

TO: PARKS AND RECREATION COMMISSION

FROM: KRISTEN O’KANE, COMMUNITY SERVICES DEPARTMENT
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DATE: OCTOBER 23, 2018

SUBJECT: PARKS, TRAILS, NATURAL OPEN SPACE AND RECREATION MASTER PLAN –
REVIEW OF MASTER PLAN GOALS AND STATUS

RECOMMENDATION

Staff will present a review of the status of achieving the goals and associated policies and programs of the Master Plan to the Commission. No action will be taken.

BACKGROUND

The City of Palo Alto has 32 parks and four open space preserves covering approximately 4,165 acres of land, including Foothills Park, Pearson-Arastradero Preserve, Esther Clark Park, and the Baylands Nature Preserve. A Capital Improvement Project for a Parks, Trails, Natural Open Space and Recreation Master Plan (Master Plan) was adopted by Council for the 2013 fiscal year 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.

Adopted in August of 2018, the Master Plan provides the City with clear guidance regarding future capital improvement projects and program enhancements aimed at meeting current and future demands on the three main elements of the system: 1) parks, trails and open space; 2) recreation facilities; and 3) recreation programs. Though the Master Plan addresses trails and natural open space, the intent is not to provide specific guidance on how to manage and maintain the City’s trails and open space preserves. Existing plans, such as the Pearson Arastradero Preserve Trail Management Plan (2001) and the Foothills Park Trail Maintenance Plan (2002), provide trail management guidance. Future open space conservation plans will provide guidance on vegetation and habitat management, wildlife management, and wildlife-appropriate public access. This Master Plan focuses on the developed areas within the City’s natural open space areas, such as parking lots, picnic areas and facilities, and provides recommendations on how they can best be enhanced. The Master Plan includes an implementation guide for the near, mid, and long-term as well as potential funding strategies.

DISCUSSION

The main structure of guidance the master plan provides is found in the six main goals of the document. These overarching goals provide the direction for city staff and the Parks and Recreation Commission to maintain and enhance the park and recreation system now and over the next twenty years. The goals are further supported by associated policies and programs that implement the goals. The goals of the Master Plan are as follows:

Goal 1: Provide high-quality facilities and services that are accessible, affordable, inclusive and distributed equitably across Palo Alto.

Goal 2: Enhance the capacity, quality and variety of uses of the existing system of parks, recreation and open space facilities and services.

Goal 3: Create environments that encourage active and passive activities to support health, wellness and social connections.

Goal 4: Protect natural habitat and integrate nature, natural ecosystems and ecological principles throughout Palo Alto.

Goal 5: Develop innovative programs, services and strategies for expanding the park and recreation system.

Goal 6: Manage Palo Alto's land and services effectively, efficiently and sustainably utilizing quantitative and qualitative measures.

Attachment A is a spreadsheet that identifies Master Plan programs accomplished in 2018, and anticipated to be accomplished in 2019 for each of the six goals. This tracking of accomplishments provides insight into how the master plan is being used, as well identifying goals, policies, and programs that have yet to be enacted. Some of the 2018 accomplishments include:

Goal 1:

- Pickleball classes offered at Mitchell Park
- Dedicated the 36.5 acre ITT property as parkland
- Mitchell Park Bridge replacement (safe route to school improvement)
- Continued to utilize volunteers, Grassroots Ecology and Save the Bay

Goal 2:

- Hired consultant to assist with Cubberley Master Plan
- New park and facility management software being implemented
- Cubberley Field lighting pilot program
- Added a new dog park at Peers Park
- Expansion of Rinconada Garden

Goal 3:

- Palo Alto designated as an Age Friendly Community
- King Plaza rotating art exhibit
- Bioswale installation along Ross Rd. and Arastadero

Goal 4:

- Started the Baylands Conservation Plan process
- Foothills Park Hydrology Study
- Revising of the Tree & Landscape Technical Manual

Goal 5:

- Two new Boost Classes provided
- Opening of the 7.7 acres
- El Camino Bus Terminal connection improvements
- JMZ Foundation starts remodeling of the building and zoo

Goal 6:

- City staff and contractors attend trainings on irrigation and landscaping practices
- Rain Garden added to Hoover Park

Accomplishment made toward the long term and short term priorities can be found in attachment A.

