



City of Palo Alto

City Council Staff Report

(ID # 6264)

Report Type: Study Session

Meeting Date: 1/25/2016

Summary Title: Study Session on the Parks and Recreation Master Plan

Title: Study Session on the Parks, Trails, Natural Open Space and Recreation Master Plan

From: City Manager

Lead Department: Community Services

Recommendation

This is a study session on the Parks, Trails, Natural Open Space and Recreation Facilities Master Plan (Master Plan) and no action is required.

The Council is requested to provide feedback on the overall master planning process to date as detailed in this staff report and the attached consultant report (Attachment A), and to provide input on the draft process for prioritizing projects that is outlined at the end of this report.

Executive Summary

This report provides an update on the Parks, Trails, Natural Open Space, and Recreation Master Plan (Master Plan), including a summary of the analysis and community outreach that has been completed to date, a review of how new potential projects and programs will be recommended and prioritized for the Master Plan, and an update of the project schedule.

The final Master Plan will include the following components:

- prioritized list of community identified short-term (within 5 years), mid-term (15 years) and long-term (20 years) projects and programs that will guide the City's parks and recreation system.
- recommendations for acquiring new park land;
- overarching policy direction;
- a strategic funding plan to successfully implement the Master Plan;
- complementary individual concept plans for each City park and recreational facility; and
- suggested enhancements and additions to the City's recreational programs

As directed by Council at the August 31 study session, staff is returning this evening with an update that is more comprehensive and inclusive of the in-depth community outreach and analysis staff and the consultant have completed to date. All documents referenced in this staff report are available on the City of Palo Alto's project website at www.paloaltoparksplan.org in the Plan Documents Section. In addition to this staff report, there is a companion consultant report (Attachment A) that traces the master planning process along its development in greater detail, highlights key findings and discusses

the proposed upcoming process for evaluation and prioritization. Staff has also prepared responses to Council questions asked at the August 31 meeting (Attachment B).

The process to develop the Master Plan includes the following three phases:

1. **Phase 1: Specific Site and Program Analysis and Community Engagement:** Development of a comprehensive inventory and analysis of all Palo Alto parks, trails, developed natural open space areas (picnic areas, parking lots) and recreational facilities and programs; analysis of current and forecasted demographic and recreation trends, and analysis of community recreation needs. Including a proactive engagement of the community, and a broad range of stakeholders to help identify community needs, interests and preferences for system enhancements. (completed)
2. **Phase 2: Developing and Prioritizing Project and Program Opportunities:** Preparation of recommendations; identification of capital projects, needed renovations and other improvements; and prioritization of projects into an implementation timeline of short (5-year), medium (15- year) and long-term (20-year) ranges. (ongoing)
3. **Phase 3: Drafting of the Master Plan, Review and Adoption:** Public, Parks and Recreation Commission (PRC), and Council review; and Council approval process to adopt the master plan. (to begin in 2016)

At this time, staff and the consultant team have completed the Technical Assessment and Analysis step and have conducted the Community and Stakeholder Engagement activities (Phase 1) necessary to proceed with the Developing and Prioritizing Project and Program Opportunities (phase 2), although community and stakeholder engagement will remain ongoing throughout the Master Planning process.

As a result of Phase One, Key Areas of Focus have emerged from the Community and Stakeholder Engagement and Technical Assessment and Analysis. They include:

- Distributing park and recreation activities and experiences across the city
- Improving and enhancing community center and recreation spaces across the community
- Enhancing comfort and making parks more welcoming
- Enhancing capacity and quality of sports fields
- Increasing the variety of things to do in existing parks
- Increasing health and wellness opportunities in parks and programs
- Improving spaces and increased options for off-leash dogs
- Integrating nature into Palo Alto Parks
- Improving the accessibility of the full range of park and recreation opportunities
- Offering more of existing program, classes and events
- Exploring new types of programs, classes, events and activities for all ages and abilities
- Expanding the park system

These Areas of Focus form the framework of the current community online survey challenge, and are being used in the refinement of the list of potential project and program ideas. The development of the

Areas of Focus is covered in greater depth in the attached consultant report. (Attachment A - Refer to Section 5 “Data Summary and Opportunity Analysis” pages 32-35).

A draft list of potential projects and programs has been developed and is being refined by the Project Team. This comprehensive list will go through a prioritization process currently being formulated and drafted by staff, consultants and the PRC. The prioritization process will score the potential project and program ideas into a ranked list of recommended projects and programs that will be reviewed by both the PRC and Council over the next few months. Some of the projects and programs that have begun to emerge as community priorities from the site analysis and community input include:

- Addition of better dog park facilities throughout the City, but most notably in north Palo Alto where no dog parks exist
- Addition of community gardens, especially in south Palo Alto where no community gardens exists
- Addition of restrooms in parks
- Renovation of current athletic fields to provide a wider range of uses. For example, a multi-use field could be striped for football, soccer and lacrosse
- Improvement of connections to parks by upgrading the walking experience between parks and surrounding neighborhoods
- Increased programs for youth and elderly populations
- Maintenance of the high level of services the current park and recreation system provides
- Increase of health and wellness activities in parks and programs
- Providing more access to nature in parks and programs
- Addition of park and recreation opportunities in underserved areas of Palo Alto
- Upgrading existing or addition of a new pool, community center and gymnasium facility in south Palo Alto

Staff and the consultant team plan to return to the Council in the spring of 2016 to review and discuss the list of prioritized recommendations. Staff will return to Council again in the summer of 2016 to review the draft Master Plan, and expects to bring the final draft to Council for approval by early fall of 2016. Given the additional time that has been used to develop the prioritization process, the updated schedule to complete the Master Plan is extended by approximately six months from the previous schedule.

Background

A Capital Improvement Project for a Parks, Trails, Natural Open Space and Recreation Master Plan (PE-13003) was adopted by Council for the 2013 Fiscal Year. The purpose of this project is to provide the necessary analysis and review of Palo Alto’s parks and recreation system for the preparation of a long-range (20-year) Master Plan. The Master Plan will provide the City with guidance regarding future renovations and capital improvement needs for parks and recreation facilities and programs. The master plan will also include recommendations to meet demands for future recreational, programming, environmental, and maintenance needs and establish a prioritized schedule of future park renovations and facility improvements.

Though the Master Plan addresses trails and natural open space, it is not intended to provide specific guidance on how best to manage and maintain the City's trails and open space preserves. Existing plans, such as the Arastradero Preserve Trail Management Plan (2001) and the Foothills Park Trail Maintenance Plan (2002), provide guidance on the management of trails. There are also future plans, such as the 2017 Capital Improvement Project to complete a Baylands Comprehensive Conservation Plan, which will provide specific guidance on vegetation and habitat management, wildlife management, and wildlife-appropriate public access. Similar comprehensive conservation plans will be created for Foothills Park and Pearson Arastradero Preserve. This Master Plan will only look at developed areas in the City's natural open space areas such as parking lots, picnic areas and facilities and make recommendations on how they can best be enhanced.

The "project team" comprised of City staff and the consultant firm MIG, along with significant review and input from the PRC has spent the first 18 months of the project focused on gathering and analyzing data collected from Palo Alto's current parks and recreation system and the community. The analysis in Phase One included a thorough physical inventory of parks and recreation assets, extensive community outreach, and a review of projected community demographics. This culminated in a list of potential needs for the overall parks and recreation system and is compiled in a "Data and Needs Summary Matrix", which references specific data points that support the summarized needs. It should be noted that one of the main needs expressed by the community is to continue to maintain the already high level of quality services and amenities the current parks and recreation system provides, which the community identifies as a tremendous asset to the City

The Master Plan process is currently in Phase Two: developing recommendations and prioritization of potential project and program ideas. Over the past three months the project team, with assistance from the PRC, has constructed a draft framework to guide the process of defining and prioritizing recommendations. The third and final phase of the Master Plan process will include the drafting and adoption of the Master Plan inclusive of PRC, community stakeholders and Council review and approval.

Discussion

At the August 31, 2015 study session, Council requested a more in-depth review of the master planning process and summary of findings to date. This staff report, and the attached consultant report (Attachment A), provide significantly more background and detail on the planning process and public outreach that staff, the consultant and the PRC have been engaged in throughout the project timeline.

The consultant report (Attachment A) includes an introduction on the purpose of the Master Plan followed by a summary of the technical assessments of existing conditions, public outreach and data summary and opportunity analysis. For the past year-and-a-half the project team has worked to provide ongoing meaningful opportunities for public input and engagement which will continue throughout the process. As referenced in the consultant report the project team has collected a wide range of community input concerning the parks and recreation system: what the community believes is working well and what is not, community interests and possible areas for greater investment. In the consultant report, at the end of each data collection or source section, a summary of key findings is provided. While not all the data gathered and analyzed are in this updated report, this more detailed report illustrates the extensive outreach and analysis completed to provide Council with a greater understanding and confidence in the process that has been conducted to date.

Guided by community input, the Master Plan is designed to be an actionable working document that will

guide staff, and appointed and elected officials, on how to best manage Palo Alto's parks and recreation system for many years to come.

The following areas of discussion represent some of the key highlights in the evolution of the master planning process including:

- PRC Involvement
- Summary of the community outreach plan and activities
- Master Plan Principles and Areas of Focus
- Next steps in the Master Plan process

The accompanying MIG report (Attachment A) provides the consultants' perspective on the process, delves into greater detail of analysis results, and highlights key findings that have emerged during the public outreach of the planning process.

Parks and Recreation Commission (PRC) Involvement

The PRC has been closely involved with the master planning process from the inception of the project. Beginning in June of 2013 a Commission Ad Hoc Committee was formed to provide feedback on the project's Request for Proposal (RFP) and to take part in consultant interviews. Per the feedback provided by the PRC, the Master Plan scope was expanded to encompass all the aspects of Palo Alto's parks and recreation system including: trails, natural open spaces and recreational programming. The Commission has worked closely with the project team to create a meaningful and engaging master planning process, and has provided a strong guiding voice in steering its formulation. To date, the Commission has discussed the Parks Master Plan at all of its monthly meetings since September 2014, has held one special meeting to discuss and finalize the community survey, and has formed several Ad Hoc Committees to assist staff and consultants with stakeholder outreach, survey development, community meetings and the development of a framework for Phase Two - Recommendations and Prioritization. All Parks and Recreation Commissioners have been closely involved with the project, and have provided valuable insight.

PRC Involvement and meeting agenda item reviewed:

- July 2013 PRC Meeting: Review the Master Plan RFP
- July 2013 - January 2013 PRC Ad Hoc Committee formed: Review RFP, participate in consultant interviews
- February 2014 PRC Meeting: Introduction of consultant team; discuss involvement of PRC in planning process
- May 2014 PRC Meeting: PRC presents consultant with list of prioritization for the Master Plan
- June 2014 PRC Meeting: Review the community outreach plan
- September 2014 PRC Meeting: Review initial analysis data (Park inventory, demographics, and geographic and planning environment summaries)
- October 2014 PRC Meeting: Review initial analysis data (Mapita survey, recreation programming inventory) and discuss framework for community workshop
- October 2014 – Present: PRC Ad Hoc Committee formed to comment on the structure of and attend community meetings
- March 24, 2014: Master Plan study session with Council and PRC
- October 2014 - November 2014: PRC Ad Hoc Committee formed to draft community survey
- November 2014: Special meeting called to review final draft of community survey

- December 2014 PRC Meeting: Community Outreach Update
- January 2014 PRC Meeting: Discuss need for providing reference to data
- February 2015 PRC Meeting: Review data matrix summary draft
- March 2015 PRC Meeting: Review initial analysis data (Community survey summary, existing conditions maps of each park and preserve)
- March - June 2015: PRC Ad Hoc Committee formed to draft summary needs matrix
- April 2015 PRC Meeting: Data matrix draft review, distribution of project binder, additional community survey findings discussed.
- May 2015 PRC Meeting: Data survey matrix update and in depth review
- June 2015 PRC Meeting: Introduction and discussion of principles
- June – October 2015: PRC Ad Hoc Committee formed to draft principles, areas of focus, community on-line challenge and criteria
- July 2015 PRC Meeting: Review revised principles and introduced criteria
- August 2015 PRC Meeting: Review on-line community challenge survey
- September 2015 PRC Meeting: Review on-line community challenge and discuss criteria
- October 2015: PRC Ad Hoc Committee formed to assist with drafting Council update
- December 8, 2015 PRC Meeting: Review of rough draft recommendations and prioritization framework

The PRC was instrumental in drafting the online survey with staff and consultants. Initially the Commission was concerned that the first draft of questions did not provide sufficient depth and specificity for community feedback to guide the development of the plan. Staff and the Commission Ad Hoc Committee met multiple times to draft the survey, and held a special meeting with the full Commission to review and approve the survey. Key additions and revisions to the survey included: questions regarding the appropriate uses for 10.5 acre land bank at the golf course; priorities for protecting natural resources as well as connecting people with nature; barriers to participation in community/recreation programming; priorities for new or enhanced recreation programs; and preferred ways to accommodate recreation for off-leash dogs. The survey generated over 1,100 responses and along with the other forms of community outreach provided a diverse range of community input (Attachment A - Refer to Section 4 “Community Outreach” pages 21-30).

City staff and the PRC felt it was essential to collect, review and reference the broad range of meaningful data in the first phase of the project. Due to the extent of quantitative and qualitative data gathered, the PRC challenged the project team to provide direct reference back to the data set when producing the summary list of potential needs. To meet this challenge, the project team gathered a wide range of site and facility analysis as well as community input and created what is now known as the Data and Opportunity Summary Matrix. To assemble the matrix a set of evaluation categories were defined and used to evaluate the park and recreation system. These included geographic analysis, capacity/bookings, demographic trends, projected needs, facility and programming needs and community preferences. Those measurements superimposed a big-picture perspective on the range of potential needs identified throughout the data collection phase. As a means of documenting the data used to support the matrix findings, a project binder was compiled and is directly referenced in the matrix providing section numbers and specific page numbers within the data binder where the data that supports the findings can be located.

The information compiled in the data binder is also available in a virtual binder, and is available on the project website for council, commission and community convenience and accessibility. The project

website is the primary location to review all Master Plan information. As a means of simplifying the web page the project information has been organized to reflect the order of the data binder created for each of the Park and Recreation Commissioners. A data binder index (Attachment C) has been added to the Master Plan web page and directly links all planning documents for the Master Plan into a consolidated and searchable list. This list includes all the analysis data and summaries collected in Phase One as well as the “Data and Opportunity Summary Matrix”. The Council is encouraged to visit the project web site and to review the matrix and associated data and stay updated with the project status. (Attachment A - Refer to Section 5 “Data Summary and Opportunity Analysis” pages 31-35, and the Data Sources Index).

Project Web Page:

<http://www.paloaltoparksplan.org/>

Project Binder Index:

http://www.paloaltoparksplan.org/pdf/CPA_Parks_MasterPlan_Data%20Sources.pdf

Summary of Public Outreach

Staff and the consultant, along with input from the PRC, crafted a robust public outreach strategy that included a wide variety of engagement tools and activities allowing multiple opportunities for the community to provide input and participate in the planning process. These numerous opportunities for participation have included a variety of formats, times and levels of interaction, as well as both on-line and in-person outreach methods. (Attachment A - Refer to Section 4, “Public Engagement Activities to Date” in pages 21-30).

A Master Plan Stakeholder Advisory Group (Stakeholder Group) was formed to provide a community input source for members of the community directly connected with the parks and recreation system (see list below). The Stakeholder Group has met twice, once during the analysis and feedback portion of the project in spring of 2014, and most recently on October 1, 2015 to receive a project update in preparation for the recommendation and prioritization phase of the project. They will meet again in the coming months to assist in providing input on the prioritization of project and program recommendations, and again in spring 2016 to review the draft Master Plan. The Stakeholder Group assists in promoting the master planning process by distributing information to their organization members and partners (Attachment A - Refer to Section 4 “Community Outreach” Stakeholder Advisory Group pages 24-25).

The Stakeholder Group is comprised of representatives from the following groups:

- Friends of the Palo Alto Parks
- Palo Alto Unified School District
- Palo Alto Recreation Foundation
- Canopy
- Avenidas
- Palo Alto Youth Council
- Teen Arts Council
- Stanford University
- Palo Alto Dog Owners
- Palo Alto Chamber of Commerce
- Girl Scouts

- Boy Scouts
- Save the Bay
- Audubon Society
- Palo Alto Parents Club
- Teen Advisory Board (Youth Representative)
- Cubberley Advisory Group
- Palo Alto Unified School District
- Acterra
- Public Arts Commission
- Palo Alto Bike Advisory Committee
- Art Center Foundation
- Palo Alto Soccer Club
- Abilities United

The project team has also met separately with several members of the stakeholder organizations such as Avenidas, Palo Alto-based youth sports organizations, the Palo Alto Dog Owners Association and Cubberley Community Center tenants to discuss their specific connection to the parks and recreation system, and their hopes and interests for the future. These interviews provided in-depth feedback regarding dog parks, athletic field use, the middle school sports program and the Cubberley Community Center.

