in each scenario; the colored lines represent the most likely total in each scenario. Produced using Cal-Adapt.

Period	Years	Emissions Scenario	Average	Range of Averages	Units
Baseline	1961-1990	Observed	1.5		inches
Mid-Century	2035-2064	Medium (RCP 4.5)	1.6	1.35 - 2.06	inches
End-Century	2070-2099	Medium (RCP 4.5)	1.6	1.36 - 2.01	inches
Mid-Century	2035-2064	High (RCP 8.5)	1.6	1.35 - 1.86	inches
End-Century	2070-2099	High (RCP 8.5)	1.7	1.36 - 2.29	inches

Table 6: Maximum 1-day precipitation, observed and projected under medium and high emissions scenarios over 30-year periods according to Cal-Adapt. The numbers in the average column represent the averages of the most likely outcome over the 30-year periods. The numbers in the range of averages column represents the averages from all climate models over the 30-year periods.

Figure 5 shows a slightly different representation of future precipitation under a high emissions scenario and, using four models recommended by Cal-Adapt, shows an increase in the number of extreme precipitation events annually. Through mid-century, all of the models predict some years with no extreme precipitation events annually. By the end of the century, three of the four models predict several extreme events annually – it will be more likely than not to experience at least one extreme event annually. Since the annual precipitation is not expected to increase, it can be assumed that there will be a decrease in the amount of precipitation occurring during non-extreme precipitation events.

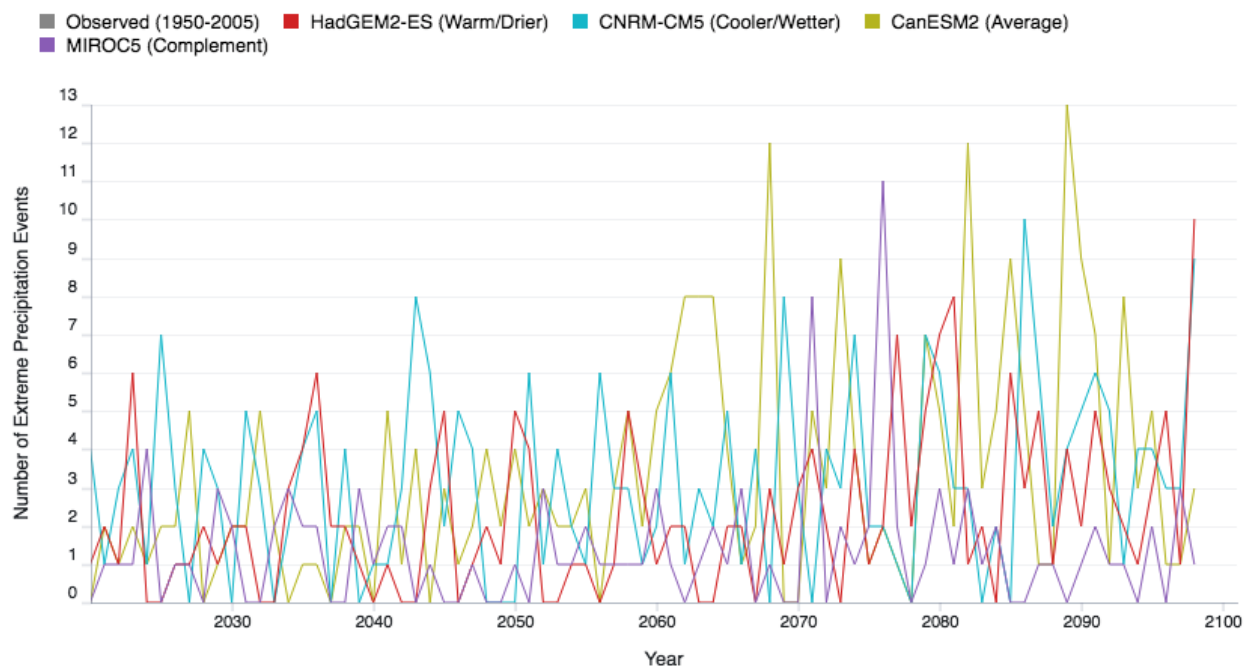


Figure 5: Number of extreme precipitation events projected under high emissions scenarios according to 5 different global climate models (GCMs) recommended by Cal-Adapt.

Temperature, Extreme Heat & Drought

As shown in Figure 6, the annual average maximum temperature is expected to increase over the rest of the 21st century. Under the high emissions scenario (RCP 8.5), temperature is projected to increase nearly 8 degrees F, nearly twice as much as under a medium emissions scenario (RCP 4.5). Table 7 indicates the certainty of temperature increases. Even the low end of the range of averages is higher than the observed average, 1961-1990.

Annual Average Maximum Temperature

Average of all the hottest daily temperatures in a year.

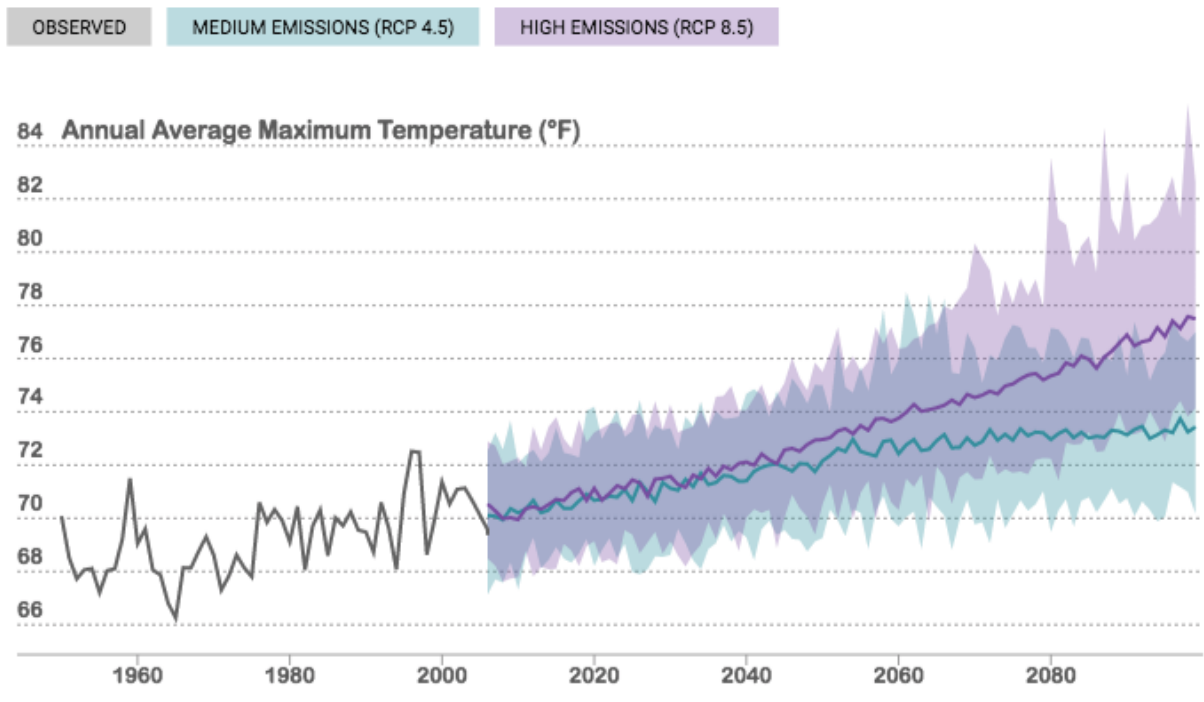


Figure 6: Annual average maximum temperatures, observed and projected under medium and high emissions scenarios. The shaded area represents the range of likely temperatures in each scenario; the colored lines represent the most likely temperature in each scenario. Produced using Cal-Adapt.

Period	Years	Emissions Scenario	Average	Range of Averages	Units
Baseline	1961-1990	Observed	67.7		°F
Mid-Century	2035-2064	Medium (RCP 4.5)	70.3	68.8 - 71.8	°F
End-Century	2070-2099	Medium (RCP 4.5)	71.4	69.5 - 73.7	°F
Mid-Century	2035-2064	High (RCP 8.5)	71.1	69.2 - 72.9	°F
End-Century	2070-2099	High (RCP 8.5)	74.3	71.5 - 78.1	°F

Table 7: Annual Average Maximum Temperature, observed and projected under medium and high emissions scenarios over 30-year periods according to Cal-Adapt. The numbers in the average column represent the averages of the most likely outcome over the 30-year periods. The numbers in the range of averages column represents the averages from all climate models over the 30-year periods.

Drought

As a product of increasing temperatures and increasing precipitation variability, including less spring and autumn precipitation, drought may increase. The maximum length of dry spell is expected to increase by 10-15% as shown in the table below.