Staff intends to provide the Commission with an annual update on the Master Plan accomplishments.

POLICY IMPLICATIONS

The proposed CIP recommendations are consistent with 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.

ATTACHMENT

- A. Draft Goals, policy and program accomplishment report 2018 & 2019

Attachment A

Goal 1: Provide high-quality facilities and services that are accessible, affordable, inclusive and distributed equitably across Palo Alto.

Policy	Program	Description	FY2018 Accomplishments	Anticipated FY2019 Accomplishments
1.A		Emphasize equity and affordability in the provision of programs and services and the facilitation of partnerships, to create recreation opportunities that: 1. Advance skills, build community and improve the quality of life among participants, especially Palo Alto youth, teens and seniors; and 2. Are available at a wide range of facilities, at an increased number of locations that are well distributed throughout the city.		
	1.A.1	Periodically evaluate the use of effectiveness of the Free Reduction Program for low-income and disabled residents.	Evaluated the fee reduction program for possible inclusion of low-income adults (existing program is limited to low-income children and disabled residents). In fiscal year 2019, adults will be added as pilot.	Added adults to fee reduction program as a pilot for fiscal year 2019.
	1.A.2	Develop free or low cost teen programs that develop life skills, such as leadership, community service and health.		Added Free Public Speaking seminar for youth ages 6-11. Added low cost public speaking classes for youth ages 6-11.
	1.A.3	Develop a teen advisory committee to provide feedback on newly proposed parks, recreation and open space projects and programs.		
	1.A.4	Partner with local recreation providers to relocate existing programs or offer new programs in Palo Alto parks.		
	1.A.5	Recruit or develop programs for additional and alternative sports that can take place in existing parks and make use of existing outdoor recreation facilities. Examples include cross country running, track and field, rugby and pickleball	Offered a pickleball class in the Enjoy! Catalog, and a youth pickleball class during the summer at Mitchell Park tennis courts.	Added ultimate frisbee class for teens at Greer Park.
	1.A.6	Expand offerings of preserves' interpretive facilities to area schools through curriculum packages (backpacks, crates, etc.) that can be brought into the field or the classroom.		
1.A.7	Evaluate the geographic distribution of program offerings and make adjustments to equally offer programs throughout the City.			
1.B		Expand parkland inventory using the National Recreation and Park Association standard as a guide (see sidebar) for park development in Palo Alto's Urban Service Area. New parkland should be added to meet and maintain the standard of 4 acres/1,000 residents. Parkland should expand with population, be well distributed across the community and of sufficient size to meet the varied needs of neighborhoods and the broader community. Maximum service area should be one-half mile.		
	1.B.1	Develop design standards for privately-owned public open spaces (POPOS) that clearly set the expectation for public access, recreation activities and natural elements. (Examples: NY POPOS and SF POPOS).		
	1.B.2	Establish a system in the City's real estate office that identifies land being sold and reviews it for park potential, prioritizing review of land within park search areas. (See Figure X: Park Search Areas).		
	1.B.3	Review all City owned land and easements (starting in park search areas) for potential parkland development or connection locations. (See Figure X: Park Search Areas and Figure X: Bikeways and Pedestrian Routes to Parks and Recreation Facilities).		
	1.B.4	Examine City-owned right-of-way (streets, which make up the biggest portion of publicly owned land) to identify temporary or permanent areas for improvements that connect or add recreation activity space. (Examples: California Ave., Indianapolis Cultural Trail, Parklets).		
	1.B.5	Identify and approach community organizations and institutions that own land in park search areas to create long-term agreements and improvements for public park space. (Examples: Friendship Sportsplex, New Riverside Park).		
	1.B.6	Create usable park space on top of utilities, parking or other infrastructure uses. (Examples: Anaheim Utility Park, UC Berkeley Underhill Parking Structure, Portland's Director Park, Stanford University Wilbur Field Garage).		
	1.B.7	Monitor properties adjacent to parks that are smaller than the minimum recommended size for potential acquisition to expand existing parks.	Monitoring future sale of AT&T property across the street from Boulware Park.	
	1.B.8	Increase collections through revised or alternative park impact fee structures that are sufficient to expand inventory. Develop a system to reserve funds for parkland acquisition and proactively pursue strategic opportunities for expansion.		
	1.B.9	Acquire and develop a new neighborhood park in each park search area, starting with the most underserved areas and targeting a central and well-connected location to maximize access.		
1.B.10	Develop a creek walk along Matadero Creek that links parks and creates open space and habitat corridor.			
1.B.11	Incorporate other underutilized City-owned outdoor spaces for park and recreational programming.		Installing planter box(s) at Cubberley Community Center for educational purposes in partnership with Imagination School, Avenidas and Children's Preschool.	