Along with community meetings and online survey tools, interactive community workshops provided input at key project milestones. A series of three community meetings were held in fall 2014 that allowed the community to provide input on maintaining and enhancing the parks and recreation system. Furthermore, the project team and PRC members conducted six “intercept surveys” to collect input from visitors at parks, farmers markets and community events that were less formal than the community meetings and provided a diverse range of community feedback.

Community Outreach Methods used to Date:

- (3) Community workshops
- (6) Intercept groups
- (2) Stakeholder meetings
- Individual stakeholder group meetings
 - Cubberley tenants
 - Athletic field users
 - Middle School Athletic Program staff
 - Palo Alto dog owners
 - Avenidas
 - Rinconada Pool users
 - Boost Fitness Program staff
 - Athletic field scheduling staff
- Online surveys
 - Mapita (Interactive Survey)
 - Community Online Survey

- Online Community Challenge Survey (currently active)
- Boards and Commission meetings
 - PRC monthly review and input on Parks Plan progress (25 meetings)
 - 2 Council Study Sessions
 - Public Art Commission meeting

The current online survey challenge allows the public to share their relative preferences for how and where they would like the City to invest limited resources. The survey allows participants to allocate a finite amount of virtual funds to the areas of focus the participant feels are most important (prioritization). This ranking task of assigning value to the areas of focus (refer below for a discussion of the areas of focus) occurs multiple times, requiring the participant to consider a variety of options and trade-offs.

The online survey challenge is currently active. Staff encourages the community and Council to participate in the survey, which can be found on the project web page.

Online Survey Challenge:

www.paloaltoparksplan.org

<http://lime.migwebtech.com/index.php/survey/index/sid/663595/lang/en>

Master Plan Principles and Areas of Focus

As a result of the Master Plan’s extensive public outreach, a number of community Principles for the Parks and Recreation system became apparent. These concepts dovetailed with input from the PRC and staff as well as the data analysis included in the Data and Opportunity Summary Matrix. The principles articulate a common vision and set of values for the parks and recreation system. The Principles were the focus of discussion at the August 31, 2015 Council Study Session. They have been used initially by the project consultant (MIG) as one tool in the development of the draft list of potential projects and program ideas, and will be used in the future by staff, Council, and Commissions to evaluate and improve new proposed projects. The principles are utilized to confirm that a proposed project or program meets the core values of the community. They are not used to rank potential project or programs, but to guide future projects to explore opportunities to include as many of the principles in their scope as feasible. The project team, Commission, and a Commission Ad Hoc Committee have worked closely to refine the principles. The revised Principles in the accompanying MIG report (Attachment A) are the result of community collaborative effort. Council feedback at the August 31, 2015 study session was especially helpful, and led to further refinement of the Principles such that “Nature” was added as an eighth principle (Attachment A - Section 6 “Master Plan Process to Develop and Prioritize Projects” pages 35-36).

The following eight Principles provide the foundation for the Master Plan, articulating Palo Alto’s vision and guiding project and program implementation.

1. *Playful*: Inspires imagination, creativity and enjoyment.
2. *Healthy*: Supports the physical, social and emotional health and well-being of individuals as well as the connectedness and cohesion of the community.
3. *Sustainable*: Proactive stewardship of natural, economic and social resources for a system that

endures over the long-term.

4. *Inclusive*: Responsive to the entire Palo Alto community, all ages, abilities, languages, cultures and levels of income.
5. *Accessible*: Easy for people of all abilities to use year-round and to get to by all modes of travel.
6. *Flexible*: Supports multiple uses across time with adaptable spaces that can accommodate traditional, emerging and future uses.
7. *Balanced*: Is not dominated by any one type of experience or place, and includes historic elements and modern features, highly manicured and more organic spaces, and self-directed and programmed activities.
8. *Nature*: Incorporates native species and habitat corridors, and creates opportunities to learn about and interact with nature.

A subsequent step of the planning process was the development of the Areas of Focus. The Areas of Focus condense the many opportunities compiled in the “Data and Opportunity Summary Matrix”. The twelve Areas of Focus represent the main types of opportunities and improvements identified from the analysis and community input to enhance the parks and recreation system. They were developed to allow the community to provide feedback on priorities, and to structure the draft list of potential projects and program ideas. (Attachment A - Refer to Section 5 “Data Summary and Opportunity Analysis” for the Areas of Focus pages 33-35).

The Areas of Focus are:

- Distributing park and recreation activities and experiences across the city
- Improving and enhancing community center and recreation spaces across the community
- Enhancing comfort and making parks more welcoming
- Enhancing capacity and quality of sports fields
- Increasing the variety of things to do in existing parks
- Increasing health and wellness opportunities in parks and programs
- Improving spaces and increased options for off-leash dogs
- Integrating nature into Palo Alto Parks
- Improving the accessibility of the full range of park and recreation opportunities
- Offering more of existing programs, classes and events
- Exploring new types of programs, classes, events and activities for all ages and abilities
- Expanding the park system

Next steps

Phase 2: Recommendations and Prioritization

Phase Two of the Master Plan process, which began in fall 2015, focuses on developing and prioritizing recommendations. The recommendation and prioritization process includes feedback from the PRC and Council. Recommendations will be derived from ranking of the list of potential project and program ideas. The evaluation process provides the basis for determining which potential projects and programs will be included in the final Master Plan report. The process is intended to be concise, defensible and consistent with community interests, and to lead to clear, actionable recommended projects and programs.

The Recommendations and Prioritization process includes two steps:

Step 1: Draft the Initial List of project and program recommendations:

The consultant (MIG) has generated an initial list of potential recommended projects and programs based on the data analysis and community input from Phase One, as well as compatibility with the Principles. The list of potential recommended projects and programs includes available data that support potential recommendations. The PRC reviewed the initial draft list at its December 8, 2015 meeting. Staff, MIG and the PRC continue to work on the list to ensure it is consistent with and addresses public, stakeholder, PRC and Council input.

Step 2: Develop and apply criteria for evaluating potential recommended projects and programs:

Once the list of potential projects and program ideas has been finalized, each will be evaluated by the project team using the developed criteria and ranked using a point system. The criteria and evaluation point system is currently being refined by the project team and the PRC. Upon completing the criteria evaluation (scoring and ranking), a prioritized list will be assembled. This list will then be reviewed by the project team and the PRC to confirm that it contains a balanced, complete set of recommendations that meets the goals of the project.

Draft criteria have been developed with input from the PRC and the Commission Ad Hoc committee. The five identified criteria for prioritizing project and program recommendations are:

1. *Fill existing gaps:* Bring recreation opportunities (park land, facilities, programs) to areas of the city and to users where gaps were identified.
2. *Address community preferences:* Target the highest priority types of projects and programs identified through citywide outreach.
3. *Respond to growth:* Add features or programs; modify or expand components of the system to prepare for and address increasing demand.
4. *Leverage public resources:* Create the most benefit possible for each dollar spent on capital and operating costs.
5. *Realize multiple benefits:* Advance the Principles of the Master Plan as well as the goals, projects and directions of other adopted City efforts.

Please refer to Attachment D for a graphic representation of the draft Recommendations and Prioritization process.

Staff and the consultant team plan to return to the Council in the spring of 2016 to review and discuss the list of prioritized recommendations. Staff will return to Council again in the summer of 2016 to review the draft Master Plan, and expects to bring the final draft to Council for approval by early fall of 2016. Given the additional time that has been used to develop the prioritization process, the updated schedule to complete the Master Plan is extended by approximately six months from the previous schedule.

Timeline

Project Schedule

Phase I (Data Gathering and Analysis Phase): Complete

Phase II (Recommendation and Prioritization Phase): Current – Spring 2016
Phase III (Draft and Adoption of the Master Plan): Summer 2016 – Fall 2016
Anticipated adoption of the Master Plan: Winter 2016

Upcoming Council Involvement

Council Study Session January 2016: Review public outreach and draft prioritization process
Council Study Session April/May 2016: Review prioritized list of recommendations
Council Study Session August/September: Review the draft Master Plan report
Council Adoption November/December 2016: Review and approve Master Plan

Resource Impact

Funding for this study and planning process is provided in Capital Improvement Program project PE-13003: Parks, Trails, Open Space and Recreation Master Plan.

The objective of this study is to assess the long-term needs for development and improvement of existing parks, open space areas, regional trails and recreation facilities; the acquisition of new park land or expansion of existing park land to meet the on-going needs of the community; meeting the strategic maintenance needs of existing facilities in a cost-effective manner; the prioritization of recommended improvement and acquisition projects; and to provide funding strategies (public and private) for the improvements and acquisitions suggested by the report. The intent of this planning is to utilize limited Capital Improvement Fund and other resources wisely and effectively, and to leverage these resources with grants or private funding whenever possible. The Master plan will make recommendations that could call for new investments in the future. As noted earlier, included in this the Master Plan will be the development of a strategic funding plan to successfully implement the recommendations.

Due to the in-depth nature of the Master Plan process along with additional meetings, community outreach, data analysis and extended project schedule, the project team is currently analyzing the project budget and scope and anticipates proposing additional funding to complete the final report as part of the FY 2017 capital budget process.

Policy Implications

The proposed Parks, Trails, Natural Open Space and Recreation Master Plan is consistent with the Comprehensive Plan Policy C-26 of the Community Services element of the Comprehensive Plan that encourages maintaining park facilities as safe and healthy community assets; and Policy C-22 that encourages new community facilities to have flexible functions to ensure adaptability to the changing needs of the community.

Environmental Review

This is a planning study and therefore exempt from California Environmental Quality Act (CEQA) review pursuant to Section 15262 of the CEQA guidelines.

Eventually, as projects and recommendations of the Master Plan are implemented as capital improvement projects, an environmental assessment will be completed in conformance with the provisions of CEQA.

Attachments:

- Attachment A - Consultant Update Report (PDF)
- Attachment B - Council Question Responses (PDF)

- Attachment C - Project Binder Index (PDF)
- Attachment D - Prioritization Process Diagram (PDF)



ATTACHMENT A: PARKS, TRAILS, NATURAL OPEN SPACE AND RECREATION
MASTER PLAN COUNCIL UPDATE

REVISION 4 12/15/15

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1. INTRODUCTION: NEED, PURPOSE AND INTENT OF THE MASTER PLAN

This report has been prepared by the MIG team in response to City Council direction at the August 31 study session, as an attachment to the updated Staff Report prepared by the city team. It provides the context for how the principles and criteria discussed at the study session emerged, distilling and providing a summary of the findings to date, as directed by Council. The full reports referenced in this document are available online at <http://www.paloaltoparksplan.org/> in the Project Updates library.

As noted in the staff report, Palo Alto residents, employees and visitors value and enjoy the City's high-quality system of parks, recreation programs, trails and natural open spaces. To build on and continue the legacy of a strong parks system, the City is developing a Parks, Trails, Natural Open Space and Recreation Master Plan (Master Plan) that will reflect Palo Alto's strong commitment to providing high-quality outdoor spaces and recreational activities for our community.

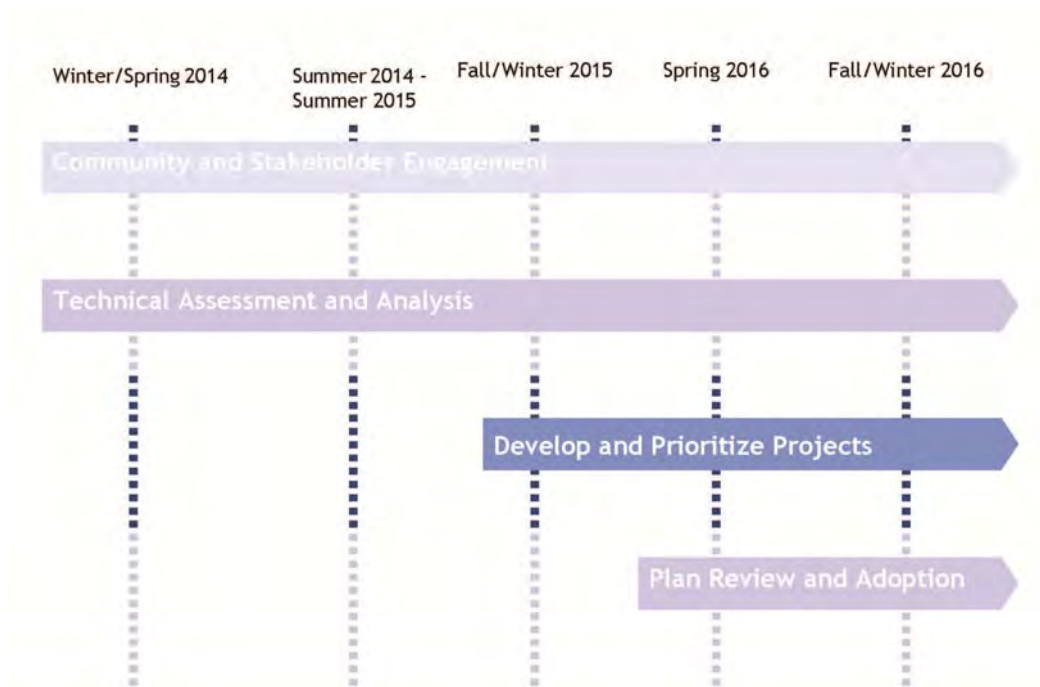
The last comprehensive, citywide study of current and projected community recreation and park facility needs was completed in 1965. The new Master Plan will provide clear guidance for managing, improving and expanding park and recreation facilities to keep programs, services and facilities relevant to present and future populations; appropriately balance recreation, open space and conservation; and provide adequate funding to meet on-going needs.

The Master Plan will provide recommendations about future renovations and capital improvements for parks, trails, natural open space and recreation facilities. It will also include recommendations for how to meet changing needs and evolving demands for future recreation, programming, environmental and maintenance investments and establish a prioritized schedule of park renovations and facility improvements for the next 20 years.

The planning process to develop the Master Plan includes the following tracks, as shown in Figure 1.

- *Community and Stakeholder Engagement:* Proactive engagement of the public and a broad range of stakeholders to identify community needs, interests and preferences for system enhancements.
- *Technical Assessment and Analysis:* A comprehensive inventory and analysis of all Palo Alto parks, trails, natural open spaces and recreational facilities and programs; an analysis of current and forecasted demographic and recreation trends; and an analysis of community recreation needs.
- *Developing and Prioritizing Projects:* Preparation of recommendations; identification of capital projects, needed renovations and other improvements; and prioritization of projects into an implementation timeline of short (5-year), medium (10- year) and long-term (20-year) ranges.
- *Plan Review and Adoption:* Public review and approval process to adopt the plan.

Figure 1: Planning Process



For clarity, the following terms are used:

- *MIG team or consultant team refers to MIG, Inc., and its staff members, under contract to assist Palo Alto with developing the Master Plan*
- *Project team refers to the joint City/MIG working team, including the project management teams from both entities.*
- *City team refers to the cross-departmental City team leading the Master Plan effort internally.*

2. ELEMENTS OF THE PARKS, TRAILS, NATURAL OPEN SPACES AND RECREATION SYSTEM

To facilitate the analysis and understanding of Palo Alto's system of resources, the project team defined three elements that comprise the citywide network of parks, natural open spaces, trails and recreation facilities and programs:

- *Parks, Trails and Natural Open Spaces:* The public parks, trails and natural open spaces, ranging from small neighborhood parks to urban plazas to the city's expansive preserves.
- *Recreation Facilities:* The places and buildings or other structures that are the setting for programs, classes, sports, events and other formal or informal activities.
- *Recreation Programs:* The programs, classes and special events coordinated by Recreation Services and partner organizations.

By defining these elements, the project team created a common language to articulate Palo Alto's community assets, providing consistency, clarity and structure that will carry forward into the Master Plan.

3. TECHNICAL ASSESSMENT AND ANALYSIS RESULTS

To ensure a comprehensive, data-driven Master Plan, the project team conducted a significant amount of assessment and analysis. The result is a detailed understanding of the current system of parks, trails, natural open space, recreation facilities and recreation services. The project team also evaluated needs and opportunities, including forecasting changes and trends that may influence future demand and preferences.

Each work product underwent a thorough review process, first by the City team, and then by the Parks and Recreation Commission (PRC). Each analysis contributed to the next step in understanding and evaluating the system. This section provides brief descriptions of the analysis conducted and what we learned at each step. For more detail, the project website contains the full documents summarized here.