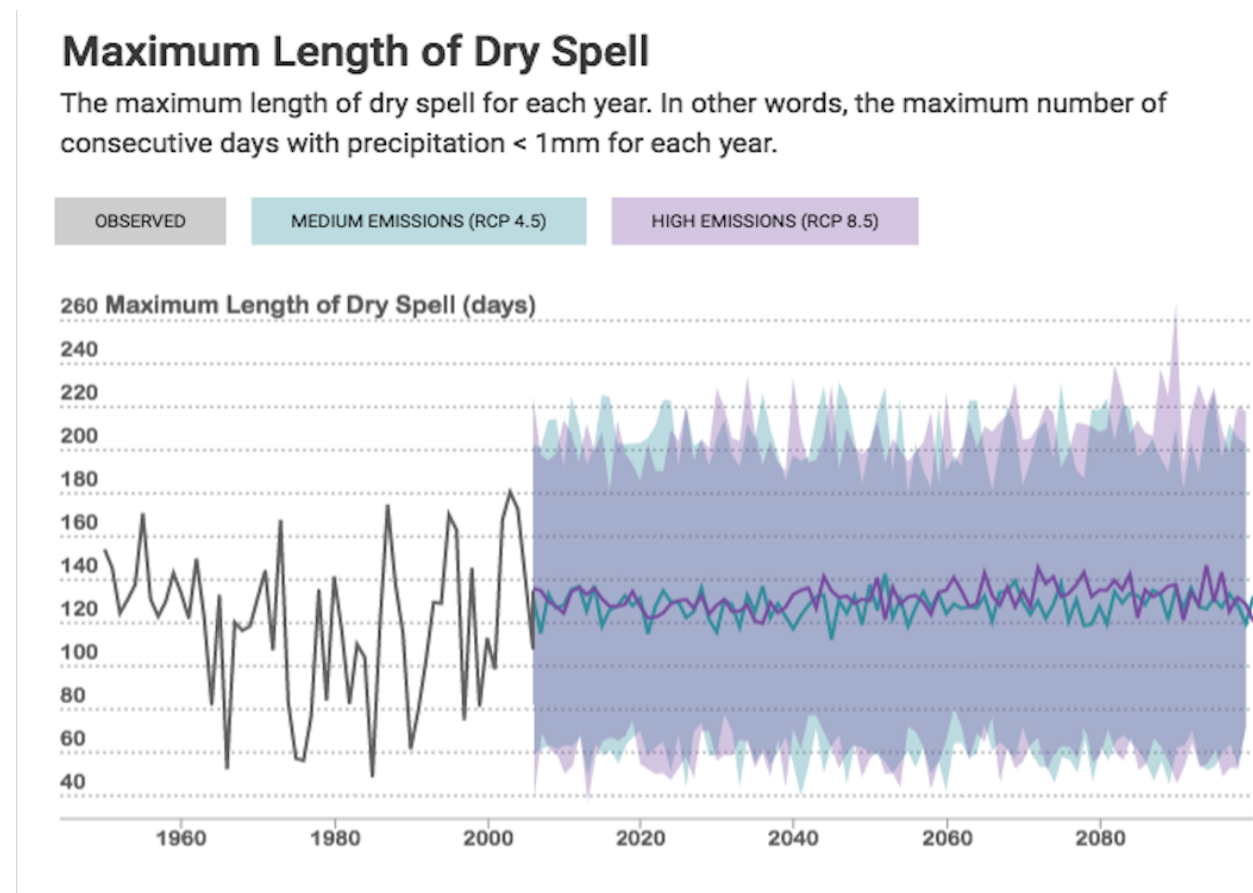


Figure 7: Maximum length of dry spell, observed and projected under medium and high emissions scenarios. The shaded area represents the range of likely number of days of dry spell totals in each scenario; the colored lines represent the most likely maximum length in each scenario. Produced using Cal-Adapt.

Period	Years	Emissions Scenario	Average	Range of Averages	Units
Baseline	1961-1990	Observed	120		days
Mid-Century	2035-2064	Medium (RCP 4.5)	133	119 - 151	days
End-Century	2070-2099	Medium (RCP 4.5)	135	115 - 150	days
Mid-Century	2035-2064	High (RCP 8.5)	137	125 - 151	days
End-Century	2070-2099	High (RCP 8.5)	140	112 - 172	days

Table 8: Maximum length of dry spell, observed and projected under medium and high emissions scenarios over 30-year periods according to Cal-Adapt. The numbers in the average column represent the averages of the most likely outcome over the 30-year periods. The numbers in the range of averages column represents the averages from all climate models over the 30-year periods. Under a high emissions scenario, the range of averages at the end of century (112-172 days) is significantly wider than the range of averages mid-century (125-151 days), indicating the uncertainty of the impact of high emissions longer term.

Average temperatures and days with extreme heat are expected to increase, increasing evaporation and evapotranspiration (release of water vapor by plants) in turn. Residential water use for landscaping may increase in response. Defining drought as simply the length of a dry spell obscures the complexity of Los Altos' water supply and use. Future droughts will be defined not just by precipitation and temperature, but by water supply storage levels across the water system and water use by end users. In other words, drought is not an entirely natural phenomenon.

Extreme Heat/Heat Waves

Heat waves are expected to increase in severity, frequency, and duration.

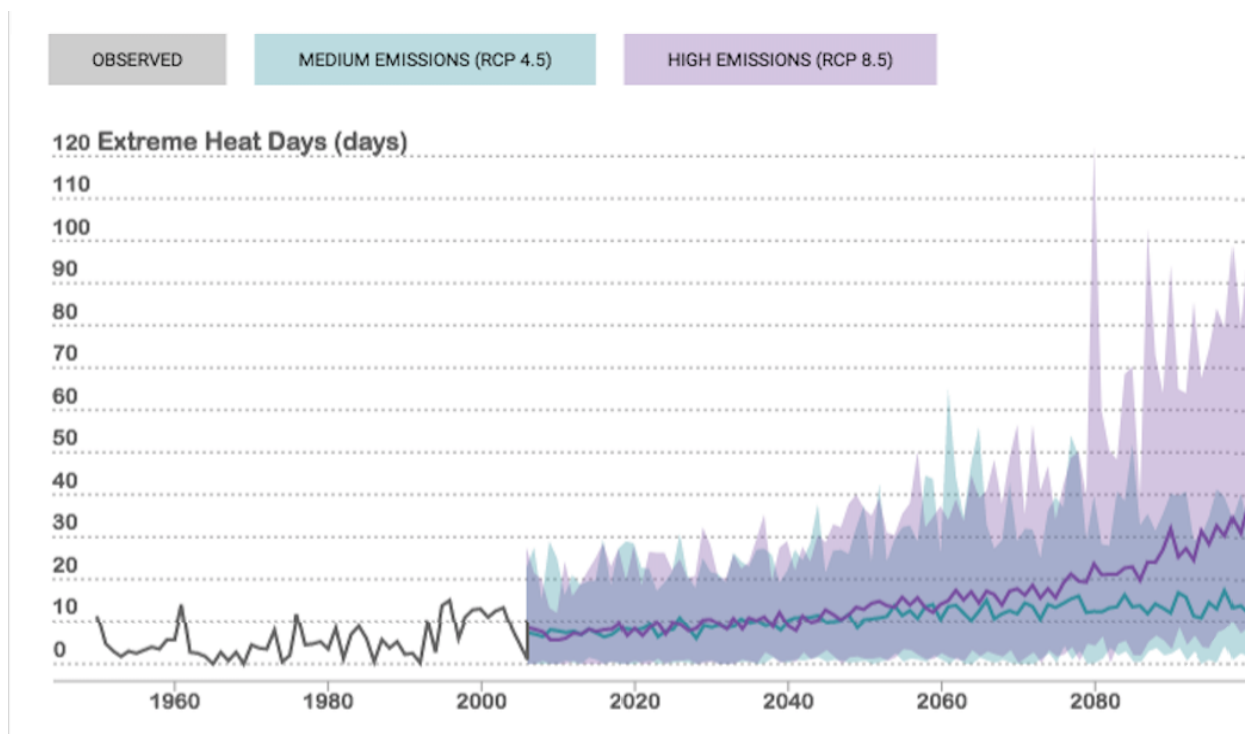


Figure 8: Number of extreme heat days, observed and projected under medium and high emissions scenarios. The shaded area represents the range of likely number of extreme heat days in each scenario; the colored lines represent the most likely number of extreme heat days in each scenario. Produced using Cal-Adapt.

Period	Years	Emissions Scenario	Average	Range of Averages	Units
Baseline	1961-1990	Observed	4		days
Mid-Century	2035-2064	Medium (RCP 4.5)	11	7-17	days
End-Century	2070-2099	Medium (RCP 4.5)	13	9-23	days
Mid-Century	2035-2064	High (RCP 8.5)	14	8-20	days
End-Century	2070-2099	High (RCP 8.5)	24	13-49	days

Table 9: Number of extreme heat days, observed and projected under medium and high emissions scenarios over 30-year periods according to Cal-Adapt. The numbers in the average column represent the averages of the most likely outcome over the 30-year periods. The numbers in the range of averages column represents the averages from all climate models over the 30-year periods.

As shown in Figure 8, the number of extreme heat days (defined as days with high temperatures above 90.2F for Los Altos) is expected to increase above 10 by mid-century. By the end of the century, Cal Adapt projects more than three times as many days of extreme heat under the medium emissions scenario and as many as 40 days of extreme heat under the high emissions scenario.

Wildfires & Air Pollution

Remarkably, given the expected increases in average and extreme temperatures, the area of Los Altos burned by wildfires is projected to *decrease*, according to Cal Adapt, under both medium and high emissions scenarios.

Annual Average Area Burned

Average of the area projected to be at risk to burning in a year.