1.B.12	Identify and dedicate (as parkland) City-controlled spaces serving, or capable of serving, park-like or recreational uses (e.g., Winter Lodge, Gamble Gardens, Rinconada Community Gardens, GreenWaste Facility at the former PASCO site, former Los Altos Sewage Treatment Plant, Kingsley Island.)	The 36.5 acres of the former ITT area was dedicated as parkland on 6/5/2017		
1.C		Ensure the maximum distance between residents' homes and the nearest public park or preserve is ½-mile, ⅓-mile preferred, that is evaluated using a walkshed methodology based on how people travel.		
	1.C.1	Maintain the City's digital map developed during this Master Plan process, updating for new activities and access points.		
	1.C.2	Establish a review step in the Planning and Community Environment department for any major redevelopment or the purchase/sale of any City land in the park search areas.		
1.D		Adopt the wayfinding signage used at Rinconada Park as the standard for Palo Alto parks and provide standardized directory signs for all large parks, preserves and athletic field complexes.	Wayfinding signage was added to Greer Park in March 2018.	Wayfinding signage will be added at Buxbee Park
	1.D.1	Create and implement a signage and wayfinding program that conveys the park system identity, incorporates art, connects bike paths to parks and enhances the experience of park visitors		
	1.D.2	Install directional signs at parks that include the walking time to the next nearest park or parks.		
1.E		Apply universal design principles as the preferred guidance for design solutions in parks, striving to exceed Americans with Disabilities Act requirements.		
	1.E.1	Create a process to address adaptive program requests for individuals with cognitive, sensory, and physical disabilities (to be coordinated with upcoming ADA Transition Plan).		
	1.E.2	Adopt a standard of universal park design for accessibility and/or upgrade play areas and picnic facilities to meet or exceed the standard. (Note: a source and reference will be added).		
1.F		Maintain a Field and Tennis Court Brokering and Use Policy as well as the Gymnasium Use Policy (as well as any subsequent updates) to guide the allocation of these recreation facilities with a preference for youth and Palo Alto residents.		
	1.F.1	Periodically review the existing Field and Tennis Court Brokering and Use Policy and Gymnasium Policy and update as needed.	Review of Field and Tennis Court Use Policy began to incorporate pickleball and evaluate how courts are reserved for tournament and match play.	Policy was updated in October 2018 to include priority times for pickleball and tennis on some courts.
	1.F.2	Develop an annual field usage statistics report, including number of prime timeslots that were unused due to field condition/resting and the number of requests for field space that were unfilled due to capacity.		
1.G		Encourage walking and biking as a way of getting to and from parks, supporting implementation of the Bicycle and Pedestrian Transportation Plan.		
	1.G.1	Select parks as destinations along routes for "Ciclovía" or "Sunday Streets" type events where streets are closed to traffic and opened up for citizens of all ages to interact with each other through exercise, entertainment and fun.		
	1.G.2	Provide bike parking for cyclists as a standard feature at parks, open spaces, preserves and community centers;		
	1.G.3	Provide, identify and mark "Safe Routes to Parks" from locations such as schools, shopping centers, libraries, after-school programs, community centers, and residential neighborhoods;		
	1.G.4	Educate residents about the city's Bike Boulevards – streets prioritized for bicycles – to promote greater use, and plan new Bike Boulevard projects that connect parks, open spaces and recreation facilities.		
	1.G.5	Identify gaps in the walking and cycling network to improve access to parks, open spaces, preserves and community centers, including sidewalk repairs, easements, trail improvements/repair and improved pedestrian visibility.	Transportation Infrastructure Project	Transportation Infrastructure Project: Ross Road, Louise Ave., Embarcadero, Arastadero, Mitchell Park Bridge Replacement
	1.G.7	Collaborate with school communities to enhance routes to schools, especially where they pass through parks; and	Mitchell Park Bridge, Safe Routes to School Coordination	
1.G.6	Develop a regular bicycle and walking tour of Palo Alto parks and preserves as a new recreation program. Develop online materials for self-guided tours.			
1.H		Incorporate cultural diversity in projects and programs to encourage and enhance citizen participation.		
	1.H.1	Conduct a survey at least every two years of cultural groups to identify gaps barriers to access, preferred design, and awareness in recreation programming.		
	1.H.2	Provide multi-cultural and multi-lingual recreation programs, signage, and educational information.		
1.H.3	Encourage and provide opportunities for civic engagement by directly connecting with cultural groups.			
1.I		Increase stewardship and volunteerism by creating and promoting opportunities for youth and adults to participate in parks, recreation, open space events, projects and programs.	Open Space and Parks staff continue to provide volunteer opportunities to our community. In 2017 Open Space Volunteer hours were 13,460 and Parks volunteer hours were 1,151.	
	1.I.1	Create a robust volunteer recruitment and management program.		
1.I.2	Continue to offer volunteer habitat and landscape improvement projects, and support partnership organizations that offer volunteer programs in Parks and Open Space areas.	Open Space and Parks staff continue to provide volunteer opportunities to our community. In 2017 Open Space Volunteer hours were 13,460 and Parks volunteer hours were 1,151.		