Inventory and Base Map

The first step of the Master Plan process was to identify all existing parks, trails and natural open spaces, as well as recreation facilities. This effort included a detailed inventory listing the name, location, ownership, size (in acres) and defining features of all city-owned parks, facilities and open space preserves. Recreation facilities were inventoried, including their physical location where they are integrated in parks. The MIG team also prepared a GIS base map linked to the inventory tables, depicting the City-owned sites, school district sites and other recreation resources.

What we learned:

- Palo Alto owns over 173 acres of park space distributed throughout the city as well as over 4,000 acres in natural open space preserves.
- City parks are diverse in size and amenities, but many are older and/or have aging facilities.
- The Palo Alto Unified School District (PAUSD) owns several facilities that provide important community recreation sites and facilities. One of these is the Cubberley Community Center, owned by PAUSD and operated by the City.

How we used this information:

- The inventory data was used to guide the site analysis visits, and provided the basis for several community engagement tools (including the online map-based survey)

Site Analysis Visits and Existing Conditions Maps

The MIG team visited each park, facility and preserve to document and evaluate existing conditions. Following this fieldwork, the MIG team prepared an existing conditions map for each site, which includes site history, a summary of features and a description of opportunities and constraints. Each map also incorporates site-specific public input generated through the community engagement process described in Section 4. This set of maps presents detailed information about each park, preserve and facility, and will become an Appendix in the Master Plan. Three examples of these products (on the following pages) depict Greer Park (a park), Foothills Park (a preserve and natural open space) and Cubberley Community Center (a major recreation facility).

What we learned:

- Due to the era when they were built, many parks don't have flexible spaces that allow different uses to be layered in. Rather, they provide a collection of spaces designed for a single activity. With design interventions, many existing parks have the potential to support more use and activity.
- Native species and drought-tolerant plants are not present or well integrated in many parks, though the preserves are rich with native species. Mown turf grass is a predominant feature in most parks.
- The parks are highly developed with maintained landscapes across their entire acreage. Native species and less manicured landscapes are not incorporated.
- The preserves include an extensive network of trails, a variety of wildlife habitats, large expanses of conservation land, and some recreation facilities.
- Though there are designated dog parks, these tend to be small and isolated from other park uses.
- The community centers vary greatly in their age and condition, but are being used for a broad range of activities.
- The city owns, manages and maintains dozens of rectangle and diamond sports fields located throughout the city. Some are in parks, others are adjacent to community centers, and others in field complexes.

Figure 2: Greer Park



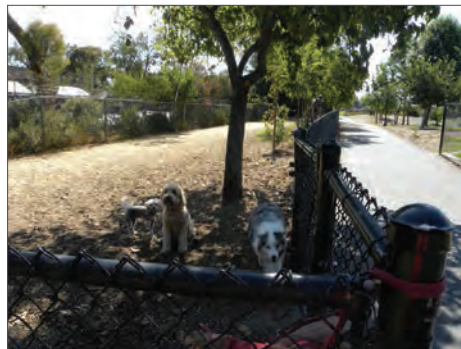
A | View of freeway from park



B | Skate bowl play feature



C | Picnic area garbage cans



D | Dog run area



GREER PARK

Location: 1098 Armarillo Avenue
 Owner: City of Palo Alto
 Size: 22 acres
 Year: 1967

HISTORY
 Greer Park has grown from a 5-acre neighborhood park to a 22-acre multi-use area. The original five acres were acquired in 1963 and dedicated as Amarillo Park in September of 1965. Originally created as a neighborhood park, it has been expanded to serve as a regional park for a growing population.

It was renamed John Lucas Greer Park in 1967, in keeping with the policy of honoring Palo Alto historical figures. Captain John Lucas Greer, an Irish seafarer, was born in 1808 and came to the San Francisco Bay in 1849. He sailed up San Francisco Bay, decided to settle in the area, and leased some acreage for farming. Greer became a successful rancher, founded the Woodside Library, and was a trustee of the Woodside School. The family moved to Palo Alto in the 1860s.

- EXISTING CONDITIONS**
- Located just south of Highway 101
 - Features several athletic fields, a small dog park and the City's only skate park
 - A blend of recycled and potable water is used at this site
 - Has numerous picnic areas, including the newly added Scott Meadows with many benches
 - Children's playground built in 2010 is accessible to users of many different abilities
 - The fields are often used for large baseball/soccer tournaments and have very good drainage
 - The bathroom building is adequate in size and efficient for cleaning and safety
 - Parking is adequate both in the lot and on adjacent streets
 - Five athletic fields in one location allow the park to serve as a sports, tournament, and special event facility



EXISTING CONDITIONS



ESSENTIAL PARK ACTIVITIES

- Play for Children
- Throw a Ball
- Exercise and Fitness
- Gathering
- Relax and Enjoy Outdoors

ADDITIONAL PARK FEATURES

- Dog play area
- Skate park

OPPORTUNITIES AND CONSTRAINTS

Access

- The gate between the day care and businesses between the park and the freeway is locked

Facilities

- Basketball courts are in poor condition
- There is a very small, dated dog exercise area that only serves a small number of dog owners
- Users sometimes run their dogs on the Little League field. The field could be enclosed with fencing and used as a shared dog exercise area during certain hours of the day and playing fields at other hours.
- Dog bites to children have occurred, both off-leash and on-leash
- The skate bowl is outdated. The bowl is designed for skaters but is often used by BMX bikers despite the existing rules stating that it is for skateboarders only. The mix of uses may be dangerous for users.
- The skate bowl is also uneven and potentially unsafe, and the fencing is in very poor condition
- Skate area could be relocated to northwest side of the park at low-use turf area; could be expanded to a multi-use facility
- The upcoming CIP will replace fencing and repair skate bowl surfacing, but does not include additional skate park amenities needs
- Par course stations are out-of-date and seldom used, but there is potential for an outdoor workout facility/gym

Planting

- The use of recycled water has a detrimental effect on some of the landscaping
- A "Got Space" report suggested one synthetic field for the north, south, east and west areas of Palo Alto and Greek Park could serve as the east location

Furnishings

- Park lighting is fairly old
- The picnic area near the parking lot is surrounded with an overabundance of plastic garbage cans

Etiquette/Behavior

- There are instances of offensive graffiti, which needs to be cleaned up
- The parking lot is often used for illegal drug activity in the evening

Expansion

- There is a turf area associated with a utility substation across the street from Scotts Meadow that could be acquired and possibly used as a dog park

SITE-SPECIFIC PUBLIC INPUT

- A gate prevents bike trailers and tandem bikes from passing over the Oregon Expressway/101 bicycle pedestrian overcrossing, which respondents indicate is a barrier to accessing the park.
- The dog park has a bad odor
- Picnickers leave behind a lot of garbage and there is a lot of smoke from barbeques



Figure 3: Foothills Park



A | Trappers Fire Road



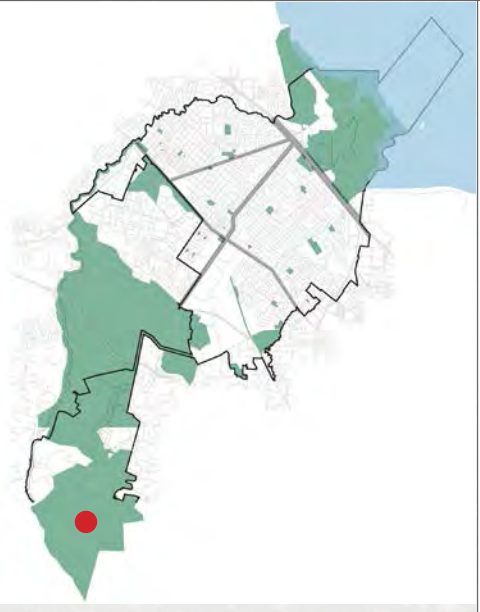
B | The Foothills Park visitor center



C | Fern Loop



D | Boronda Lake



FOOTHILLS PARK

Location: 3300 Page Mill Road
 Owner: City of Palo Alto
 Size: 1,400 acres
 Year: 1965

HISTORY
 The land for Foothills Park was sold to the City of Palo Alto by Dr. Russel Lee, founder of the Palo Alto Medical Clinic, and his wife Dorothy in 1958, on the condition that it be preserved as open space. The park was formally opened and dedicated in 1965. The Interpretive Center in the park is housed in a building originally built by the Lees as a horse stable. For more information, see the Palo Alto Historical Association's chapter on Foothills Park in their city history.

- EXISTING CONDITIONS**
- Bounded by Portola Valley, Los Altos Hills, Pearson-Arastradero Preserve and Los Trancos Open Space Preserve, the 1,400-acre Foothills Park is a nature lover's paradise. Miles of trails provide access through rugged chaparral, woodlands, fields, streams, and a lake, and provide spectacular views of the Bay Area. Wildlife abounds, and it is common to see deer and coyotes.
 - Foothills Park is open to Palo Alto residents and their accompanied guests only. Proof of residency is required. Guests must be accompanied by a Palo Alto resident. Limit of 15 guests per resident in two additional cars.
 - Groups of 25 or more adults and children (both residents and non-residents included) must make a reservation in advance, or get a permit in advance from the supervising ranger. There must be one Palo Alto resident for each 15 non-resident guests.

- Groups of 24 or fewer (residents plus non-residents, children included) do not require a reservation.
- Hiking Trails: There are fifteen miles of hiking trails, which offer a variety of hiking experiences. The longest hike is the Los Trancos Trail, which is 7.5 miles. The Toyon Self-Guided Nature Trail enables you to learn about nature at your own pace.
- Lake, Fishing, and Boating: Fishing is permitted in Boronda Lake. All anglers age 16 and over must have a California Sport Fishing License. Fish species in the lake include bass, catfish, and sunfish. While swimming is prohibited you may enjoy the lake with your non-motorized and hand-launched boat. Canoes are also available for rent on the weekends and holidays from May 1st to October 31st, weather and staffing permitting.
- Picnic Areas: Five picnic areas are first-come, first-served, and there is one picnic area that is by reservation only. Tables, barbecues, and water are available. Groups at the non-reservable picnic areas may not exceed 24 people (adults and children, residents and non-residents included). Groups of 25 or more people must have a reservation. The Oak Grove group picnic area is the only picnic area that is reservable, and can be used by groups of 1-150.

ESSENTIAL PARK ACTIVITIES

- Play for Children
- Throw a Ball
- Exercise and Fitness
- Gathering
- Relax and Enjoy Outdoors

ADDITIONAL PARK FEATURES

- Parking
- Towle Camp is a seasonal campground available to residents and their accompanied guests for tent camping from May 1 to October 31. Eight campsites, each with a charcoal barbecue, water, picnic table, tent pad and food box. Six of the campsites can accommodate up to eight people, and the remaining two campsites can accommodate up to sixteen people.
- The Nature Interpretive Center has exhibits and maps and is the starting point for many nature walks. There is a meeting room available for rent.
- Nature Programs: Ranger-led activities are available throughout the year in Foothills Park. See the Activities and Programs page for more information.

OPPORTUNITIES AND CONSTRAINTS

- 7.7 acres recently added to site
- Facilities on site allow for many visitor opportunities
- Limited staffing makes regular patrols difficult given total mileage of trails
- Public is responsible for reporting trail troubles
- Small, primitive campground limits the number of visitors and its location allows for summer use only
- Limited staffing makes it difficult to enforce residency restrictions

SITE-SPECIFIC PUBLIC INPUT

- Trails are narrow
- Access for bicycles
- Allow dogs on one loop
- Open park to non-residents

Figure 4: Cubberley Community Center



A | Outdoor covered walkways



B | Asphalt parking lot



C | Entrance to sports field area



D | Softball field



CUBBERLEY COMMUNITY CENTER

Location: 4000 Middlefield Road
 Owner: Palo Alto Unified School District (PAUSD) and City of Palo Alto
 Size: 35 acres
 Year: 1989

HISTORY
 Originally opened as a high school in 1956, Cubberley High School was closed due to decreasing enrollment in 1979. The vacant school has been used as a community center that has grown in use and importance over the years. The City of Palo Alto owns 8 acres of the site, and the school district owns the remaining 27 acres (see red border). A lease agreement between the City and PAUSD expired at the end of 2014. The City and the school district have agreed on key terms of a new lease agreement.

- EXISTING CONDITIONS**
- Structures are old and deteriorating
 - As of 2013, there is a need to refurbish the physical plant
 - Layout of current structures is a very inefficient use of the property
 - Large concentration of sports fields and tennis courts are scheduled and maintained by the City
 - Facility contains the only gymnasium regularly available for City of Palo Alto programs. Facility is also important to other public institutions, including Foothill College

- SOME OF THE ASSOCIATED USER AND PARTNER GROUPS INCLUDE:**
- ACME : an organization teaching the Chinese culture and language
 - Acterra: an environmental stewardship and restoration organization with sites in Santa Clara and San Mateo Counties
 - Audubon Society: an environmental conservation and restoration group

- Bay Area Amphibian & Reptile Society: an education and conservation group
- Bay Area Arabic School: an organization teaching Arabic language and Islamic religion
- California Law Revision Commission: a branch office of the state commission responsible for reviewing California statutory and decisional law
- Canopy: an environmental nonprofit organization dedicated to planting and protecting trees in parks, schools and along streets of Palo Alto, East Palo Alto and neighboring communities
- Cardiac Therapy Foundation: non-profit organization for those with cardiovascular disease and those at risk of developing it
- Children's Pre-School Center: a child-care organization
- Commonwealth Club: a statewide public affairs forum
- Dance Connection: an organization offering dance classes
- Dance Visions: an organization offering dance classes
- Dutch School: an organization that teaches Dutch language and culture education
- Earth Day Film Festival: the city of Palo Alto's annual film festival
- Foothill College: the Palo Alto extension campus of a Los Altos Hills community college
- Friends of the Palo Alto Library: an organization supporting the Palo Alto Public Library
- Friends of the Palo Alto Parks: an organization supporting parks in Palo Alto
- Gideon Hausner Jewish Day School: a school for Jewish students
- Good Neighbor Montessori: an educational organization
- Grossman Academy Japanese Language School: a school for Japanese students
- Hua Kuang Chinese Reading Room: a library that offers Chinese cultural programs
- Kumon Math and Reading: after-school tutoring program

- Museo Italo Americano: a museum offering language classes
- Palo Alto Chamber Orchestra: a youth orchestra for regional string musicians
- Palo Alto Menlo Park Mothers Club: a parenting organization
- PAUSD Adult School: an adult school offering gardening classes

- Peninsula Piano School: an organization that provides group lessons for piano students
- Save the Bay: an environmental restoration organization that focuses on the health of San Francisco Bay's ecosystems

- SCC Registrar of Voters: the county-level voting and election office
- Waldorf School of the Peninsula: a private school
- Zohar Dance: an organization teaching dance classes

PROGRAMMING & FACILITIES

Classroom/Lecture Space

- A2 Classroom
- A3 Classroom
- A6 Classroom
- A7 Classroom
- D1 Classroom
- FH Classroom
- H1 Classroom
- H6 Classroom
- G4 Activity Room
- M4 Activity Room

Dance

- G6 Dance Studio
- L6 Dance Studio

Court Sports

- Gym A
- Gym B

Performing Arts

- M2 Music Room
- M3 Dressing Room
- Theatre
- Auditorium
- Pavilion

SITE SPECIFIC PUBLIC INPUT

- Update play equipment
- Provide water fountains
- Picnic areas
- Needs more family and kid friendly spaces
- Restrooms for field users
- Needs major reinvestment



- There are more than 30 play areas in the city. While there are several unique play experiences (e.g., Magical Bridge, the Mitchell Park “gopher hole” playground), most play is focused on manufactured equipment and the play experience is not very diverse.

How we used this information:

- The qualitative and quantitative information about each site was used to shape community engagement questions such as the intercept boards described in Section 4. In addition, the findings were used to guide the selection of images for the visual preference exercise conducted at the three workshops that occurred in fall 2014.
- The Existing Conditions maps document opportunities and constraints, and will be used as the basis for developing the concept diagrams for each site in the system. These illustrative diagrams will illustrate how the Master Plan recommendations apply to each site, and will be an important reference for implementation.

Planning Environment Summary

The project team worked collaboratively to identify previous plans and studies that could relate to the Master Plan effort, as well as on-going planning efforts such as Our Palo Alto and the Public Art Master Plan. For the completed or adopted plans, the MIG team summarized guiding documents, related plans and programs, and City policies and practices. The MIG team then evaluated facility and program gaps in past planning efforts for consideration in the Master Plan process. For those efforts underway, the project team identified points of coordination with the Master Plan, such as coordinating engagement activities and sharing data with Our Palo Alto, and setting up a separate meeting with the Public Art Master Plan project manager for coordination.

What we learned:

- The Master Plan has the potential to help advance the recommendations and policies of many existing adopted plans, and is especially timely for alignment with concurrent planning processes such as Our Palo Alto 2035, the Public Arts Master Plan and the Urban Forest Master Plan.
- The Master Plan can consider the routes identified in the Bicycle and Pedestrian Transportation Plan, and help prioritize which ones will also increase access to parks, natural open space and recreation facilities.