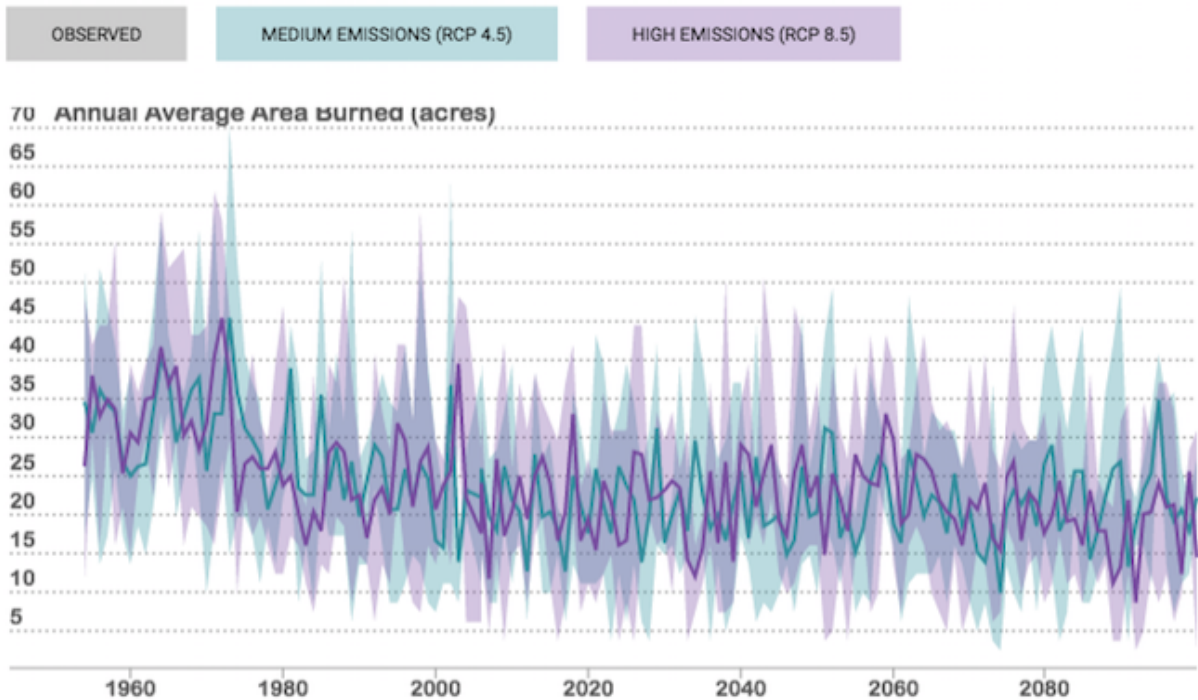


Figure 9: Annual average area burned, projected under medium and high emissions scenarios. The shaded area represents the range of likely average area burned in each scenario; the colored lines represent the most likely average area burned in each scenario. Produced using Cal-Adapt.

Period	Years	Emissions Scenario	Average	Range of Averages	Units
Baseline	1961-1990	Medium (RCP 4.5)	30	28.1 - 31.8	acres
Baseline	1961-1990	High (RCP 8.5)	29	28.4 - 29.0	acres
Mid-Century	2035-2064	Medium (RCP 4.5)	21	18.6 - 23.4	acres
Mid-Century	2035-2064	High (RCP 8.5)	24	21.3 - 25.7	acres
End-Century	2070-2099	Medium (RCP 4.5)	21	18.8 - 22.7	acres

End-Century	2070-2099	High (RCP 8.5)	19	14.9 - 22.7	acres
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Table 10: Number of average acres burned, modeled and projected under medium and high emissions scenarios over 30-year periods. The average number of acres burned is expected to decrease under both medium emissions and high emissions scenarios.

Additional Sources for Wildfire

Since the Cal-Adapt projections and the Local Hazard Mitigation Plan Annex indicated that wildfire was low risk and yet wildfire was a relatively high concern of the CAAP Task Force, additional research was conducted on the future risk of wildfires. Sources identified were the Santa Clara County Climate Adaptation Guidebook, Caltrans Vulnerability Assessment for District 4 (San Francisco Bay Area), and CAL FIRE.

According to the Santa Clara County Climate Adaptation Guidebook, climate change is projected to increase the frequency of wildfires, the extent of burned areas, and the duration of wildfire seasons. "Wildfire seasons are projected to begin earlier in the spring due to drier and warmer spring conditions on average." However, this increase in wildfire seems to be minor in the areas surrounding Los Altos and other already urbanized areas, as shown in the CALFIRE maps of Santa Clara County.

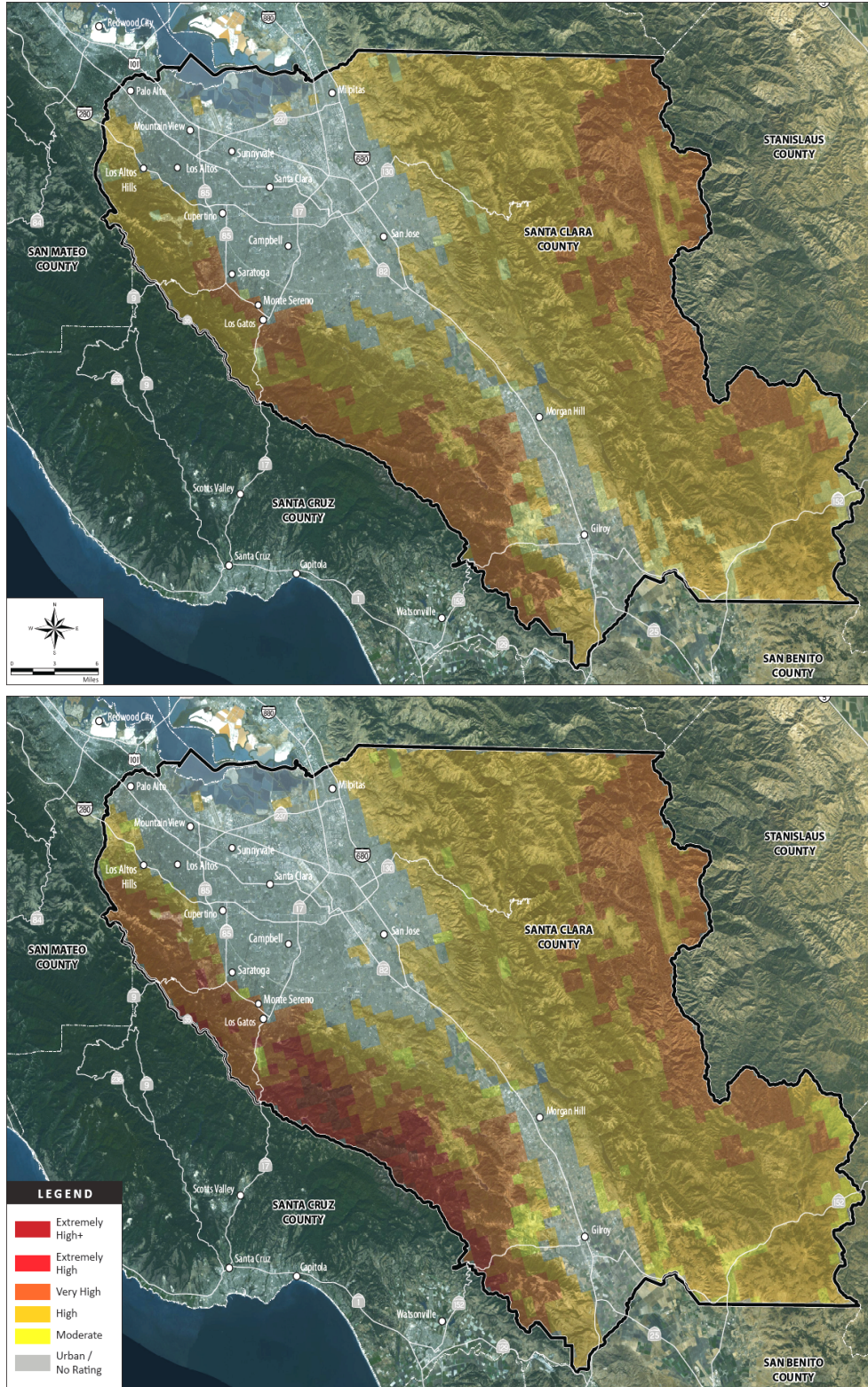
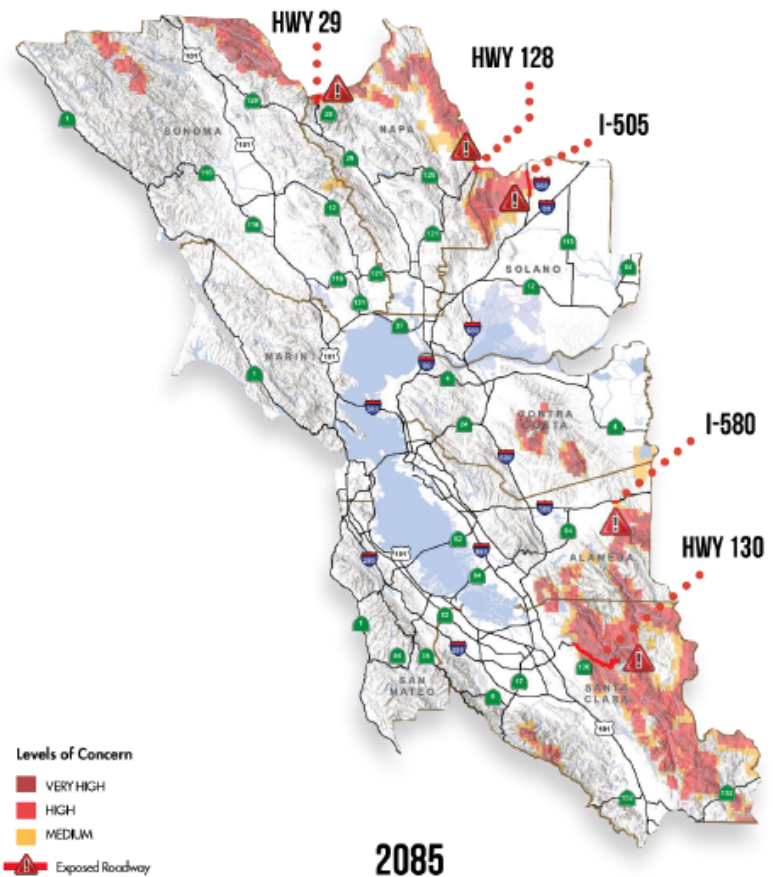


Figure 10: Maps of Santa Clara County indicating current (above) and future (below) wildfire risk level, according to CAL FIRE.