Goal 2: Enhance the capacity, quality and variety of uses of the existing system of parks, recreation and open space facilities and services.

Policy	Program	Description	FY2018 Accomplishments	Anticipated FY2019 Accomplishments
2.A		Sustain the community's investment in parks and recreation facilities.		
	2.A.1	Collaborate with Palo Alto Unified School District to develop and implement a vision and master plan for the future of the Cubberley Community Center.	Hired a consultant to assist with the master planning process. Cubberley Master Planning Process On-going	Master Planning process underway
	2.A.2	Continue to program and prioritize projects for existing facilities as identified in the Infrastructure Blue Ribbon Commission report, and plan the keep up of new facilities as they come on line, recognizing their expected lifespan and revised based on real-world experience.	On-going; updating the current inventory and software	
	2.A.3	Research best practices to design park and recreational facilities that can be maintained with existing budgets.	On-going by City Landscape Architect	
	2.A.4	Encourage residents to organize and participate in park maintenance and cleanup events to foster a sense of ownership, establish social connections, and reduce maintenance costs.	Gardeners at the City's four community garden contribute to the maintenance of the garden area. Kiwanis Club frequently help with park maintenance (fence and bench repairs and painting) at several urban parks. Staff have worked with a select group of passionate volunteers to convert passive turf areas to pollinator gardens. The pollinator gardens are maintained by volunteers. The lawn bowl club helps maintain the Lawn Bowl. The Gamble Gardeners maintain Kellogg Park.	
	2.A.5	Develop a proactive Asset Management Program to identify new, and maintain existing park and recreation infrastructure.	New management software being updated	
	2.A.6	Provide additional lighting to enhance park safety and expand park use to dusk while minimizing impacts to wildlife.	A lighting trial was implemented at Cubberley Field during the winter months of 2017 to extend available hours for youth soccer practice.	
	2.A.7	Find ways to mitigate conflicts between different trail user groups, particularly in the Pearson-Arastradero Preserve and Bol Park where multiple types of users share pathways.		
2.B		Provide opportunities for creative expression in park and recreation facilities and programs.		
	2.B.1	Incorporate artists and art into youth recreation programming, particularly day camps, utilizing the expertise of the Arts and Sciences Division.		
	2.B.2	Create outdoor studios and program spaces for creating art in parks (Coordinated with the Public Art Master Plan).	Review current and future CIP projects to incorporate these spaces into the oval design of parks	Baylands environmental Public Art project was completed in September 2018. Community members were invited to participate in the installation.
	2.B.3	Encourage the community to participate in more expressive projects lead by the department, such as community mural projects in facilities, pop up open mics or chalk art programs in parks.		
	2.B.4	Continue to provide "maker" space to Palo Alto teens to encourage creative thinking and expression.	MakeX, located at Cubberley, continues to be a popular program space for teens.	
2.C		Design and maintain high quality natural and synthetic turf fields to support maximum use in parks by multiple organized sports and casual users with areas large enough for practice or play.		