How we used this information:

- Throughout the planning process, this summary document has served its intended purpose: to provide an annotated reference to Palo Alto’s guiding policies and plan documents; so that the planning team can ensure that the Master Plan is in alignment with their direction.

Demographic and Recreation Trend Analysis

The MIG team evaluated the existing demographic profile in Palo Alto, including household characteristics and transportation behavior, to identify patterns and trends that could influence the community engagement process and recreation preferences. In addition, this analysis evaluated trends in health, sports, socializing, recreation, family and the shape and form of cities for their potential to affect the direction of the Master Plan. The document was most recently in October 2015 to ensure consistency with the City's Comprehensive Plan Update. The Demographic and Recreation Trend Analysis includes policy conclusions that will be reflected in the Master Plan, as well as eight policy questions posed for further exploration. These questions helped shape the community engagement.

What we learned:

- The city has grown steadily since the 1970's and has a large share of long-term residents.
- While the average age of residents is increasing, the city has a sizable population of children under 18 years of age.
- The city has a significant share of commuters who travel by bike (11%).
- National and regional recreation trends emphasize an outdoor lifestyle, physical and mental health, diverse options for older adults at multiple stages of life, universal design and access for people of all abilities, and a movement to connect children with nature.

How we used this information:

- The planning team used the trend analysis section to identify areas of potential increased demand, and incorporated these trends into the Data and Opportunities Summary Matrix described in Section 5.
- The policy conclusions document direction that is being incorporated into the recommendations currently under development.
- The planning team developed community engagement questions to help answer the eight policy questions raised in this document, including specific questions in the online community survey.

Sustainability Review

- The Sustainability Review identified opportunities to increase sustainable practices associated with the operation and management of parks and open space. Drawing on best practices from other cities and agencies, the MIG team's fieldwork and inventory findings and staff input, the Sustainability Review evaluated the City's current policies, programs and practices and identified opportunities across 13 indicators. These indicators are:
 - Air Quality
 - Climate Change
 - Education and Training
 - Energy Efficiency
 - Equity
 - Green Building

- Integrated Pest Management
- Natural Resources / Habitat
- Operations / Maintenance
- Public Health and Safety
- Transportation
- Waste Management
- Water Conservation
- Water Quality

The City's Chief Sustainability Officer reviewed this document along with the City team and the PRC. Findings from the Sustainability Review will be carried forward into the Master Plan recommendations.

What we learned:

- Despite the absence of formal sustainability goals or policies for the Community Services Division, there are a variety of programs and practices in place that further the City's sustainability goals and that shape the sustainability policies included in the Master Plan.
- Staff already reduces water use in parks and golf courses through a variety of programs and has implemented additional reductions to comply with drought-related restrictions.

How we used this information:

- The planning team is incorporating the findings of the Sustainability Review into the recommendations currently being developed for the Master Plan, including writing guiding policy for sustainable practices already in place.

Recreation Program Analysis

The Recreation Program Analysis was completed in two parts. In Part I, the project team inventoried programming offered by the Community Services Department, as well as the recreation activities provided throughout Palo Alto by various agencies, organizations, businesses and other community providers. In Part II, the MIG team worked with Community Services staff to export data from the City's registration system. This system collects data over time that allows Recreation Services to evaluate individual classes as well as categories of classes. The registration system was updated in 2014. The data analyzed was the total of the most recent year of program registrations, from spring 2014 to winter 2015.

A crucial performance indicator in recreation programming is minimum participation. This is the minimum number of participants needed to achieve the cost recovery goals of each class. These goals are set according to the department's cost recovery policy and the individual class budget.

To evaluate the capacity of Palo Alto's facilities and programs to meet demand, the project team reviewed and analyzed data on reservations, minimum participation, program registrations and waitlists, and considered the observations of staff and consultants. Results of this analysis were used to review opportunities with the PRC, as described in the accompanying staff report. In

addition, key findings are called out that identify potential opportunities, inform policy choices and provide possible Master Plan recommendations.

What we learned:

- The highest participation in City programs is in sports (adult and youth), aquatic (youth and teen) and day camps.
- Middle-school athletics programs are largely over capacity. The current policy of “everyone plays” is widely supported but makes expanding these programs difficult without sacrificing quality due to limited gym and field space.
- Demand for some classes and programs vary greatly by time of day.
- Facility constraints and a shortage of instructors and coaches prevent the expansion of most sports programs. In contrast, outdoor and open space programs can be more easily expanded because of their setting.
- Academic support programs offered to youth and teens are typically operating under capacity.
- Programs offered by the Art Center, the Junior Museum and Zoo and the Children’s Theatre that are included in the registration system serve thousands of additional adults, youth and teens. Many of these programs have waitlists, partly because of limited space in the specialized buildings associated with these divisions.

How we used this information:

- The planning team used the capacity analysis to evaluate demand and need, factoring it into the Data and Opportunities Summary Matrix described in Section 5.

Geographic Analysis

The MIG team developed a geographic analysis of the parks, trails, and natural open space system to evaluate its walkability and accessibility. To conduct the analysis, the MIG team developed a Geographic Information Systems (GIS) model of the surrounding streets, sidewalks, trails and pathways, using ESRI Network Analyst to identify “walksheds” or catchment areas for each park. This approach reflects the way people move through the city. The desired travel distances used were $\frac{1}{4}$ and $\frac{1}{2}$ mile, reflecting research on the distance a typical person can walk in five and 10 minutes. The MIG team also factored in physical barriers that impede access, incorporating feedback reported through the public engagement process about specific streets and intersections people report as being difficult to cross.

Many communities also analyze park systems using a function-based parks classification scheme (neighborhood parks, community parks, regional parks). However, the parks in Palo Alto serve multiple functions. Feedback from the community through the engagement process indicated that people in Palo Alto are looking for the park system to deliver five categories of activities on a widely accessible basis, regardless of how the park is classified functionally. For the purposes of analysis, the project team called these “essential park activities” to denote that they should be provided throughout the park system, providing a close-to-home opportunity for every resident to enjoy each of these activities.

The project team then defined criteria to determine whether these “essential park activities” are available.

- **Relax and Enjoy Outdoors.** Palo Altans want their parks to provide a place to relax and enjoy the outdoors as a primary function. This activity is supported by most parks, which usually include a quiet and calm place to walk or sit. However, some Palo Alto parks were identified as not supporting this activity because of their proximity to a highway or a loud/busy street, their dedication to and heavy use for competitive sports, or based on comments made by the public on the online interactive map (and verified in a site visit).
- **Play for Children.** Parks that provide a playground, play area or unique play feature (sculpture, nature play, etc.) support this activity.
- **Throw a Ball.** This activity encompasses throwing, catching, shooting, kicking and hitting a ball, and includes both self-directed and competitive (league-based) play. Parks that have a large open turf area or that incorporate formal sports fields and courts support this activity.
- **Exercise and Fitness.** Exercise and fitness in a park setting generally occurs by walking or running (top recreation activities in Palo Alto, as well as nationally), or by swimming. Those parks with perimeter or looped paths, extensive trail systems, a pool or fitness stations support this activity.
- **Gathering.** The Palo Alto community sees the park system as an important provider of space for family, friends and the larger community to gather for picnics, social events and group activities. Formal picnic areas, shelters and features such as amphitheatres support this activity.

In addition to geographic analysis using the GIS-based model, the project team evaluated natural open space and recreation facilities that were identified as highly desired by the community. These include:

- The experience and preservation of nature;
- Equitable access to natural open spaces (preserves);
- Recreation with dogs; and
- Distribution of indoor recreation space.

Figure 5 shows the ¼ and ½ mile walksheds for all parks in Palo Alto. Figure 6 depicts the Exercise and Fitness analysis map as one example of the activity-based analysis process.

What we learned:

- Most Palo Alto residents have access to a city park within a ¼ and ½ mile. Gaps exist north of the Oregon Expressway near Highway 101 and south of El Camino Real near commercial and institutional land uses.
- Fewer neighborhoods are within a ½ mile service area of every essential activity.
- Parks that offer exercise and fitness opportunities are more common south of the Oregon Expressway.
- Service areas for dog parks are almost entirely located south of the Oregon Expressway.

How we used this information:

- The planning team used the trend analysis section to identify areas with gaps in service, factoring it into the Data and Opportunities Summary Matrix described in Section 5.

Utilizing Analysis Results

The series of analyses conducted are foundational to the development of Palo Alto's data-driven and community-responsive Master Plan. Each of the analyses was designed based on staff and community input (described in more detail in the following section) to identify opportunities to enhance Palo Alto's system of parks, recreation programs, trails and natural open spaces. The site-specific, geographic and programmatic gaps identified through this process were evaluated and deliberated on by the PRC, through the process described in Section 5 of this report.

Figure 5: Park Walksheds Map

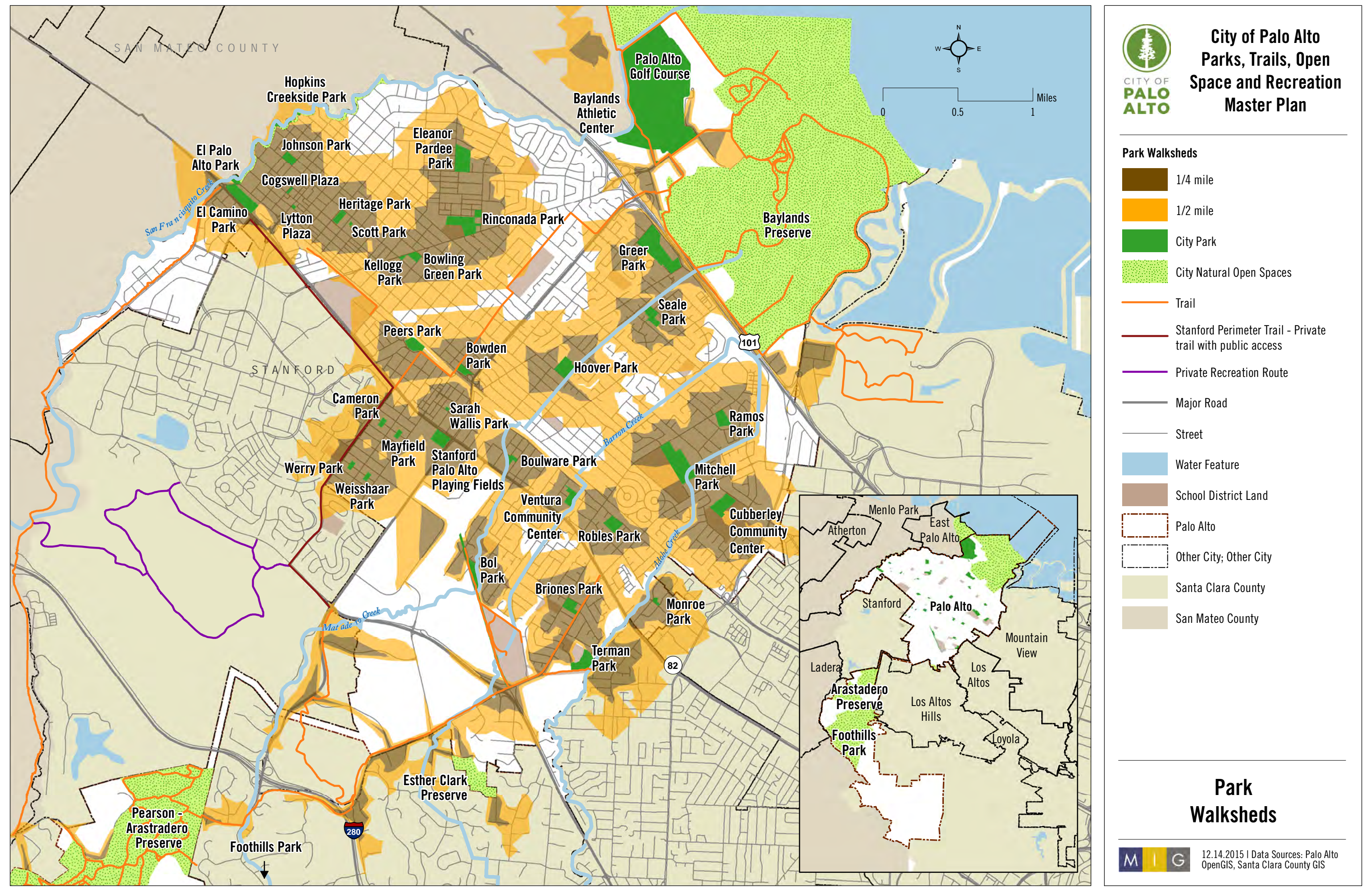
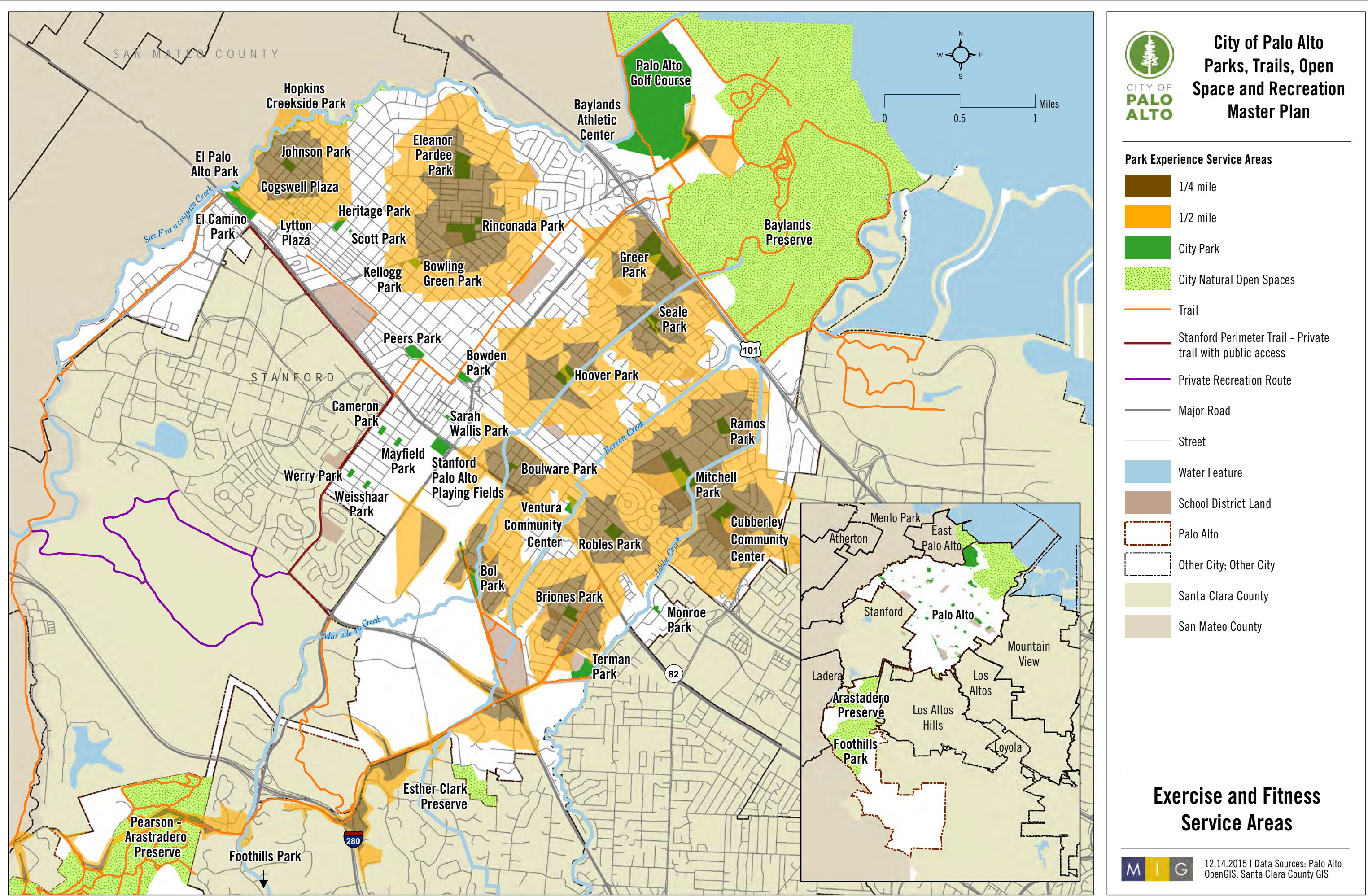