In Figure 10, some mountainous areas west of Los Altos move from “moderate” to “high” risk and a large area southwest of Los Altos moves from “high” to “very high” risk.

The section of Caltrans' Vulnerability Assessment focusing on wildfire risk shows the likelihood of wildfire in 2085 increasing in some areas of Santa Clara County, but not Los Altos or the entire San Francisco Peninsula.



Increased Likelihood of Caltrans State Highway System Exposed to Wildfires within District 4 in Future Years

Figure 11: Caltrans' Vulnerability Assessment focusing on wildfire risk showing the likelihood of wildfire in 2085.

Air Pollution/Air Quality

The minor increase in risk of wildfire in areas surrounding Los Altos may relatively worsen air quality in Los Altos, however, climate projections focus on the relative risk of areas to wildfire, not to air quality impacts based on prevailing wind patterns. Air quality was not a climate variable for which Cal-Adapt produced projections. The California State Hazard Mitigation Plan describes how air pollution could deteriorate in the future

Climate change has the potential to worsen PM concentrations in California due to increased incidence of wildfire as well as the increased temperature and reduced precipitation in many locations. Smoke and ash produced by fire increase PM

concentrations. Similarly, dry, warm weather can result in greater amounts of dust being blown and suspended in air.⁶

In summary, even if Los Altos isn't as vulnerable to direct impacts from wildfires, it should be prepared for the indirect impact of air pollution.

Impacts on Los Altos' Assets/Community Sectors

Information about the impacts of climate hazards was supplemented by a survey of the CAAP Task Force and a focus group with City staff and non-profit leaders. Specifically, the CAAP Task Force was asked to rank what natural and built assets and facilities and what sectors of the economy were most important to Los Altos' quality of life. Results receiving 40% or more are shown below.

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 water bodies	40%

Local Assets

A former orchard, Los Altos has an incredible canopy of native and non-native trees on streets, in parks, and in homeowner's yards. Those trees, along with a creek and the Santa Cruz mountains, grace the seal of the City. According to the City's website, there are approximately 12,000 trees on Los Altos streets creating a stunning tree canopy, which helps to promote better air quality, cooler summers, natural shade and less reliance on air conditioning.⁷

In addition to trees, yards and parks are well regarded by residents. Shoup Park and the Redwood Grove Nature Preserve were mentioned multiple times by respondents as assets that provide a real sense of nature. The Hillside Trail connecting both parks features a boardwalk along Adobe Creek.

⁶ California State Hazard Mitigation Plan, California Office of Emergency Services, 2018, SECTION 9.1 - PAGE 583

⁷ <https://www.losaltosca.gov/publicworks/page/tree-maintenance>, accessed May 6, 2021

Adobe Creek along with Stevens Creek, Permanente Creek and Hale Creek are significant natural features that provide habitat corridors that connect beyond Los Altos' boundaries and contribute to groundwater recharge. Their importance is demonstrated by a pending (2021) lawsuit regarding pollution from a permit for Lehigh Quarry expansion upstream.

In such a verdant city, it is not surprising that many respondents in the CAAP Task Force mentioned air quality as an important asset. Outdoor recreation and outdoor living are prized and are dependent on comfortable temperatures and clean air.

Description of Impacts & Sensitivities

Temperature, Extreme Heat & Drought

The biggest impact of extreme temperatures and extended heat waves on the natural environment will be heat stress on plants with the potential for slow native species die-out and replacement by non-native species. These tipping points will depend on many factors including species and age.

Managed landscapes will require greater care and watering. California Water Service predicts roughly 3.5% increase in mean temperature by 2040 and will correspond to a roughly 2% increase in demand.⁸ Home gardeners and city staff may find formerly tried and true ornamental plants less reliable – or untenable due to new ordinances or demand management measures. Having dealt with drought, Parks & Facilities staff has a reasonable capacity to manage the landscape for temperature increases and increased drought. The capacity of native, non-native, and ornamental plants to survive in a hotter, drier climate is not known.

Precipitation & Flooding

Severe precipitation and repeated flooding may increase stream bank erosion and flooding and erosion of managed landscapes. As the probability of multiple severe winter storms increases toward the end of the century, downed trees may be more common as trees rooted in soils saturated from previous storm events contend with heavy winds.

Wildfires & Air Pollution

Acres burned in Los Altos is expected to decrease. Increases in acres burned in the Santa Cruz mountain areas surrounding Los Altos are expected to be minor. Thankfully, Redwood Grove is being managed by Parks & Facilities staff for wildfire, as redwoods are not native to Los Altos and so require extra care. The greatest wildfire risk to Los Altos is expected to be from wildfires in and even beyond the Santa Cruz mountains creating unhealthy levels of air pollution in Los Altos.

Built Environment

⁸ 2015 Urban Water Management Plan Los Altos Suburban District, p. 36

Assets

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%

Description of Local Assets

Buildings

The built environment includes all the public and private buildings, structures, and infrastructure that people in Los Altos rely on for shelter, commerce, and the functions of daily life. (Commercial assets are described in the Economy section.)

Los Altos is primarily a bedroom community where most residents live in single-family homes, although there is multi-family housing as well. Many elderly residents live in retirement communities and senior centers. Housing was the asset most chosen by CAAP Task force members as most important.

Los Altos has more than a dozen school facilities across multiple campuses, as well as more than thirty child care/day care facilities, preschools, and tutoring centers that provide care and education to the youth of the City.

Focus group participants shared that theatres, galleries, and other cultural assets contribute to quality of life and should also be included as built environment assets.

In addition to the assets listed above, Los Altos has buildings for daily and emergency government services. Critical facilities include an Emergency Operations Center (EOC) co-located in the Municipal Service Center, the City Hall and Police Department, and Fire Stations. There are no hospitals located in Los Altos.

Infrastructure

Transportation assets include, most importantly, roads and bridges that connect drivers, bikers, and pedestrians to different neighborhoods, shopping centers, the freeway, and areas outside the City. Public parking supports commercial areas.

Water supply is a complex multi-jurisdictional hybrid natural and built system, including groundwater supply, surface water, and recycled water sources. While the sources are natural, the management includes sophisticated, interconnected built assets. CalWater (California Water Services) Los Altos Suburban District water supply comes from both wells and purchases from Santa Clara Valley Water District

(SCVWD) which partially imports water from the Federal Central Valley Project and San Francisco Power and Utility Corporation's Regional Water System. The Los Altos Suburban District includes Los Altos, Cupertino, and other areas. There are a handful of water pumping stations in Los Altos.

Los Altos has a minority stake in the Palo Alto Regional Water Quality Control Plant (WQCP) along with Palo Alto, Mountain View, East Palo Alto, Stanford University, and Los Altos Hills. The City also owns a wastewater pump station to convey waste to the WQCP.

Stormwater management is provided naturally by Los Altos' four creeks as well as by the Permanente Creek Diversion Channel and the storm sewer system – storm drains, catch basins and pipes below the street.

Description of Impacts & Sensitivities

Temperature, Extreme Heat & Drought

Increases in temperature and extended heat waves will change the cooling needs of all building types and may tax the energy grid. Pacific Gas & Electric's Public Safety Power Shutoffs (PSPS) to reduce wildfire risks during heat waves will require alternative and off-grid energy sources to cool homes, commercial, and government buildings. The recently constructed/renovated Los Altos High School and the Los Altos Community Center are high-performance buildings that may be better able to maintain comfortable temperatures during extreme heat.

In general, homeowners in Los Altos have the financial resources to adopt new technologies to manage heat and produce and store renewable energy. Fixed income homeowners and renters have less of an adaptive capacity.

Assisted care facilities have backup generators. Senior centers do not, according to discussions with the City's emergency management coordinator. The City relies on Santa Clara County to provide cooling centers, in the form of public libraries.

Most transportation infrastructure will be unaffected by extreme heat and drought. Risk of asphalt softening is limited to extended temperatures above 100°F. Safety power shut offs and brownouts caused by heat can cause outages of traffic signals and street lights. Extreme heat will increase use of private vehicles at the expense of walking, biking, and taking public transit.

Temperature changes and extreme heat throughout the region will impact the availability of the water supply in SCVWD's system, which supplies as much as 65% of the water in the Los Altos Suburban District.⁹ Los Altos water is sourced locally and imported, although not from snow-fed Hetch Hetchy.¹⁰ If the Los Altos

⁹ 2015 Urban Water Management Plan Los Altos Suburban District, p. 47

¹⁰ Santa Clara County Operational Area Hazard Mitigation Plan, Office of Emergency Services, 2017, p. 113.

Suburban District is partially protected from the risk of decreased snowpack in the Sierra Nevada mountains, nevertheless supply is projected to decrease by 3-18% by mid-century and 10-28% by 2100.¹¹ The projected decrease underscores how many of the critical systems and natural resources of Los Altos extend beyond its borders where climate change may produce more extreme impacts.

Water supply issues are heavily regulated and very much in the public eye, in contrast to the climate risk of extreme heat. To a degree, water suppliers are already preparing for climate change. CalWater is developing new water supplies to improve reliability. The impacts from climate change to Los Altos water availability may come indirectly through external adaptive measures like increased regulations, including updates to the State's Model Water Efficient Landscape Ordinance, prohibitions, and demand management measures, rather than severe restrictions.

Safety power shut offs and brownouts caused by heat can disrupt pumps in the water supply and wastewater systems.

Precipitation & Flooding¹²

Severe precipitation and repeated flooding may increase stream bank erosion and flooding, causing scour under the numerous bridges and creek crossings. Buried pipes may be exposed and/or damaged. Storm sewers may get backed up and cause localized flooding. With multiple heavy storms occurring yearly by the end of the century, wear and tear on roads and within pipes may require repair and replacement more frequently than planned for.