	2.C.1	Conduct an athletic field assessment and maintenance plan of the City's natural turf fields, and upgrade fields at select parks to high quality natural turf standards including irrigation system upgrades, drainage improvements, etc. The field assessment report should include analysis and recommendations regarding the soil profile, agronomy, irrigation systems, field slope, drainage, field-use demand, and maintenance.	Sports Field Evaluation Plan (2017). There is a CIP for Turf Management that is funded for FY19.	CIP for Turf Management plan in FY19.
	2.C.2	Continue to monitor and track industry developments and the latest reputable scientific studies regarding synthetic turf to understand the environmental and human safety impacts of our existing synthetic turf fields.	City set standards for synthetic use at El Camino & Stanford will look to update those standards when replacing Cubberley 2019/2020	
	2.C.3	Assess the type of turf (new synthetic turf product or natural turf) that should be used when replacing an existing synthetic turf field that is due for replacement	City set standards for synthetic use at El Camino & Stanford will look to update those standards when replacing Cubberley 2019/2020	
	2.C.4	Synthetic turf fields should be striped for multiple sports to maximize use. Whenever possible, synthetic turf playing fields should have lights in order to maximize use of the field.	On-going	
	2.C.5			
2.D		Actively pursue adding dedicated, fenced dog parks in multiple neighborhoods, equitably distributed between north and south Palo Alto. The size of the dog parks will vary, but should strive to be at least .25 acres. Dog parks should not be placed in Open Space Preserves.		
	2.D.1	The City will evaluate and select at least six dedicated, fenced dog parks, equitably distributed across north and south Palo Alto, from the following list of potential locations:	Peers Park Dog Park Constructed 2018	
	2.D.2	Develop rules and regulations specific to dog parks focusing on safety and limits of use.	Dog Park Rules were developed by City & PRC in 2018	
2.E		The City will actively pursue adding park restrooms in parks that are approximately two acres or larger, have amenities that encourage visitors to stay in the park, have high level of use, and where there are no nearby public restrooms available.		There is a CIP for a park restroom in FY19
	2.E.1	Develop a restroom standard, in collaboration with the Architectural Review Board, for neighborhood parks.		
	2.E.2	The City will actively pursue adding park restrooms at the following potential locations:	Reoccurring CIP established for constructing new restrooms	Reoccurring CIP established for constructing new restrooms
	2.E.3			
2.F		Develop additional community gardens focusing on underrepresented areas of the City, and provide community engagement opportunities around gardens.		Parks staff are in discussions with the Palo Alto Christian Reformed Church to enter into an agreement to have the City manage a community garden on an undeveloped portion of the Church property. More details in the Fall of 2018.
			Expansion of Rinconada Garden 2018.	
2.G		At least every five years, quantitatively evaluate demand and capacity of major recreation facilities including pools, gyms, tennis courts, and teen centers with appropriate attention to geographical distribution in the city. Adjust plans as appropriate to accommodate significant demographic or demand changes.		Cubberley Master Plan may accomplish some of this.

Goal 3: Create environments that encourage active and passive activities to support health, wellness and social connections.