Figure 6: Exercise and Fitness Analysis Map

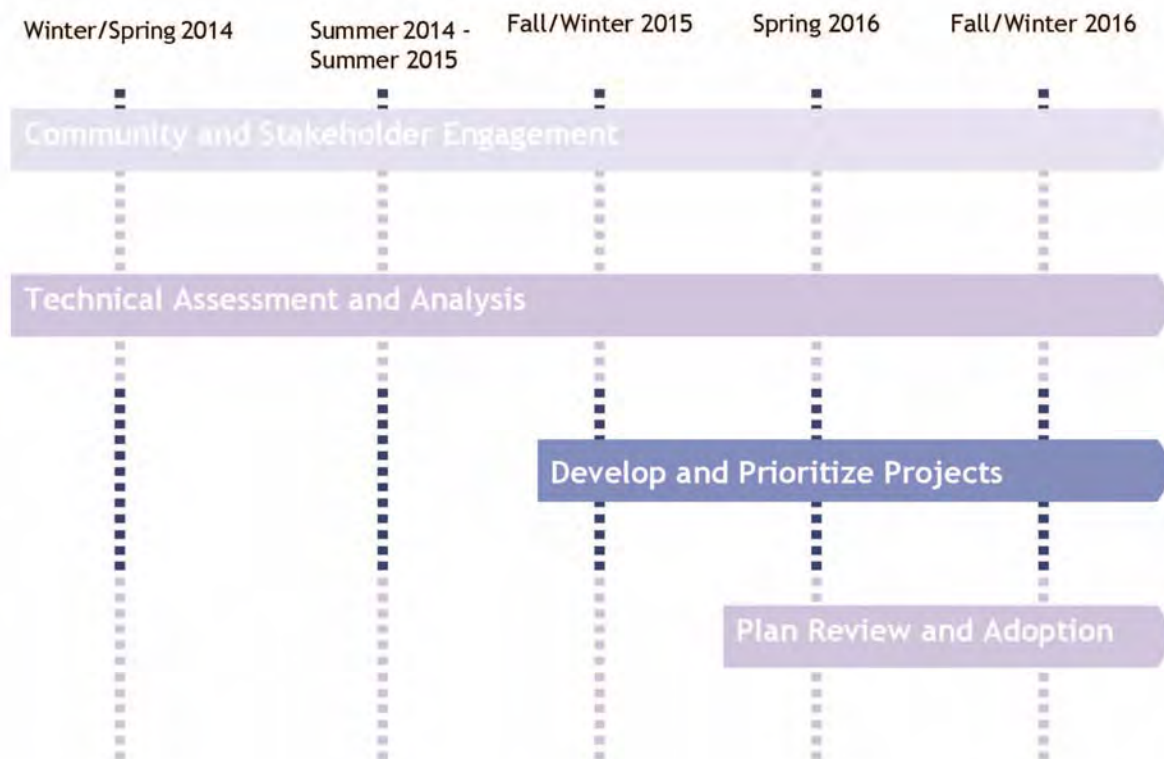


4. COMMUNITY OUTREACH

Process Overview

The project team integrated community and stakeholder engagement into the entire planning process, as seen in Figure 7.

Figure 7: Community Engagement Across the Master Plan Process



The Public Engagement Plan, developed early in the process, articulated the goals and strategies for creating a Master Plan that aligns with local needs, preferences and priorities. The project team also met with the “Our Palo Alto” team to ensure the coordination of the efforts. As articulated in the Public Engagement Plan, the community engagement goals are to:

- Increase community awareness of the project;
- Inform the community about the challenges and opportunities of the project;
- Provide easy access to project information and opportunities for participation;
- Offer a range of communication and engagement tools to match interests and preferences;
- Ensure the final Master Plan reflects community priorities, preferences and values; and
- Get community buy in to support plan adoption and its short-, mid- and long-term implementation.

To achieve these goals, the Public Engagement Plan laid out a robust, layered outreach strategy that included a variety of engagement tools and activities so Palo Alto residents and other interested community members could participate in a manner convenient and comfortable for them. There have been numerous opportunities for participation to date, with a variety of formats, times and levels of interaction offered as well as both online and face-to-face methods.

- Interactive community workshops provided input at key project milestones, with a series of three occurring last fall and a prioritization workshop planned for this coming fall.
- A series of online surveys gauged community values and priorities, including:
 - an interactive map-based survey;
 - a comprehensive community survey;
 - a community prioritization challenge (currently available); and
 - a future exercise to comment on the draft plan.
- A stakeholder group convened periodically has advised the project team.
- Interviews with experts on staff and in the community helped inform topics that emerged from the outreach.
- Consultations with the PRC and other appointed commissions deepened understanding.
- City Council updates and study sessions kept the Council members informed.

What we learned:

A number of key findings emerged from the many outreach tools method, each of which is described in greater detail on the subsequent pages of this section. The following topics and findings were referenced multiple times by the community, staff, partners and decision makers through multiple outreach methods. These have been critical in shaping the analysis described in Section 3 above, and the principles and criteria described in Section 6. In addition, these themes and findings provide direction for the shaping of the Master Plan policies and recommended actions, and in some cases have application at the site level.

- Respondents value, support and appreciate their parks system. They recognize that it is a high-quality system.
- Strategic enhancements and improvements are needed to better meet evolving needs and trends, adapt to growth and changing demographics, and to continue to provide world-class experiences to residents.
- Limited land availability and high cost is seen as the major limiting factor to pursuing new park opportunities.
- Providing accessible and safe active transportation routes to natural open spaces, community centers and parks is a high priority.
- Nature is very important to residents. There is widespread support for the continued protection, enhancement and restoration of open spaces and wildlife habitat.
- Residents also want to feel connected to nature in their urban parks. There is interest in adding nature play elements and wildlife habitats to more traditional parks.
- Enhancing physical and mental well-being is a critical function of parks for Palo Altans. Loop trails and bicycle and pedestrian paths to parks and places to relax are preferred over exercise equipment or additional classes.

- There is widespread interest in bringing community gardens, dog parks and aquatic facilities to new areas of the city to improve access to these amenities for all neighborhoods.
- Residents strongly support improved and additional restrooms in parks. In addition, there is clear preference for features and amenities that support comfort, convenience and longer stays at parks, including water fountains and places to sit.
- The Palo Alto community strongly supports universal design and access and there is interest in adding inclusive play elements to more parks.
- Current policies that prioritize facility availability for Palo Alto residents are widely supported, and stakeholders generally agree that Palo Alto is (and should be) focused on providing services to local residents, rather than providing regional attractions.
- Residents would like to see enhancements to parks throughout the city including more types of play experiences and environments. There is also support for smaller, more locally focused events and programs (e.g., movies in the park) that are held in different parks throughout the city.
- Many existing recreation buildings have been repurposed and do not suit current needs well. Newer indoor facilities have greater flexibility but do not have specialized features to support some programs (e.g., outdoor arts programs or lifeguard training).
- Local and regional partnerships (particularly with the school district) are extremely important and should be continued and strengthened.

How we used this information:

- The planning team identified patterns and trends that cut across all the engagement activities and results, and crafted the Master Plan Principles described in Section 6 to articulate a vision for the future.
- Park and program-specific findings are currently being considered by the planning team as in the development of the Master Plan recommendation.

Public Engagement Activities to Date

The project team, with support from the PRC, has successfully collected and analyzed input from hundreds of residents and stakeholders through a variety of methods. These are described on the following pages.

Project Webpage

One of the first steps was developing a Master Plan project webpage hosted on the City's website with a project-specific web address (paloaltoparksplan.org).

Figure 8: The current content feature on paloaltoparksplan.org is the community prioritization challenge

The screenshot shows a website banner for the City of Palo Alto's Parks, Trails, Open Space & Recreation Master Plan. The banner features a blue sky and a golden sand dune with green trees. Below the banner, the text reads: "Palo Alto Parks, Trails, Open Space and Recreation Master Plan. Aspiring to make our community better for you and the next generation of Palo Altans! We need your help in charting the future of our parks, facilities and recreation program." The main content area is divided into three sections: "NEWS & EVENTS" with a "Community Events" link, "STAY INVOLVED" with a sign-up link and phone number (650-617-3183), and "CONNECT WITH US". A central white box titled "Take the Challenge" contains the text "Provide your input by taking the Community Prioritization Challenge." and a green button labeled "TAKE THE CHALLENGE". The background of the central box is a collage of images showing people cycling, a playground, and a group of people in blue shirts.

Public Information Updates

The project team disseminated a series of public information updates through the City’s established mailing lists, newsletters and social media accounts. These updates informed the community about upcoming meetings, online participation opportunities and project status. The contact list grows with each engagement opportunity.

Stakeholder Advisory Group

The Stakeholder Advisory Group works to boost participation within its networks and constituent groups in the Master Plan process. The group includes representatives from local advocacy groups, recreation organizations, local employers and landowners, community service providers and others. To respect the time of the members of the Stakeholder Advisory Group, the project team designed the process to solicit this group’s input at strategic times during the project.

The first meeting was held on June 25, 2014 to fine-tune the engagement process and obtain initial input on issues and opportunities. The second meeting was held on October 1, 2015, to discuss findings to date and brief the Stakeholder Advisory Group in preparation for two final meetings. The next meeting will focus on prioritization, and the final meeting will focus on the draft Master Plan.

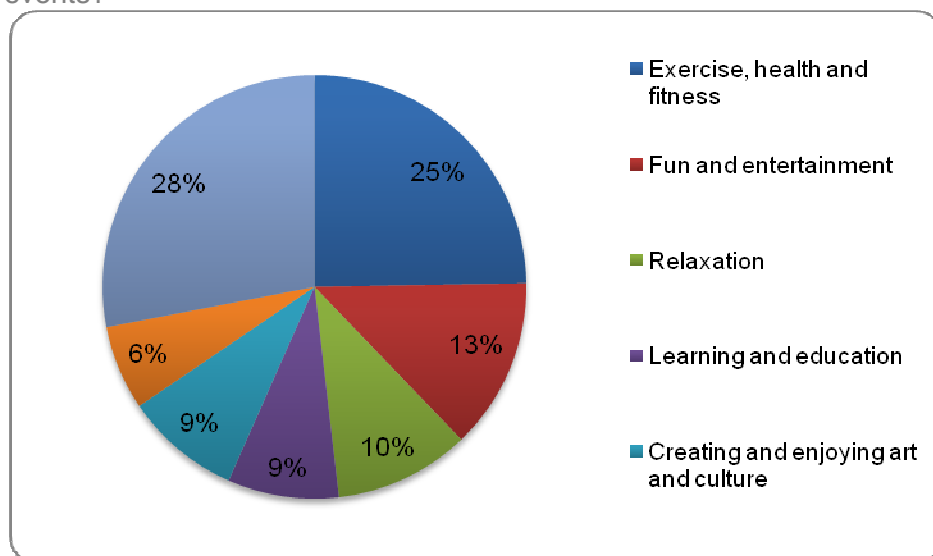
Intercept Events

During the summer of 2014, the project team and PRC members conducted six “intercept surveys” to collect input from visitors outdoors at parks, farmers markets and community events. This approach is effective at engaging all age groups, especially families with children, and allows for informal and educational discussions with the public. The intercept format also facilitates interaction with people who do not typically attend public meetings, due to schedule conflicts or a lack of awareness. The project team selected intercept locations to reach a cross-section of Palo Altans:

- Rinconada Park, June 28, 2014
- Downtown Farmers Market, July 19, 2014
- Cogswell Plaza, July 24, 2014 (Summer Concert)
- California Street Farmers Market, August 9, 2014
- Cogswell Plaza, August 14, 2014 (Summer Concert)
- Mitchell Park, August 16, 2014 (Twilight Concert)

More than 200 people provided input and learned about the park system and the Master Plan effort. They also provided important feedback about their values and motivations as related to parks, natural open space and recreation, such as what is most important when they choose recreation programs, summarized in Figure 9.

Figure 9: What is most important to you when choosing recreation programs, classes and events?



Online Map-based Survey

During the summer of 2014, the project team hosted an online, interactive, map-based survey using MIG's Mapita application. This tool allows community members to respond to a series of questions and provide geographically tagged comments on specific parks, facilities and transportation routes throughout the city. A total of 487 respondents provided comments on park quality, barriers to access, needs and opportunities. This effort generated a rich data set about how people use the park system, how they travel to the places they go, and what their experience is like, including site-specific data. The MIG team brought the data into GIS, and it was used to inform the geographic analysis described in Section 3. Figure 10 and 11 are graphics from the summary document (available on the project webpage), illustrating the richness of information collected at the site and system-wide level.

Figure 10: Site-Specific Comments on Bol Park

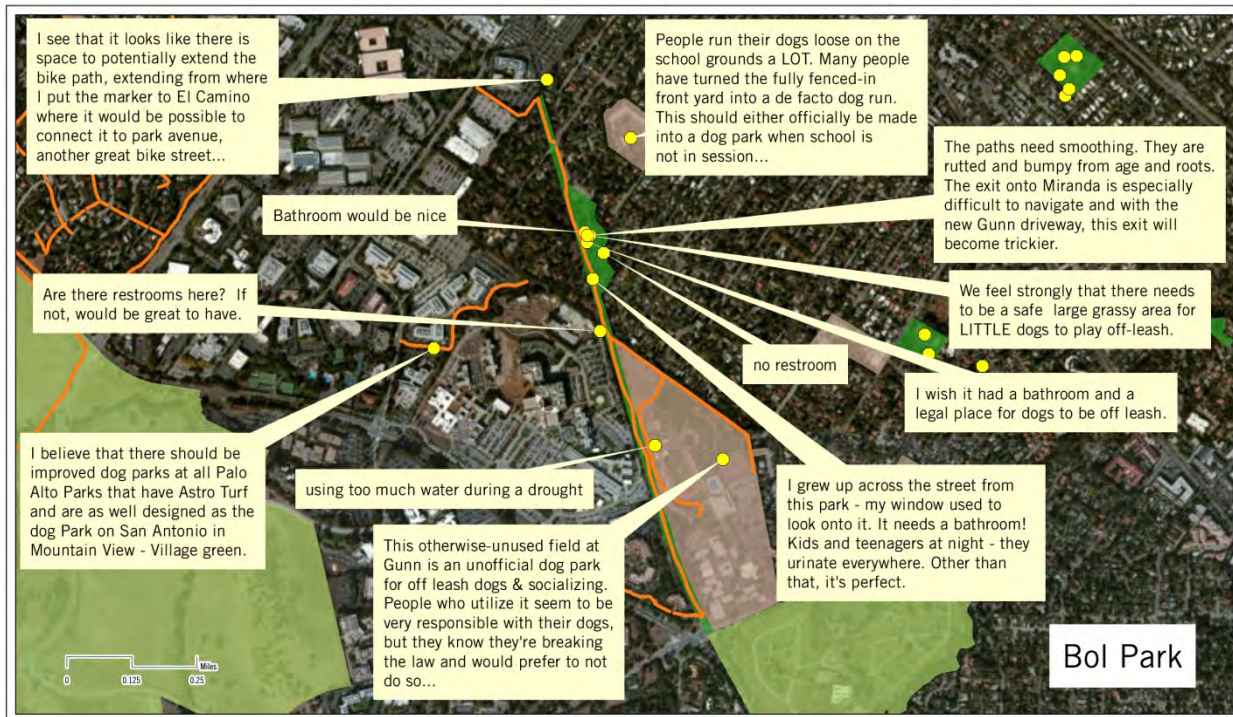
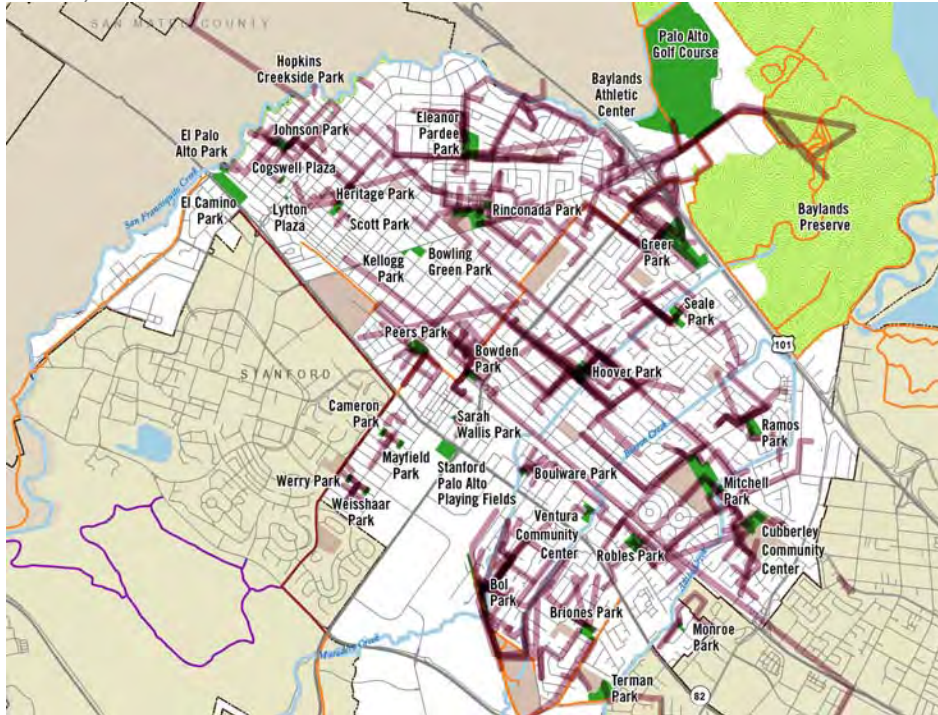