Los Altos has experienced limited flooding of homes or structures, although there are many buildings that have a 0.2 percent annual chance of flooding, according to FEMA flood maps. Hydrologic and hydraulic modeling outside of this report scope would be needed to understand how the risk of flooding in specific areas may increase in the future.

Los Altos already has a Green Stormwater Infrastructure Plan which includes an assessment of flood-prone storm drain catchments among its prioritization criteria. With some changes, this document and the capital planning that results from it can integrate climate risks to adapt to the risks from precipitation changes.

Wildfires & Air Pollution

Wildfires pose a greater hazard to structures, including homes and above ground assets, than to underground assets. Air pollution from wildfires outside of Los Altos

¹¹ 2015 Urban Water Management Plan Los Altos Suburban District, p. 70. Projections estimated based on climate change impacts on the mix of groundwater, local surface water, and purchased imports relative to the historic average of available supply.

¹² Although Los Altos is not coastal and so not directly at risk from sea level rise, sea level rise will have an impact on groundwater supply and the Palo Alto Regional Water Quality Control Plan.

does not have a significant impact on buildings and infrastructure, simply requiring changing filters on buildings and vehicle fleets more frequently.

Economy

The impact of climate hazards on the economy are hard to predict. Climate extremes will generally cause more wear and tear of physical assets, leading to shorter lifespans and faster replacement cycles for buildings and infrastructure. Increased spending on maintenance will be needed. Disasters cause a drop and then rise in expenditures, following Federal assistance and insurance payouts, though in sum disasters produce both environmental and economic losses.

Description of Local Assets

Los Altos has several areas of economic activity, as listed in the economic element of the General Plan. Listed roughly from north to south, these are Sherwood Gateway (including the Village Court Shopping Center), El Camino Real, Downtown, Rancho Shopping Center, Loyola Corners, Woodland Plaza, and Foothill Plaza.

When asked what sectors of the economy were most important to quality of life, most survey participants responded that School District/City Spending (60%) and Restaurants (60%) were most important. Half of survey participants responded that real estate, development, and construction as a single sector were important. Fewer than half of respondents selected retail, the service sector, or tech/IT.

Property taxes on Los Altos housing provides the key revenue source for City finances. At the same time, the affordable housing shortage throughout the Bay Area extends to Los Altos, affecting the disposable income available for other purchases.

Description of Impacts & Sensitivities

Temperature, Extreme Heat & Drought

Temperature, extreme heat, and drought are most likely to cause a negative effect on the economy as residents and businesses spend more on air conditioning (and California-wide on food) to maintain the same quality of life. Outdoor living is important to quality of life and outdoor comfort is an important free asset for downtown restaurants and retail businesses.

Decreasing comfort negatively impacts worker productivity and may disrupt outdoor businesses like landscaping and construction. Temperature-related mortality is also a projected loss. Power outages and brownouts caused by extreme heat will also negatively impact the economy through everything from loss of perishable items to adding uncertainty to business operations. Expensive solutions for managing electricity unreliability like diesel generators add environmental externalities. At the same time, the COVID-19 pandemic has been longer lasting and more far reaching than most of the direct climate hazards of the near future.

Precipitation & Flooding

Property damage and temporary disruption of utilities and infrastructure can create temporary or extended loss of operations for businesses, particularly for businesses with non-durable goods. Even perceptions of flood risk and flood safety can influence the housing market.

Wildfires & Air Pollution

Temporary disruption of utilities and infrastructure from wildfire-related PSPS can create temporary or extended loss of operations. When poor air quality keeps people in their home, they are less likely to spend in Los Altos' commercial centers.

Vulnerable Populations

Description of Impacts & Sensitivities

Temperature, Extreme Heat & Drought

Projected temperature changes will impact the seasonality and frequency of outdoor recreation, biking and walking, and even passive enjoyment of the outdoors. Outdoor comfort will increase in winter, spring, and fall and decrease in summer. 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.

From medical and sociological research, we know that certain populations are more vulnerable to extreme heat. However, not all of these populations exist in Los Altos. Based on CAAP Task Force survey respondents, the vulnerable populations present in Los Altos include the elderly, people with chronic or pre-existing medical conditions, people with disabilities, children, and people with limited English proficiency. If projected temperature changes are experienced, incidences of heat stroke, hospitalization, and heat-related mortality will increase first and foremost within these groups.

While only 40% of Task Force survey respondents selected "people who work outside" as a vulnerable group, a subsequent focus group confirmed that day laborers in landscaping and construction are a vulnerable population who may commute into Los Altos to work outdoors. Los Altos does not have experience providing services or communications to this population, so managing their health risk will be a challenge.

The focus group additionally identified seniors who are "house rich, cash poor," and may potentially be impacted by increased costs of energy as temperatures increase. Assisted care facilities have backup generators, but senior centers do not. Santa Clara County libraries act as the city's cooling centers.

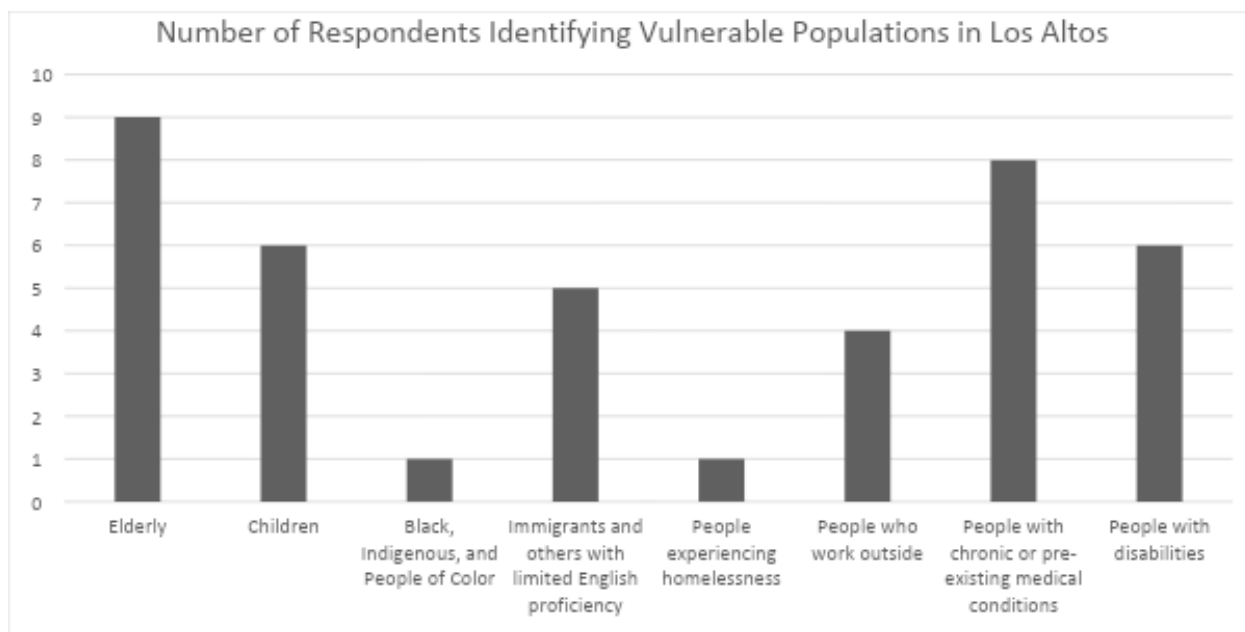


Figure 12: Graph showing how CAAP Task Force members responded to question asking them to identify which vulnerable populations are present in Los Altos

Precipitation & Flooding

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

While flooding is likely to be limited to areas near the City's four creeks, the impacts of wildfires may be felt citywide. Like flooding though, preparations, evacuations, returns, and clean up are all more difficult for vulnerable populations: people with limited mobility and functionality, people with chronic or pre-existing medical conditions which could be exacerbated by poor air quality, and people with limited financial resources.

Long before emergency situations, 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 PM 2.5, especially since existing air quality is only moderate to start with. Air pollution can limit the mobility and quality of life of sensitive groups.

The N-95 masks which are now easy to obtain and with which people are now very familiar with as a result of the Covid-19 pandemic may mean that air quality will not limit activity for vulnerable groups as much as it might have without the pandemic.

Summary

Los Altos appears better off than many other areas in California with regards to climate change. Los Altos is not directly coastal so it will not experience the impacts of sea level rise, but its relative proximity to the Pacific Ocean and San Francisco Bay should temper climate extremes in the near term. Earthquakes are projected to be a relatively more common and more damaging hazard than any single climate hazard.

Many of the impacts of climate change on Los Altos will not be direct but instead reverberations from nearby. Los Altos depends on the natural environment, the water supply system, and the energy grid outside of its borders, so the availability and affordability of water and energy within Los Altos are likely to be jeopardized by climate change across the Bay Area and California as a whole.

Within Los Altos itself, by mid-century particularly under a high emissions scenario, the number of extreme heat days are projected to increase substantially. Heat and poor air quality from wildfires outside of Los Altos are most likely to impact the quality of life, particularly for vulnerable populations, and increase energy demands for additional building air cooling/filtering. Extreme heat, poor air quality, and blackouts or PSPS that occur simultaneously will present novel emergency situations that have the potential to strain or overwhelm City resources.

Similarly and more uncertain will be the resilience of Los Altos natural and maintained landscapes. The annual precipitation amounts in Los Altos are not likely to change, but will become less consistent and in combination with expected temperature increases will in turn increase the amount of water that plants need. Considering water pressure outside of Los Altos, it is likely that water customers will face financial incentives and regulatory pressure to reduce daily water use.