Figure 11: Routes to Respondents' Closest Park (darker lines indicate more intensively-used routes)

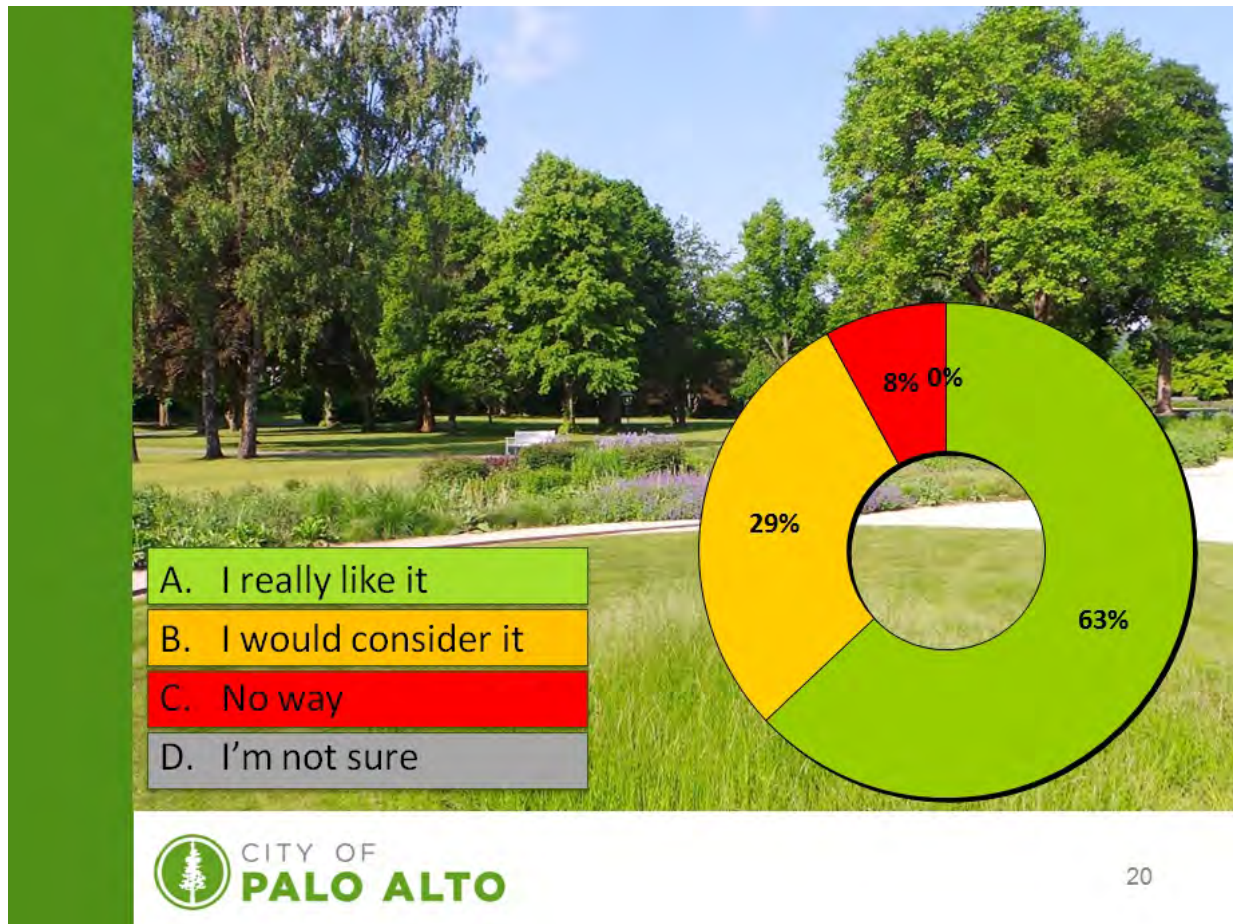


Community Input Workshops

In fall 2014, the project team conducted two interactive workshops in different areas of Palo Alto. The project team added a third workshop when the San Francisco Giants made it to the World Series and games conflicted with the first two workshops, which had been planned for months. In total, about 65 community members attended this series of workshops, held on October 28, 29 and December 2, 2014.

Participants took part in a visual preference survey about the character and design of parks using real-time keypad polling. Facilitated small groups provided the opportunity for people to have an in-depth discussion of what features they would like to protect, preserve, improve or add to Palo Alto. The MIG team collected polling data, recorded group discussion and collected additional input on comment cards. For example, Figure 12 shows the level of support (from the three workshops) for a landscape with integrated natural plantings.

Figure 12: Visual Preference Survey Results for a Landscape with Natural Plantings Integrated (combined for 3 workshops)



Online Community Survey

Over 1,100 people completed an online survey developed by the MIG team in close consultation with the PRC and the City team. This tool collected data on community priorities and preferences to inform the development of recommendations and actions. The survey was available online and in hard copy, in both English and Spanish, from mid-November to mid-December 2015. The MIG team developed an initial summary of survey findings for review with the PRC and then completed additional data analysis to provide more detail on specific topics, based on feedback from the PRC.

Follow-up Stakeholder Interviews

After the geographic and program analysis were completed, the project team identified issues for which additional feedback from stakeholders would be beneficial to understanding needs and identifying potential recommendations. Between October 2014 and March 2015, members of the project team conducted 16 follow-up stakeholder interviews to gather additional data and explore issues in depth. The interviewees included staff, volunteers, partner staff and users across a variety of topics:

- Community Gardening
- Aquatics

- Cubberley Community Center tenants
- Junior Museum and Zoo
- Palo Alto Art Center
- Children's Library
- Palo Alto Children's Theatre
- Middle School Athletics
- Palo Alto Dog Owners
- Avenidas
- Palo Alto Youth Council
- Boost drop-in programming

Results were brought into the Data and Opportunities Summary matrix process as described in Section 5, and considered by the PRC.

Parks and Recreation Commission

The PRC has been involved throughout the Master Plan effort, from the initial scope development and consultant selection through every step of the process. This commission's involvement has been critical to understanding the full range of issues in the community and in shaping further community engagement. The details of the PRC's hands-on involvement in defining and considering data and opportunities is described in the accompanying staff report.

City Council

Decision maker involvement is also an important part of engaging the community in the Master Plan process. At the beginning of the Master Plan process the project team made a presentation to the City Council and the Park and Recreation Commission in a joint study session on March 24, 2014. This presentation introduced the goals and objectives of the planning process as well as preliminary ideas about the community engagement and how the analysis and plan will be used. This report, as well as the August 31 and November 2 Study Sessions, serve as Council updates on the progress of the Master Plan process.

In Process and Future Engagement Activities

Engagement activities will continue through the end of the process with opportunities to shape prioritization, close the loop with stakeholders and facilitate review of the draft plan by the community, the PRC and the City Council.

Community Prioritization Challenge

The Community Prioritization Challenge is a trade-off exercise, designed to be compatible with the planned Community Prioritization Workshop. The Challenge is live now, available to access through the Master Plan website. As of December 15, there were 382 complete responses. Data will be analyzed once the Challenge is closed.

Community Prioritization Workshop

Following up on the Community Prioritization Challenge, the project team will convene an interactive workshop that will also feed into the prioritization process. Building on the findings of the online exercise, this in-person workshop will take advantage of the opportunity for community members to explore trade-offs together.

Stakeholder Advisory Group

As noted, the Stakeholder Advisory Group will meet at least twice more. This group will work with a more detailed view of the park system, reflecting their more nuanced understanding of activities in Palo Alto.

Park and Recreation Commission

The project team will continue to work closely with the PRC in developing content for the Master Plan. Each regular meeting of the PRC includes an update on the current status of the plan and a review opportunity for the latest pieces developed by the project team. Upcoming topics include the review of a preliminary list of recommended actions, the results of the prioritization discussions and detailed review and input into the prioritization of actions. These steps precede the review of a full draft plan, which will be released first to the PRC and then to the public.

City Council

This report is part of the project team's commitment to utilizing the feedback City Council has provided to advance the project toward an adoptable and implementable final document. The detail provided here is intended to clarify the extensive planning process and allow the project team to move forward with clear feedback on the critical prioritization process. Following this step, the next City Council check-in will be at the release of the public draft Master Plan, to introduce the full document and explain how the Council's input was utilized to shape the direction of the document. During the formal review process, Council will have several opportunities to provide general and detailed feedback on the plan document as it is refined and moved toward adoption.

Public Comment on Plan

The project team will create an online feedback form to collect comments from the public on the draft Master Plan. As comments are made, they will be logged to track the source of the comment, specific feedback or recommended changes for consideration, and aggregated feedback to identify any patterns. Comments will be discussed with staff and the PRC to determine what action to take for each comment.

5. DATA SUMMARY AND OPPORTUNITY ANALYSIS

As the major elements of the Technical Assessment and Analysis (described in Section 3) and the Community and Stakeholder Engagement (described in Section 4) were completed, the PRC and the project team began a detailed review of the accumulated data as it relates to each element of the Master Plan, tying these two tracks of the Master Plan process together in preparation for the critical track of Developing and Prioritizing Projects. The process for this review, designed by the project team with the input of the PRC, created a detailed reference matrix (with supporting documentation) to refer to as the process moved toward recommended actions.

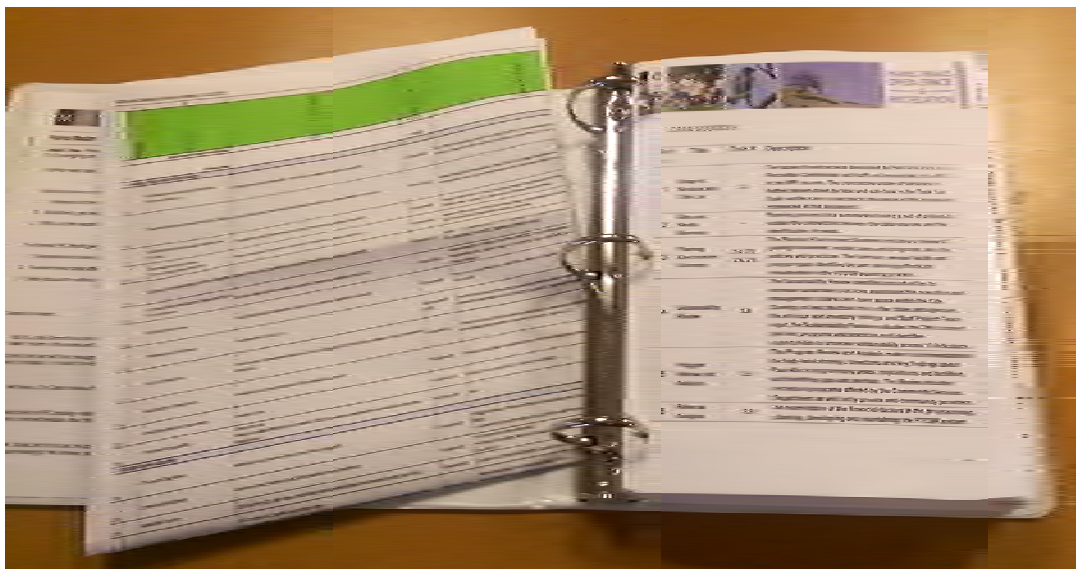
Data Binders

To assist both the project team and the PRC in referencing and using the large amount of data developed during the process, the City team created a tabbed binder with each of the completed documents, numbered for quick reference. These binders were produced for each of the PRC members and for the members of the project team. An outline of the deliverables for the Master Plan process became the table of contents for the binder. As additional materials have been developed, they have been added to the binders. Figure 13 shows the binder and accompanying matrix (which is poster size).

Once the binders were developed, all working documents, such as the Summary Matrix described in this section, have used the numbered references to sources corresponding to the reference numbers used in the table of contents contained in the binders. To facilitate broader distribution of the data binders (and reduce paper use), the City team is developing a “digital binder” for the project website, which consists of a table of contents with hotlinks to each section. This can be downloaded directly from the following link:

http://paltoptoparksplan.org/pdf/CPA_Parks_MasterPlan_Data%20Sources.pdf

Figure 13: Data Binder and Summary Matrix



Data and Opportunities Summary Matrix

With the full set of reference materials in the data binders, the PRC needed a process to evaluate opportunities based on the collected data. The project team developed a matrix format that took each of the Master Plan elements (Parks, Trails and Natural Open Space; Recreation Facilities; Recreation Programs) and broke them down further into constituent “components”.

Table 1: Plan Elements and Components

	Master Plan Elements		
	Parks, Trails and Natural Open Spaces	Recreation Facilities	Recreation Programs
Components	Walkability and Equity of Park and Preserve Access	Off-Leash Dog Areas	Adult Aquatics
	Activity Access: Play for Children	Community Gardens	Adult Fitness
	Activity Access: Exercise and Fitness	Basketball Courts	Adult Special Interest Classes
	Activity Access: Throw/Catch/Shoot/Kick/Hit	Tennis Courts	Adult Sports
	Activity Access: Gather Together	Rectangular Sports Fields	Day Camps
	Activity Access: Relax and Enjoy the Outdoors	Diamond Sports Fields	Middle School Athletics
	Experience Nature	Gymnasiums	Open Space/Outdoor Recreation
	Preservation of Nature	Swimming Pools	Youth and Teen Aquatics
	Trail Connections	Community Centers	Youth and Teen Sports
	Availability of Restrooms	Special Purpose Buildings in Parks	Youth and Teen Special Interest Classes
	Site Amenities and Experience	Other Indoor Program Facilities	Youth and Teen Sports Camps
	Universal Accessibility	Picnic shelters (covered)	Special Events
		Event venues	Therapeutic Recreation
		Senior Programs	

For each of these components, findings across both the Technical Assessment and Analysis and the Community and Stakeholder Engagement tracks were summarized in a rating or short statement across nine topics:

- Current Service/Inventory
- Level of Control
- Geographic Analysis
- Capacity/Bookings
- Perception of Quality
- Expressed Need
- Demographic Trends
- Barriers to Access/Participation
- Projected Demand

Where ever possible, the data was summarized with a defined rating (typically high, medium or low). Each of these ratings was tied to a data source (or sources) and a set of thresholds defined in the Data and Needs Summary (which is the document in the data binder and available on the project website). For several of the topics, a short statement is provided instead of a rating due to the type of information collected. The general source materials for each topic are clearly cited (as included in the Data Binders) and where a specific finding is particularly informative the page number(s) are cited.

The full matrix was provided to each PRC and project team member in a large format print to provide a quick reference to the relevant data for each component of the system.

Figure 14: Screen Capture of a Portion of the Data and Opportunities Summary Matrix

Elements	Components	Current Services/Inventory	Level of Control	Geographic Analysis
	Data sources (see data binder)	5, 8, 9	4, 5, 8, 9	5, 10, 11
	Rating Scale		H/M/L	
PARKS, TRAILS AND NATURAL OPEN SPACES				
	Walkability and Equity of Park and Preserve Access	33 park sites and 4 preserves (source 8, Inventory Analysis, source 9)	L (source 8)	All of the residential area of Palo Alto is within 1 mile walking distance of a park or open space preserve. Areas in the north and south do not have a park within 1/2 mile. (source 10, Park Service Areas)
	Activity Access: Play for Children	20 park sites and 2 recreation facilities (source 8, Inventory Analysis, source 9)	H (source 8)	Areas along San Francisquito Creek, the 101, Oregon Expressway, and San Antonio Rd are outside the 1/2 mile service area, as are small areas north of Boulware Park (source 10, Play for Children Service Areas)
	Activity Access: Exercise and Fitness	17 park sites and 3 preserves (source 8, Inventory Analysis, source 9)	H (source 8)	Areas in the center of the City along Oregon Expressway and near Stanford are outside the 1/2 mile service area. (source 10, Exercise and Fitness Service Areas)
	Activity Access: Throw/Catch/Shoot/Kick/Hit	26 park sites and 1 preserve (source 8, Inventory Analysis, source 9)	H (source 8)	Areas in the center of the City along Oregon Expressway are outside the 1/2 mile service area. (source 10, Throw/Catch/Shoot/Kick Ball Service Areas)

The matrix process allowed the PRC to review the large number of possibilities against the extensive data available in a streamlined, more accessible way. The matrix continues to be a reference point that helps justify why the Master Plan is exploring particular directions. The working draft of the matrix can be downloaded from the project website at: http://paloaltoparksplan.org/pdf/PTOSR_Matrix_MASTER_052215.pdf

Opportunity Analysis

The final column of the matrix for each component is a summary of the opportunity to enhance Palo Alto's system through the addition, distribution or modification of a particular element and component. These opportunities represent potential actions, and each of these opportunities would be a good addition to the system. However, due to the limited land, staff, funding and other resources in the community, these opportunities still need to be prioritized.