In the winter and spring, seasonal storms which Los Altos has experienced in the past are likely to continue. Rainfall amounts that used to occur once every several years are projected to occur multiple times a year by the end of the century, increasing the need for maintenance and repair of stormwater infrastructure on building sites and across the city.

Los Altos' government, residents, and businesses are somewhat prepared after living through years of drought and the COVID pandemic. The scale of climate change and the need to reach new vulnerable populations during heat waves may be challenging.

Climate Action & Adaptation Plan (CAAP) 2022:

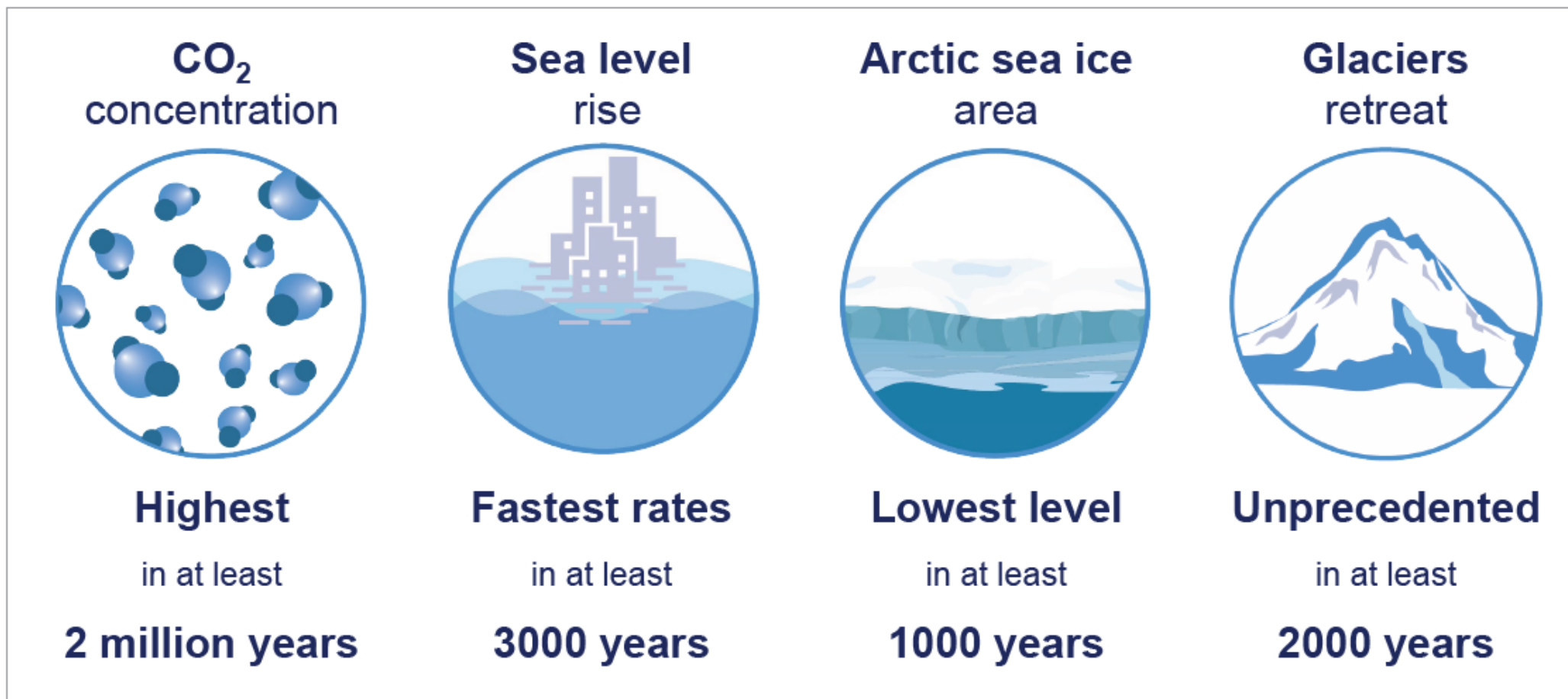
Draft CAAP presentation

Presentation to Los Altos Environmental Commission
December 13, 2021

Agenda

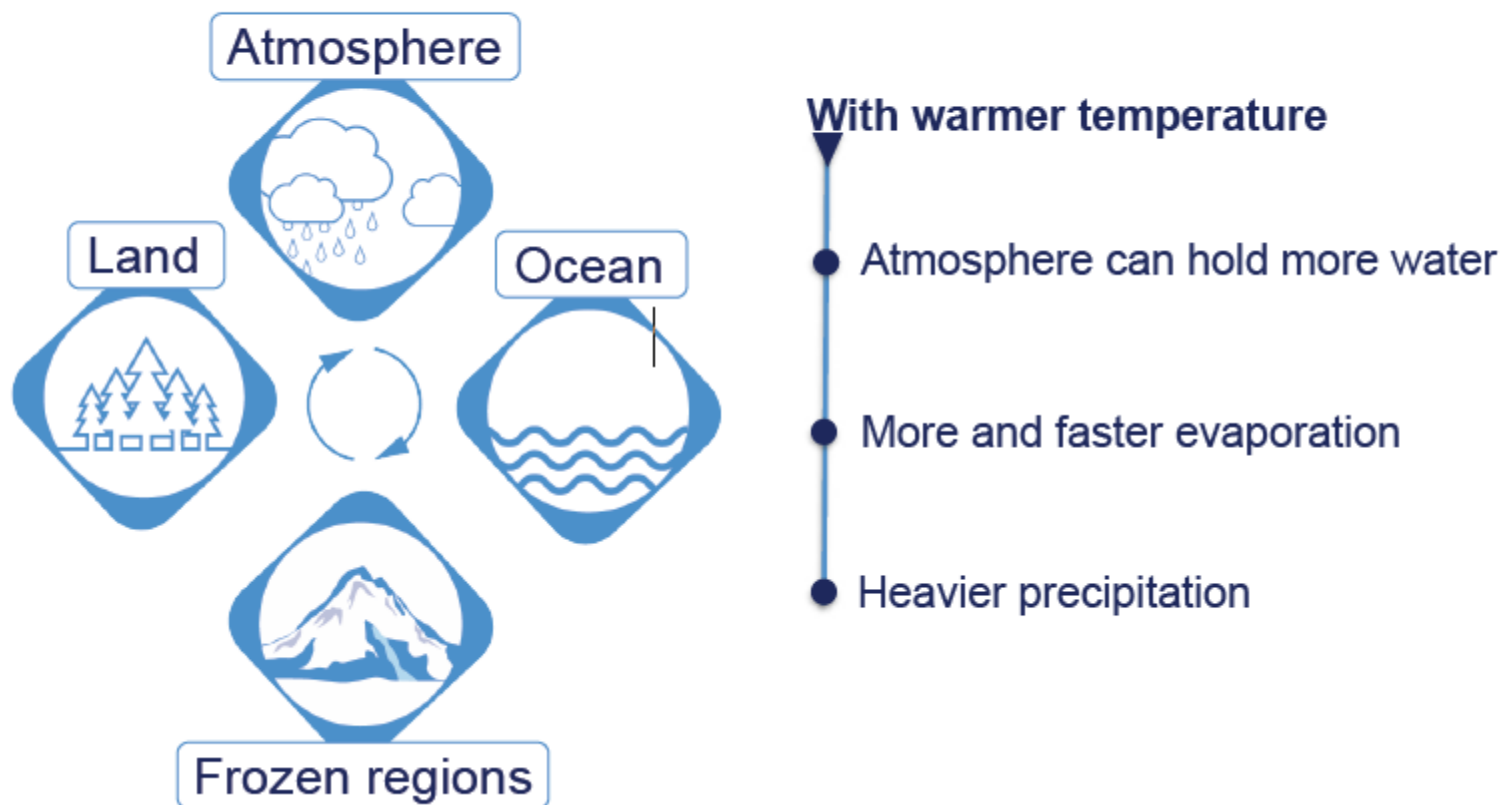
- Briefly review purpose and overview
- Key results, strategies, and outcomes

Making the case for climate action



Unavoidable impacts of climate change

Changes to the Water cycle



GHG inventory data sources

2018 DATA SOURCES

COMMUNITY SECTOR	ACTIVITY DATA	UNITS	SOURCES
Residential electricity	80,391,486	kWh	SVCE, PG&E
Residential natural gas	6,640,225	therms	PG&E
Commercial electricity	58,760,342	kWh	SVCE, PG&E
Commercial natural gas	1,329,206	therms	PG&E
On-Road transportation	166,865,877	VMT	SVCE
Off-Road transportation	6,725	MTCO _{2e}	SVCE
Municipal solid waste	9,273	tons	MTWS, R3
Water energy	5,596,927	kWh	Cal Water
Wastewater electricity	2,257	kWh	City of Palo Alto
Wastewater natural gas	9,794,797	scf	City of Palo Alto
GOVERNMENT SECTOR	ACTIVITY DATA	UNITS	SOURCES
Electricity use	4,634,143	kWh	SVCE
Natural gas use	25,355	therms	PG&E
Street lighting	220,386	kWh	SVCE
Traffic control	56,891	kWh	SVCE
Fleet fuel use	39,679	gallons	City of Los Altos
Employee commutes	1,599,147	VMT	City of Los Altos
Municipal solid waste	278	tons	MTWS, R3
Water energy	12,970	kWh	Cal Water
Wastewater energy	724	therms	City of Palo Alto
Process & fugitive emissions	0.013	metric tons	Scaled based on population growth