Areas of Focus

As the development of recommendations has progressed, informed by the opportunity analysis and the development of the principles and criteria, the project team developed a list of areas of focus that represent the categories of recommendations that are forming. These areas of focus

collapse the many opportunities into a set of twelve areas that cut across the elements of the Master Plan. Each area of focus includes a title, a short description and an example.

Distributing park and recreation activities and experiences across the city

Ensuring that parks and programs are distributed as evenly as possible across Palo Alto. For example, adding recreation activities into geographically under-served areas, improving access to parks for cyclists and pedestrians and finding new locations for recreation opportunities such as community gardening and swimming.

Improving and enhancing community center and recreation spaces across the community

Maintaining a mix of programmable space for indoor sports (including gyms) and fitness as well as gatherings, classes, theater, arts and community programs. For example, updating key facilities at Cubberley.

Enhancing comfort and making parks more welcoming

Improving visibility of parks in the community and providing the amenities that make more frequent or longer visits to parks comfortable. Improvements may include creating a sense of arrival using art or signs; providing drinking water, a variety of seating options, shade and restrooms.

Enhancing capacity and quality of sports fields

Increasing the playable time at existing sports fields. For example, adding lights, improving natural turf and drainage.

Increasing the variety of things to do in existing parks

Exploring new, unique and dynamic features and activities to support a diverse and fun system. For example, adding new types of play experiences, creating flexible gathering spaces that can be used for picnics as well as performance art, etc.

Increasing health and wellness opportunities in parks and programs

Providing programming, information or features that support physical and mental well-being. For example, trails, drop-in activities/classes in parks, signs illustrating exercises that can be completed using existing features (walls, benches, etc.), as well as providing quiet places for relaxing in nature.

Improving spaces and increased options for off-leash dogs

Supporting recreation with dogs in a variety of ways. For example, using existing fenced features as off-leash areas at particular times or enlarging off-leash facilities to accommodate more dogs.

Integrating nature into Palo Alto parks

Preserving, enhancing and providing access to nature in parks and open spaces. For example, protecting eco-systems, increasing native plantings and wildlife habitat and creating access to natural elements such as creeks.

Improving the accessibility of the full range of park and recreation opportunities

Actively reducing and removing physical, programmatic, language and financial barriers so that all ages, abilities and cultures can enjoy parks and programs. For example, adapting existing programming for people with disabilities or investing in targeted programs to reduce user fees.

Offering more of existing programs, classes, events

Increase the capacity in popular and emerging programs/classes by realigning resources and replicating programs. For example, adding more summer camps or recruiting/training additional coaches to offer more middle school sports.

Exploring new types of programs, classes, events and activities for all ages and abilities

Following input from the community and trends, develop and implement new recreation classes, activities and events. For example regularly trying new programs as one-time or one year pilots.

Expanding the system

Take a proactive approach to adding more park and open space lands, trail connections and facilities to Palo Alto's system. For example, dedicating publicly owned spaces as park land or investing in a fund for future park and recreation facility purchases.

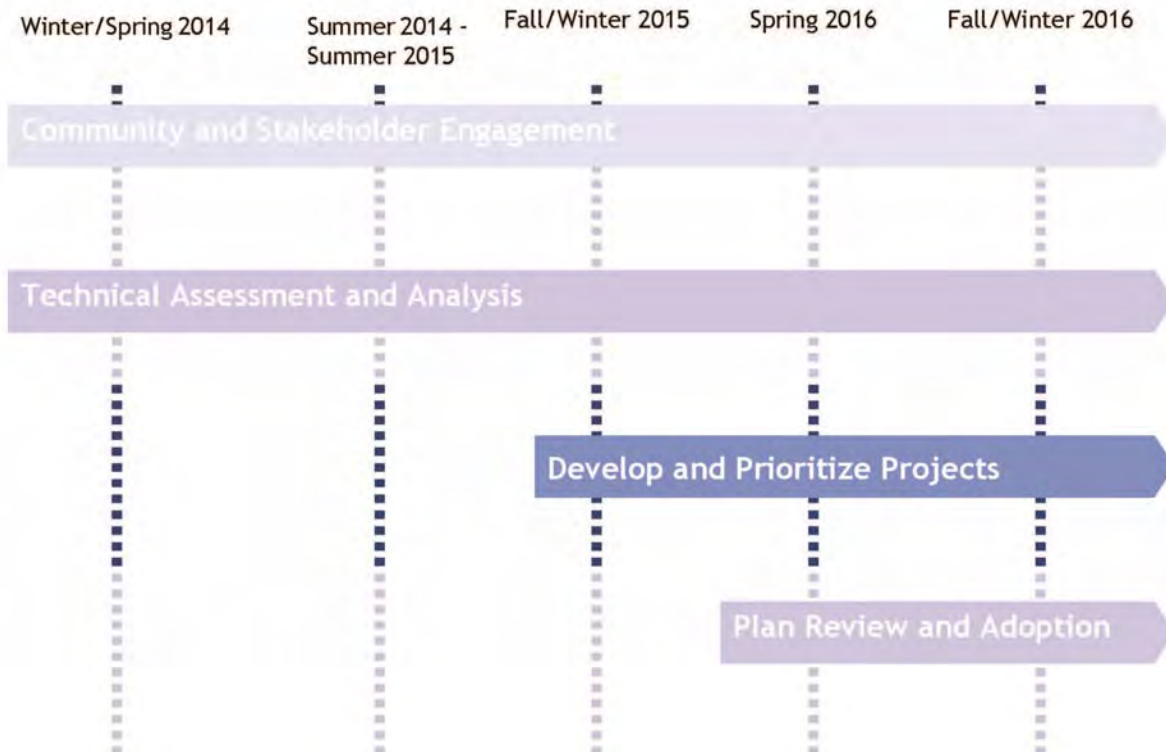
6. MASTER PLAN PROCESS TO DEVELOP AND PRIORITIZE PROJECTS

As described in the previous section and the accompanying staff report, the project team worked closely with the PRC to define the full range of opportunities to enhance Palo Alto's parks, trails, natural open spaces, recreation facilities and recreation programs.

As illustrated in Figure 15, the development of these opportunities into actions began in the fall of 2015 and will continue to be refined into a set of recommendations included in the Master Plan. As this report illustrates, there is rich set of data and analysis from which to draw actions and recommendations for the Master Plan. Actions and recommendations will include site and facility improvements, program changes and enhancements, and systemwide policies and practices, all focused on achieving Palo Alto's vision, as articulated in the Master Plan Principles.

The subsequent prioritization of recommendations (informed in part by the Community Prioritization Challenge) will provide guidance to staff and decision-makers in how to sequence the implementation of projects and improvements.

Figure 15: Developing and Prioritizing Projects in the Master Plan Process



In addition, the City team, PRC and Council need a method for evaluating new ideas and proposals that are brought forward after the Master Plan is adopted. Because Palo Alto is largely built out and has finite staff and fiscal resources, the prioritization process needs to be defensible and definitive. Decision-makers must have confidence that they are making the best use of Palo Alto's resources, and the public must have confidence that decisions are transparent and aligned with community priorities.

Inherent in the planning process are trade-offs and opportunity costs. As noted above, the City of Palo Alto is a constrained system. As such, the City will have to choose which of the opportunities identified in this planning process to implement. The principles and criteria developed during the Master Plan process are intended to facilitate prioritization and decision-making both in the development of the Master Plan, and following its adoption. Each is described below.

Master Plan Principles

The project team developed a set of Master Plan principles that describe the community's vision and will guide the way projects are implemented.

The project team distilled community input and considered the themes emerging from the data summary and opportunities analysis process described in Section 5 to develop draft principles that describe the community's vision. These were refined with the PRC, and Nature as a principle was added based on Council direction at the August 31 study session.

Master Plan Principles
<ul style="list-style-type: none">• Playful• Healthy• Sustainable• Inclusive• Accessible• Flexible• Balanced• Nature

The following eight principles provide the foundation for the Master Plan, articulating Palo Alto's vision and guiding project and program implementation.

- *Playful*: Inspires imagination and joy.
- *Healthy*: Supports the physical and mental health and well-being of individuals as well as the connectedness and cohesion of the community.
- *Sustainable*: Stewards natural, economic and social resources for a system that endures for the long-term.
- *Inclusive*: Responsive to the entire Palo Alto community, all ages, abilities, languages, cultures and levels of income.
- *Accessible*: Easy for people of all abilities to use year-round and to get to by all modes of travel.
- *Flexible*: Supports multiple uses across time with adaptable spaces that can accommodate traditional, emerging and future uses.
- *Balanced*: Is not dominated by any one type of experience or place, and includes both historic elements and cutting-edge features, highly manicured and more organic spaces, and self-directed and programmed activities.
- *Nature*: Incorporates native species and habitat corridors, and creates opportunities to learn about and interact with nature.

Prioritization Criteria

The prioritization criteria are designed to help staff, PRC and Council make choices about which projects will be the most strategic investments for the Palo Alto community, in accordance with the Master Plan principles. These criteria are designed to be used to help determine which actions and recommendations are included in the Master Plan, as well as the sequencing and timing of implementation.

The project team has been working with the PRC for several months on developing and refining these criteria. Currently, there are five identified criteria:

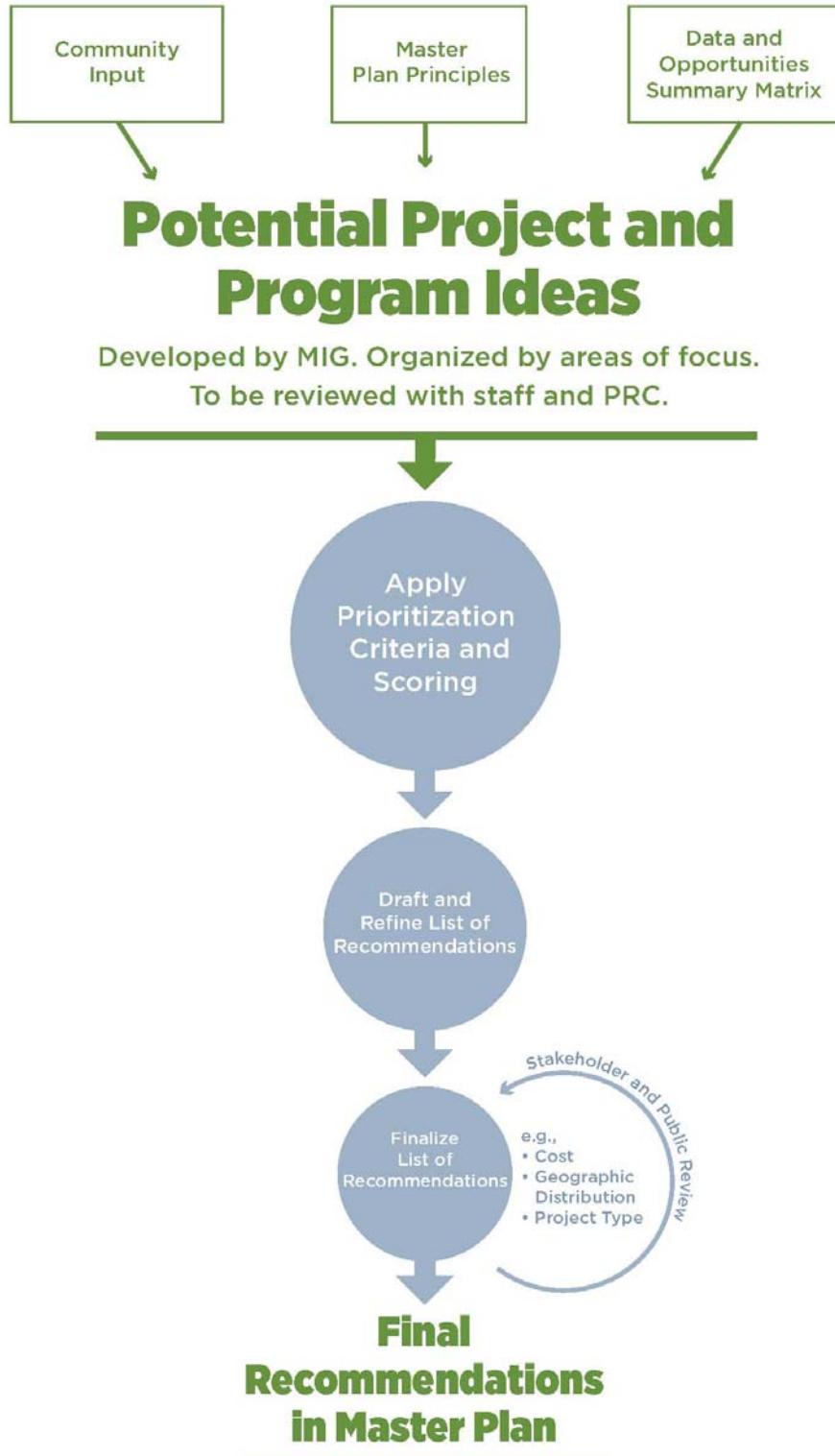
- *Fill existing gaps:* Bring recreation opportunities (park land, facilities, programs) to areas of the city and to users where gaps were identified.
- *Address community preferences:* Target the highest priority types of projects and programs identified through citywide outreach.
- *Respond to growth:* Add features or programs, modify or expand components of the system to prepare for and address increasing demand.
- *Maximize public resources:* Create the most impact for each dollar of capital and operating expenditure possible.
- *Realize multiple benefits:* Advance the principles of this Master Plan as well as the goals, projects and directions of other adopted City efforts.

Evaluating Project and Program Ideas

The project team is in the process of developing a master list of project and program ideas, organized by area of focus. Because the Master Plan will also address Palo Alto's organizational direction, the category of System Management has been added to capture operational initiatives and items. These include ideas that affect staff, operations, maintenance, policy and planning functions. In addition, the categories of CIP Project and IBRC Project (Catch-Up) were added to capture those projects already identified in the City's Capital Improvement Plan.

The preliminary list was shared with the PRC at the December meeting and the project team will revise this to reflect their feedback and additions. This list will be evaluated and refined as shown in the following graphic.

Figure 16: Project and Program Evaluation Process



Next Steps

A clear process for evaluating potential recommendations and actions and a means of documenting decisions will help staff and the PRC be confident that, when projects are implemented, they will be consistent with the Master Plan and based on the best available information.

The project team has been working on an evaluation process and tool that will include a numeric scoring of project and program ideas to help prioritize ideas and generate recommendations. As shown in Figure 16, these ideas will also be qualitatively evaluated to ensure they are financially feasible, balanced and strategically distributed across the city. This process will be used to evaluate all potential recommendations and actions for inclusion in the Master Plan and will also serve as a tool for staff and the PRC to evaluate ideas that are suggested in the future, after the Master Plan is adopted.

The project team drafted and tested the evaluation process using three different potential recommendations to ensure it works as intended and is applicable to each of the three Master Plan elements. After the test evaluation, the process and tool was refined and forwarded to the PRC for their consideration. The PRC is reviewing and refining the proposed process. With this input, the project team will use it to prepare the Master Plan recommendations. The evaluation process and draft recommendations will be shared with Council in the coming months.

Council Questions from Parks Master Plan Study Session 8/31/15

Introduction

City Council members asked a number of questions to the project team at the August 31, 2015 study session. While some questions were discussed and answered during that meeting, this document provides further response to the questions. While staff has made every attempt to provide answers to all of the questions raised at the study session, more detailed answers to the questions are in the staff report and/or in Attachment A from the consultant. Questions posed by Council followed by the project team response, or reference to where the response can be found, are presented below.

Question 1:

How are parks, open spaces and facilities differentiated when applying the principles? Are they weighted differently when the principles are applied? How are the principles and criteria used in a practical way to make decisions?

Response 1:

The principles are a set of core values that describe the community vision for the City's system. These principles are considered when determining the overall scope of a specific project or program. They are not weighted differently among the three elements (parks, open spaces, and facilities) of the Master Plan. As described on page 37 of Attachment A, the principles were developed from community input and data analysis. Following discussion with the Council on August 31, an eighth principle "Nature" was added. In addition to expressing the community vision for the Master Plan, the principles will help refine and improve recommended programs and projects included in the Master Plan.