Progress since 2005

EMISSIONS COMPARISON TABLE

GOVERNMENT SECTOR	2005 EMISSIONS	2018 EMISSIONS	% CHANGE	EMISSIONS REDUCTION (MTCO ₂ e)
Buildings & Facilities	428	134	-69%	294
Street Lights & Traffic Signals	130	<1	100%	130
Vehicle Fleet	420	351	-16%	69
Employee Commute	697	445	-36%	252
Solid Waste Facilities	197	172	-13%	25
Water & Wastewater Treatment Facilities	3	5	67%	(2)
Process & Fugitive Emissions	20	21	5%	(1)
Government total	1,895	1,128	-40%	767
COMMUNITY SECTOR	2005 EMISSIONS	2018 EMISSIONS	% CHANGE	EMISSIONS REDUCTION (MTCO ₂ e)
Transportation & Mobile Sources	96,610	63,280	-34%	33,330
Solid Waste	3,950	2,653	-33%	1,297
Water & Wastewater	2,250	1,063	-53%	1,187
Commercial Energy	20,070	7,535	-62%	12,535
Residential Energy	59,950	35,661	-41%	24,289
Community total	182,830	110,192	-40%	72,638
TOTAL	184,725	111,320	-40%	73,405
2020 TARGET		155,410	-15%	43,660

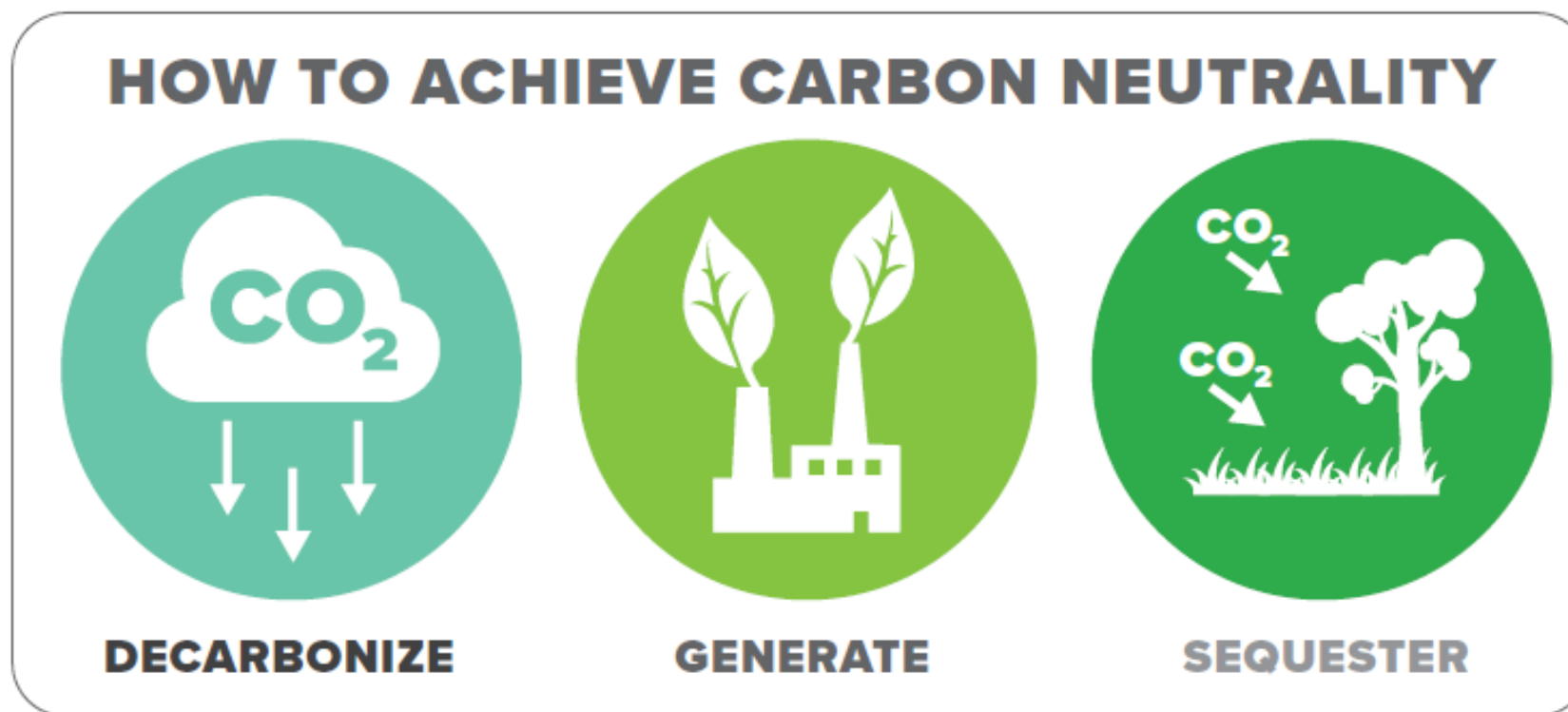
Goals

- Build a resilient and carbon neutral city
- Strive for consistency with Science-Based Targets
- Preserve the quality of life in Los Altos and increase human health & wellness

Objectives and Key Milestones

- 85% reduction in greenhouse gas emissions from 2005 levels by 2030
- Carbon neutrality by 2035

The carbon neutrality pathway



Los Altos CAAP Vision & Mission

Vision:

“To place Los Altos on an accelerated, sustainable path to carbon neutrality by advancing bold and effective climate policies.”

Mission:

“The mission of our Climate Action and Adaptation Plan is to preserve the unique character of Los Altos and enhance its natural environment, while improving the quality of life and health of its people by supporting transformative change in the areas of climate, resilience and equity.”

Current state of climate change in California

Increasing Knowledge of Climate Change Impacts

IPCC Report (2021)*

National Climate Change Assessment (2000)*

California Climate Change Assessment (2009)*

Santa Clara Climate Adaptation Guidebook (2015)

San Francisco Region Climate Change Assessment
(2018)

Temperature

Increased by 2.2°F over the past century

Drought

2011-2019 longest on record. 1,000+ year moisture deficit

Rainfall

Annual, seasonal “whiplash” in Bay Area

Snowpack

Record Low (5% of the historical average) reached in 2015. Up to 60% decline by 2050

Wildfires

Growing size, number, and season. 9 of the 10 largest in the last decade. Largest fires before 2015 were 300,000 acres max. 2020 August Complex Fire burned over 1 million acres.

Future state of climate change in Los Altos

First Los Altos Assessment

Cal-Adapt

High (RCP 8.5) & Med (RCP 4.5)

Emissions

Literature Review

Stakeholder Engagement

Average Temperature

3° increase by 2050

7° increase by 2100

Extreme Heat

3x as many days by 2050

10x possible by 2100

Rainfall

Less consistent across the year

Multiple extreme events annually by 2100

Drought*

Uncertain for Los Altos area

Significant for Region/Water sources

Wildfire

Significant regional risk

Air Pollution

Moderate, likely increase

2022 CAAP

8 Areas of focus

15 strategies:

- 9 mitigation strategies
- 2 adaptation strategies
- 4 cross-cutting strategies

30 Actionable Goals

68 actions:

- 44 mitigation actions
- 10 adaptation actions
- 16 cross-cutting actions

- Expand on and build off existing strategies & actions
 - Impact on GHG emissions
 - Survey of best local and global practices
 - Feedback from outreach & engagement
 - Mapped to areas of greatest need
 - Prioritized based on impact
-

Mitigation Actions

- Addressing all focus areas
- Focus on reducing SOV trips, electrifying transportation, and building decarbonization
- Focus on municipal operations, and reducing consumption and waste

Mitigation Plan

Key Goals & Targets

- Create a Walkable & Bikeable City:
Full implementation of Complete Streets Master Plan **2035**
- Promote Smart Growth Strategies:
10% or more of population in high-density areas by **2035**
- Support Shared Mobility:
100% population within 10 min walk to shared transport by **2035**
- Accelerate EV Adoption:
80% EV adoption by **2035**
- Facilitate Building Decarbonization:
~**440** residential EE and fuel switching retrofits/year through **2035**
- Reduce Consumption & Waste:
95% Landfill diversion by **2035**



Transportation strategies

STRATEGY 1

Reduce Single-Occupancy Vehicle Travel

Reduce community-wide fossil fuel SOV travel 20% from 2018 levels

STRATEGY 3

Electrify Off-Road Mobile Sources

Eliminate Off-Road fossil fuel engines

STRATEGY 2

Electrify Transportation

Increase EV component of all light duty vehicles in Los Altos to 80% by 2035

Energy strategies

STRATEGY 1

Reduce Energy Consumption

Reduce the amount of electricity and methane gas used in homes and businesses 20% by 2035

STRATEGY 2

Facilitate Building Decarbonization

Reduce or eliminate methane gas use in homes and businesses by 2035

STRATEGY 3

Increase Solar Energy and Battery Storage

Facilitate the installation of new solar capacity and expand battery storage on new and existing buildings community-wide

Resource Conservation strategy

STRATEGY 1

Reduce Consumption and Waste

**Increase landfill diversion, reduce water
use, and promote sustainable lifestyles**

Increasing the landfill diversion
to 95% by 2035

Municipal Operations strategies

STRATEGY 1

Operate Sustainable Municipal Buildings

Increase efficiency, resiliency, and
renewable energy at City-owned
buildings and facilities