The project team is currently developing the process for evaluating and prioritizing recommendations, which will include the use of weighted criteria. The project team and the PRC are currently working to finalize the criteria and are discussing how the evaluation and scoring will be structured. The PRC discussed this topic at the December 8, 2015 PRC meeting, and formed an Ad Hoc group to work with staff and MIG to complete. The draft criteria include:

- Fill existing gaps
- Address community preferences
- Responds to growth
- Leverage public resources
- Realize multiple benefits

Question 2:

The principles Accessible and Inclusive seem to be one in the same. Can they be condensed into one principle?

Response 2:

This was discussed by the PRC and staff when formulating the principles. At the conclusion of the discussion there was a consensus by the project team as well as the commission that the two words have distinct meanings that justify including both in the principles:

“Accessible” connotes physical and economic access. Physical access includes the ability to visit parks and recreational facilities (e.g., by walking or biking), as well as being able to visit and access all the amenities in a park or facility. “Accessible” also includes planning and developing the capacity to meet demand for programs, and ensure economic access and affordability of program costs and fees.

“Inclusive” refers to universal design and inclusion of all user groups. For example, the Magical Bridge Playground is inclusive and designed for all abilities; it is not a playground designed only for people with disabilities. This level of inclusiveness can be applied to other park projects and programming as well and promotes the concept of designing and implementing projects and programs that are able to be utilized by everyone. This principle also includes linguistic and cultural inclusion to ensure that all Palo Alto residents can easily understand and engage with the parks, recreation, natural open space and trails system in the city.

Due to these distinctions, the project team and the PRC were in favor of including both principles. Staff welcomes further discussion and guidance from council.

Question 3:

Why aren't Habitat, Ecosystem and Education part of the principles?

Response 3:

Public input indicated that people in Palo Alto highly value the presence of nature in their park system and in the community. Based on this, as well as other guiding City policy documents, the Master Plan will contain policy language supporting the preservation and expansion of habitat and the stewardship of healthy ecosystems. The overall guidance in the Master Plan will be incorporated into site-specific efforts, including the upcoming Baylands Conservation Plan (CIP scheduled for FY17), as well as the Conservation Plans for Foothills Park, Arastadero Preserve, and Esther Clark (CIP scheduled for FY19), which will address habitat and ecosystems in more detail as it relates to these open spaces.

Question 4:

Why are the principles competing?

Response 4:

The principles are not used as a filtering device and are not intended to compete with each other or be used to provide prioritization rankings. Refer to Response 1 of this attachment as well as pages 36-37 of Attachment 'A' for further information regarding the principles.

Question 5:

Why is “Balanced” one of the principles?

Response 5:

“Balanced” was included as one of the principles by the project team and the PRC to address specific concerns voiced by the community. The Balanced principle expresses the intent to balance the system geographically, between programmed and self-directed use, between dedicated spaces and flexible use spaces, and between developed spaces and natural spaces.

For example, geographically Palo Alto has fewer community gardens in the south of Palo Alto than we do in the north. The opposite is true for dog parks. When it comes to determining a future location for one of these facilities, the “Balance” principal means that geographic location will be a factor in determining where a new facility might be located. Likewise, park space will be balanced between providing active areas (e.g., basketball courts) with passive recreation spaces (e.g., meadows and open lawns) to ensure residents have the opportunity for a variety of types of outdoor activities.

Another example is illustrated by the community’s value of nature as very important to Palo Alto residents, this Plan will identify ways to improve access to natural areas as well as incorporating nature into urban parks. However, structured activities and developed spaces are also of value and interest to the community and therefore, are needed to provide the full range of experiences sought by Palo Alto residents.

Question 6:

Why isn’t Nature one the principles? How is nature integrated into the project?

Response 6:

Nature has been considered throughout the process and public engagement activities and has been a theme of interest by public opinion. Based on feedback from Council, and further discussion with the PRC, “Nature” has been added as one of the principles.

Question 7:

Are the principles applied toward the overall system or toward specific projects?

Response 7:

The principles are the high level values for the parks and recreation system. They are intended to be used as the community considers improving the overall system and as we consider individual park projects and programs to best meet community interests.

Question 8:

Provide a more in-depth snapshot of the process to date to bring the Council up to speed as part of the staff report.

Response 8:

This question is addressed in the Discussion section of the staff report and the accompanying consultant report Attachment A.

Question 9:

Provide a summary of the PRC involvement. Provide background on PRC input and staff input in the planning process.

Response 9:

This is addressed in the Discussion section of the staff report - Parks and Recreation Commission (PRC) Involvement. Staff has been involved in all phases of the planning process.

Question 10:

Consultant report references 14 indicators of sustainability but doesn't state what they are.

Response 10:

The indicators used in the analysis are below and the full report on sustainability can be accessed on the project web page www.PaloAltoParksPlan.org:

- Air Quality
- Climate Change
- Education and Training
- Energy Efficiency
- Equity
- Green Building
- Integrated Pest Management
- Natural Resources / Habitat
- Operations / Maintenance
- Public Health and Safety
- Transportation
- Waste Management
- Water Conservation
- Water Quality

Question 11:

Provide a clearer summary in the staff report of what the Master Plan is doing.

Response 11:

This is addressed in the staff report and related attachments.

Question 12:

How does Healthy City, Healthy Communities relate/referenced by the Master Plan?

Response 12:

The Healthy Cities, Healthy Communities resolution has been shared with the Master Plan project team to ensure that the Master Plan is aligned and consistent with the resolution. The extensive public outreach during the first phase of the Master Plan process reflect similar community values and interests as defined in the Healthy Cities, Healthy Communities resolution.

Question 13:

Provide more information on the community survey and a better summary of the results.

Response 13:

The staff report and Attachment A provides more background and information on the community survey, which was administered using the City's Vovici system. Please also visit the links below from the project website www.PaloAltoParksPlan.org and review the summary of the community survey, which was developed with significant input from the PRC and a special Ad Hoc committee.

Initial Summary

http://www.paloaltoparksplan.org/pdf/10.Palo_Alto_Survey_Initial_Summary_Package_3-17-15.pdf

Supplemental Survey Findings

http://www.paloaltoparksplan.org/pdf/7.PTOSR_Supplemental_Survey_Findings_3-24-15.pdf

Question 14:

What are essential park activities?

Response 14:

Many communities analyze park systems using a function-based parks classification scheme (neighborhood parks, community parks, regional parks). However, the parks in Palo Alto serve multiple functions. Feedback from the community through the engagement process indicated that people in Palo Alto are looking for the park system to deliver five broad categories of activities on a widely accessible basis, regardless of how the park is classified functionally. For the purposes of analysis, the project team called these "essential park activities" to denote that they should be provided throughout the park system, providing a close-to-home opportunity for every resident to enjoy each of these activities. These essential park activities include:

- Play for Children
- Exercise and fitness opportunities
- Throw/Catch/Shoot/Hit opportunities
- Group gathering spaces
- Relax and enjoy the outdoor spaces

Question 15:

Provide another geographic map study showing schools and other facilities like Ventura Community Center.

Response 15:

A series of geographic analysis maps will be include in the Master Plan, these maps will show school facilities, including the Ventura Community Center.

Question 16:

How is additional park land being proposed to be added to the system in areas of the city where we are lacking? How does the plan advise how land (city and privately owned) can be repurposed for parks?

Response 16:

Recommendations for adding future parks and facilities will be addressed in the Master Plan. This topic will be discussed with both the PRC and City Council when reviewing the Prioritized Recommendations and the Draft Master Plan in the spring and summer of 2016. Recommendations may include, for example:

- The purchase of new park land
- Provide incentives and other opportunities for donation of land or facilities by private citizens
- Conversion of land currently owned by the city to park land or recreational facilities
- Exploring joint use or long term lease of land owned by other public entities
- Using street right-of-ways
- Incorporating other city or county agency easements as park space or connector between parks (e.g., Matadero and Arastadero Creek easements, utility easements)
- Other strategies for gaining park and open space land that the project team and PRC may identify in the coming months.

Question 17:

Engage the community about where they perceive there are areas where the park system can be expanded. Be proactive and opportunistic to gain more park space.

Response 17:

The community has expressed the desire to add more parkland overall and in areas lacking open space in the city. The project team will review city-owned locations and make recommendations if parkland can be added at these locations. These recommendations will be cited in the Master Plan report. It is not recommended that the project team identify specific privately owned locations as potential park sites, as acquisition would occur on an opportunity/willing seller basis.

Question 18:

Include potential park space ideas and funding options for future developments. Identify funding.

Response 18:

Funding options for future parkland acquisition and development is still to be developed by the project team and will be addressed in the Master Plan report. City Council and the PRC will have the opportunity to comment on this in the study session review of the draft Master Plan.

Question 19:

Address the difficulty of accessing the city's natural open spaces. Provide daily shuttles to these areas.

Response 19:

This has also been identified as a challenge by the community. Access to open spaces as well as parks and facilities will have specific recommendations in the Master Plan report. Shuttles and other means of transportation are being considered in the Master Plan.

Question 20:

Is the Master Plan creating a system bias for proposing and supporting future projects?

Response 20:

The Master Plan is creating a guide for the public, Council, PRC and staff to improve the Parks and Recreation System. It will be a practical planning tool, but all projects will still require community input and review, PRC discussion and recommendations, and Council review and approval.

Question 21:

Is every park going to be identical by applying this system?

Response 21:

The Master Plan will not result in or recommend that all parks are identical. This would not represent the desire and needs of the public and what they want for their parks system. The project team understands that residents would like the parks system to be diverse in look and feel, in programs and amenities and to reflect its contextual place in the parks and recreation system.

Question 22:

Address the Plan's Bay Area demographic numbers and what actual demographic figures are being used in the Master Plan and how those demographics are used in the Master Plan process.

Response 22:

The project team is using available demographic data and projections to inform the Master Plan recommendations. Since the study session on August 31, additional coordination between the project team and Planning and Community Services has occurred to ensure that population assumptions are consistent with the most recent General Plan figures.

Question 23:

What questions does the project team want Council to answer?

Response 23:

The project team is requesting that Council provide feedback during the upcoming January 11, 2016 Council Study Session on the evaluation process and confirm the Council is satisfied with the data collection and analysis to date. The project team will continue to consult with the PRC, Council and public during the development and review of the Draft Master Plan.

Data Sources Index

**Click on the Title of the Data Source section you would like to review for access to that material.

REF #	TITLE	DESCRIPTION
1	Data Sources Index	A source Index of all the data collected during Phase 1 of the Master Plan Project.
2	Data and Needs Summary	Planning process data summarized using a set of criteria to explain the connection between the data sources and the identification of needs.
3	Planning Environment Summary	The Planning Environment Summary includes a review of guiding documents, related plans and programs, and city policies and practices. The Summary reveals facility and program gaps identified by past planning efforts for consideration in the PTOSR planning process.
4	Sustainability Review	The Sustainability Review identifies opportunities to increase sustainable practices associated the operation and management of parks and open space within the City. Drawing on best practices from other cities and agencies, the site tour and inventory findings and Staff Project Team input, the Sustainability Review evaluates the City's current policies, programs and practices and identifies opportunities to increase sustainability across 13 indicators.
5	Recreation Program Analysis Recreation Program Data Analysis Part II Program Matrix Summary Recreation Provider Matrix Recreation Program Data	The Program Review and Analysis makes recommendations for high-level strategic directions and key findings about Palo Alto's programming areas, populations and facilities, and identifies gaps and overlaps. The Review includes recreation programs offered by the Community Services Department as well as by private and community providers.
6	Revenue Analysis	An examination of the financial factors in the programming, planning, developing and maintaining the PTOSR system.
7	Demographic and Recreation Trends Analysis	Delivered to the City in September 2014, the Demographics and Trends Analysis includes Palo Alto's demographic profile, key findings, and trends that have and will continue to inform the community outreach and the PTOSR planning process.
8	Physical Inventory: Palo Alto Open Space Plan Physical Inventory Matrix Existing System Summary Memo	The physical inventory includes a n inventory table, detailed site analysis and a base map that provide a detailed analysis of existing conditions that have been reviewed and updated throughout the analysis. The inventory table quantifies the facilities at each of Palo Alto's parks and provides each park's acreage, ownership and field quality rating, as defined by the City.
9	Existing Condition Maps: Parks Preserves	The MIG team visited each park site to document and evaluate existing conditions and consider possible improvements and developed an existing conditions map for each of the City's parks.

REF #	TITLE	DESCRIPTION
10	Geographic Analysis	Building upon the base map, the MIG team analyzed the physical data gathered from our site visits, meetings, research, and the interactive map survey to produce maps of park service areas. These maps illustrate park walksheds based on ¼ and ½ mile distances using the existing street and trail network. MIG also generated maps showing access to indoor recreation facilities, off-leash dog facilities, and distance from parks that provide all essential activities. Essential activities include: Play for children, Throw a ball, Gathering, Exercise and fitness, and Relax and enjoy the outdoors.
11	Mapita Online Survey Results	The MIG team developed an interactive online map-based questionnaire using the Mapita application, with which more than 487 community members were able to answer questions and provide geo-tagged comments on specific parks throughout the City. The Survey Summary includes site maps with participants' comments on park quality, barriers to access, needs and opportunities for dozens of parks. Ideas and opportunities uncovered by the interactive map are informing recommendations and geographic analysis.
12	Intercept Results: Intercept Survey Summary	During Summer 2014 MIG conducted six intercept events which engaged more than 200 community members at some of Palo Alto's most popular parks, farmer's markets and summer events. Community members indicated their responses to questions about what they value about the parks and recreation system using dot stickers placed on large posters. These intercepts captured input from many people who may not otherwise be involved in the process.
13	Workshop Results: Community Workshop Summary	MIG facilitated a series of three community workshops, on October 28, 29 and December 2, 2014 that engaged a total of 60 community members. These workshops provided residents with an opportunity to provide more specific input on aspects of the system that they would like preserved or improved. The Community Workshop Summary provides the results of the visual preference survey and key themes from the small group discussions and comment cards.
14	Survey Results: Community Survey Results Community Survey Supplemental Findings	MIG worked with the City Staff Project Team to launch an online community survey to better understand community priorities. The survey was based on earlier input from the community and the analysis of the system. The PRC and Staff Project Team reviewed the survey and it was available online from November 17 through December 19. It was also available in hard copy in Spanish and in English.
15	Prioritization Workshop and Online Challenge Summary	A prioritization workshop was held with the community and stakeholder group as well as an online version for the community to provide input about prioritizing projects. The feedback gathered from this outreach forums directly feeds into the "Address Community Preferences" segment of the Criteria to evaluate potential recommendations.
16	Stakeholder Meetings: Stakeholder Meeting Summary Stakeholder Update Memo Youth Council Discussion Summary	The MIG team provided facilitation and graphic recording of Stakeholder Advisory Group meetings to ensure that all voices were heard. Twenty-four community members representing a range of interests and organizations are a part of this group. The group is expected to meet three times to provide ideas, issues, challenges, and feedback on the plan development.

ADDITIONAL RESOURCES

The following are additional resources that have been identified and used by the planning team. These are not included in the binder but titles and direct web links are provided below.

Comprehensive Plan Existing Conditions Reports

<http://www.paloaltocomplan.org/resources/draft-existing-conditions-report/>

National Citizen Survey 2014

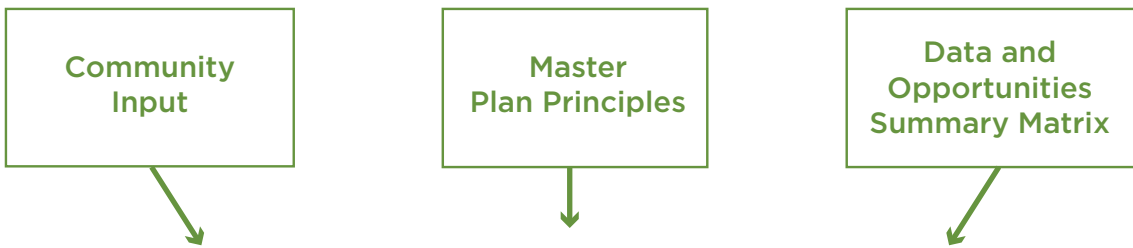
<http://www.cityofpaloalto.org/civicax/filebank/documents/45669>

Citizen Centric Report for Fiscal Year 2013

<http://www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?BlobID=39434>

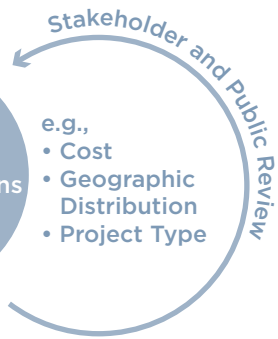
Performance Report for FY 2013

<http://www.cityofpaloalto.org/civicax/filebank/blobdload.aspx?BlobID=39369>



Potential Project and Program Ideas

Developed by MIG. Organized by areas of focus.
To be reviewed with staff and PRC.



**Final
Recommendations
in Master Plan**