STRATEGY 2

Reduce Municipal VMT

Reduce commute fossil fuel VMT and
eliminate City fleet fossil fuel VMT

STRATEGY 3

Promote Green Municipal Practices

Create and promote
efficient practices

STRATEGY 4

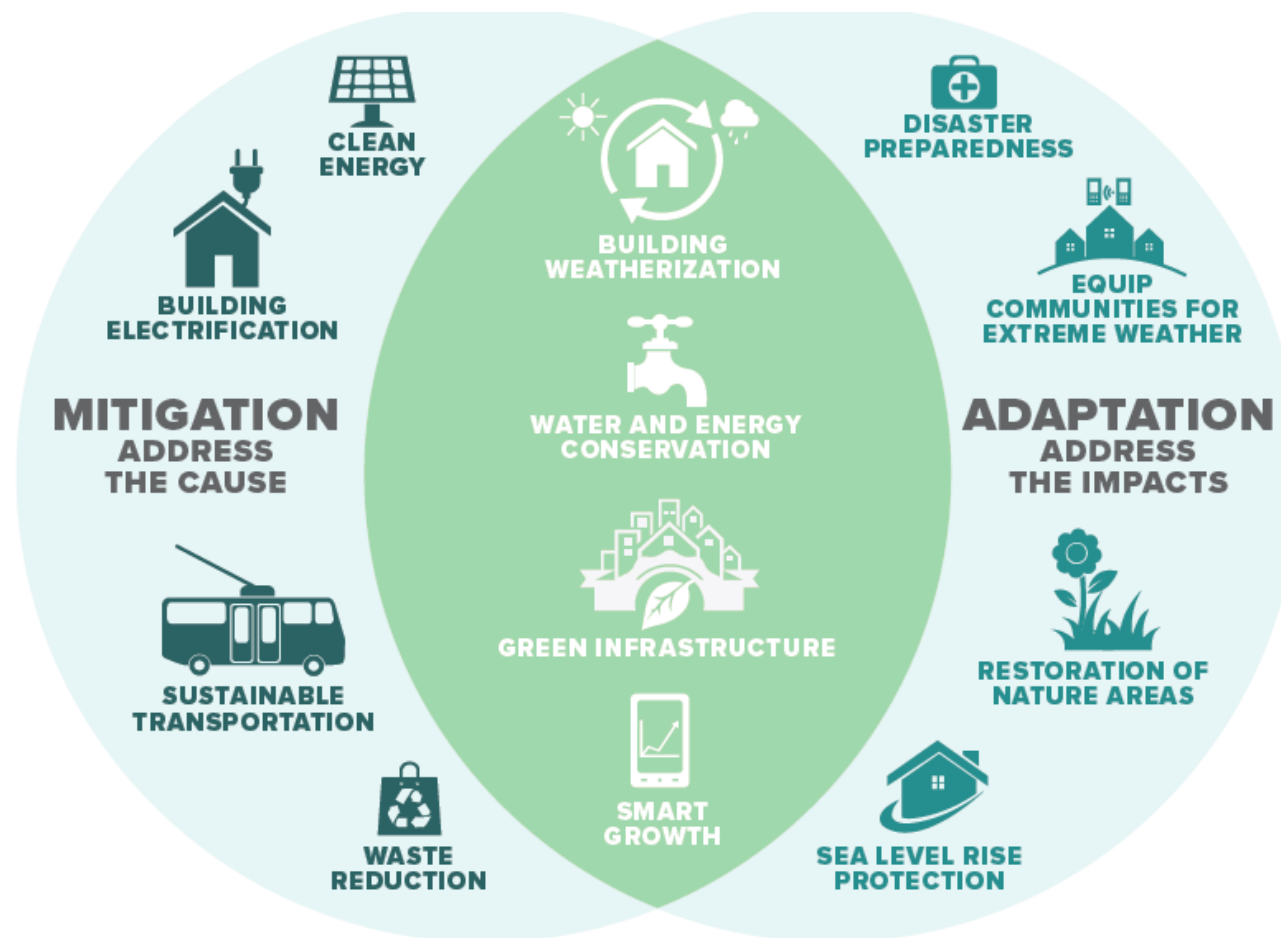
Operate Sustainable Municipal Buildings

Integrate Climate Action and
Adaptation into City Functions

Cross-Cutting Actions

- Cross-Cutting Actions impact greenhouse gas mitigation and climate change adaptation
- Done correctly, cross-cutting actions reduce emissions and make the City more resilient
- Done incorrectly, cross-cutting actions can work against each other

Relationship between strategies



Climate Risk strategy

STRATEGY 1

Understand and Reduce
Physical Risk

Reduce flood and heat risk

Green Community strategy

STRATEGY 1

Develop Nature-Based Solutions

Favor and implement nature based
solutions in the community

Adaptation Actions

- Prepare Emergency Management for Climate Change
- Educate and Protect Residents

Emergency Management strategy

STRATEGY 1

Integrate Adaptation Into Emergency Preparedness and Response

Ensure public safety during extreme heat,
wildfire, and unhealthy air events

Resilient Community strategy

STRATEGY 1

Educate and Protect Residents

Increase public health and
resilience

Carbon Neutrality pathway

Emissions by scenario (2030 & 2035)

Scenario	2030	2035
BAU	112,671	113,649
ABAU	83,023	75,699
ABAU + Existing Actions	75,884	67,161
CAAP 2022 Pathway	27,000	10,371

Implementing the CAAP

MAINSTREAMING CLIMATE INVESTMENTS

MAINTENANCE

- Consider climate impacts when restoring and retrofitting infrastructure assets.
- Assess opportunities for resilience and risk mitigation.

OPERATIONS

- Evaluate vulnerabilities to climate impacts including disaster events.
- Develop plan to adapt operations.

PROCUREMENT & CONSTRUCTION

- Select climate-resilient building methods and materials.



PLANNING & FINANCE

- Integrate climate projections into needs assessments.
- Use systems thinking to address multiple needs and maximize funding options.
- Engage vulnerable populations.
- Minimize GHG emissions from operations.

DESIGN

- Ensure design parameters reflect adaptation to changing climate impacts.
- Evaluate and maximize multiple benefits.

Source: Adapted from Jamesine Rogers Gibson, *Built to Last Challenges and Opportunities for Climate- Smart Information in California*, Union of Concerned Scientists, November 2017.

Implementing the CAAP cont'd

FUNDING OPTIONS ANALYSIS: BENEFICIARIES AND LEVERAGE

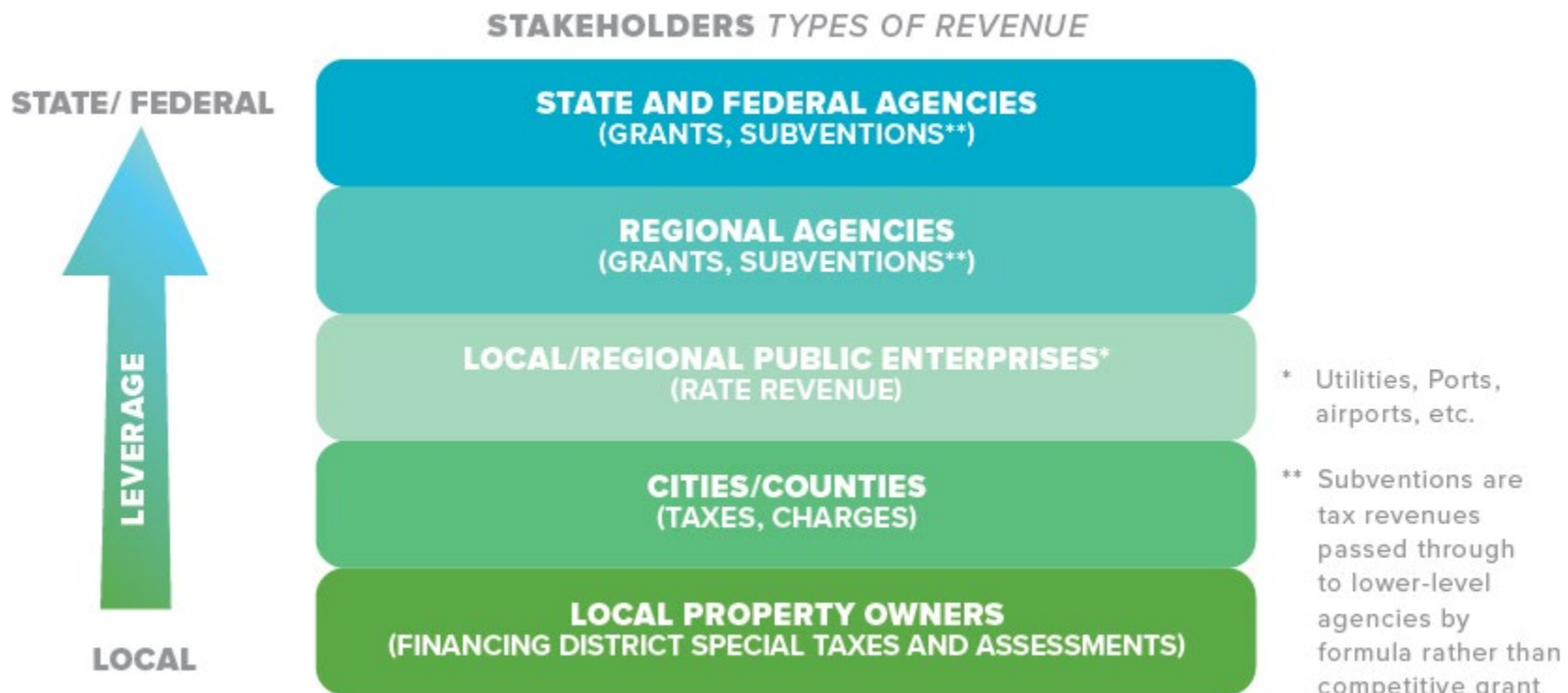


Figure 19 Funding options hierarchy

Projected Outcomes:

- GHG reductions
 - Energy saved
 - Vehicle Miles Traveled reduced
 - Minimize exposure to climate change
 - Prepare for unavoidable effects of climate change
 - Healthy population
 - Vibrant economy
 - Equitable society
-

Questions?

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