Policy	Program	Description	FY2018 Accomplishments	Anticipated FY2019 Accomplishments
3.A		Implement the Healthy City Healthy Community resolution with the community's involvement. (Insert a sidebar or footnote here)		
	3.A.1	Convene and lead a Healthy City Healthy Community stakeholder work group consisting of other agencies, nonprofit organizations and citizens to collaborate on initiatives and benefit from existing programs.	City led the Healthy City Healthy Community initiative in 2018. YMCA will lead in fiscal year 2019.	YMCA to lead in FY19. Focus will be on improving social connections.
	3.A.2	Develop an annual plan that supports implementation of the resolution.	Annual plan was based on Council's Resolution. The group added becoming an age friendly city as an additional initiative.	Annual plan to be established at October 2018 meeting.
	3.A.3	Achieve designation as an Age-Friendly Community.	Palo Alto was designated as an Age Friendly community in 2018.	
	3.A.4	Add drop-in programs (free or BOOST!) focused on physical and mental health in settings that are near home/work and maximize the health benefits of being outside and surrounded by nature.		
	3.A.5	Connect walking paths within and between parks to create loop options of varying length that encourage walking and jogging.	Working with transportation to implement this into future projects	
	3.A.6	Enhance seating areas to take advantage of quiet spaces or to create opportunities for social interaction.	A number of new park benches have been added at Byxbee Park.	
	3.A.7	Promote and enforce the ban on smoking in Palo Alto's parks through a marketing campaign and signage program.		
	3.A.8	Upgrade or add drinking fountains with water bottle filling and water for dogs.		
	3.A.9	Develop adult fitness areas in parks including exercise areas for the exclusive use of older adults (seniors).	Currently being done for all future CIP projects	
3.B		Incorporate art into park design and recreation programming (consistent with the Public Art Master Plan).	There is a new public art project (foraging habitat island) at Byxbee.	
	3.B.1	Promote temporary public art installations in local parks.		There is a new public art project (foraging habitat island) at Byxbee.
	3.B.2	Promote interactive public art features that also serve as play features (i.e. climbable sculptural elements integrated into the natural environment that invite touch and exploration).		
	3.B.3	Update park design policies to incorporate artistic elements consistent with the Public Art Master Plan.		
	3.B.4	Commission artwork that interprets local history, events and significant individuals; represents City core values of sustainability, youth well-being, health, innovation.		
	3.B.5	Bring in performance-based work, social practice, temporary art and community art.	Summer Twilight concert series; Movie nights Mitchell Park	
	3.B.6	Explore suitable art for preserves and natural areas.	Baylands Comprehensive plan to review are element in baylands	
	3.B.7	Incorporate public art in the earliest stages of the design of parks and facilities that may utilize wind direction, sunlight and ambient sound (Coordinated with the Public Art Master Plan).	Art feature proposed for the new JMZ building and public safety building explore natural elements into the required building art.	
	3.B.8	Install permanent and temporary installations and exhibits in well-trafficked parks and plazas, following the guidance of the Public Art Master Plan.	King Plaza rotating art exhibit 2018	
	3.B.9	Integrate functional public art into play areas, seatwalls and other built features in parks across the system.	Currently being done for all future CIP projects	Public art piece (foraging habitat islands) are being installed at Byxbee Park
	3.B.10	Integrate art and nature into bike lanes, routes and paths as appropriate.	Bioswale installation along Ross Rd. and Arastadero.	
3.C		Require that proposed privately owned public spaces that are provided through the Parkland Dedication Ordinance, meet Palo Alto design guidelines and standards for publicly owned parks, allow public access, and are designed to support recreation, incorporate natural ecosystem elements and comply with the policies of the Urban Forest Master Plan.		
	3.C.1	Develop and apply clear expectations and definitions of public access (hours, rules) for privately owned public spaces		

Goal 4: Protect natural habitat and integrate nature, natural ecosystems and ecological principles throughout Palo Alto.

Policy	Program	Description	FY2018 Accomplishments	Anticipated FY2019 Accomplishments
4.A		In Natural Open Space, ensure activities, projects and programs are compatible with the protection of nature.		
	4.A.1	Prioritize development of comprehensive conservation plans for Baylands Preserve, Foothills Park, Esther Clark Park, and Pearson-Arastradero Preserve to identify strategies to balance ecosystem preservation, passive recreation, and environmental education.	Development of Baylands Conservation Plan underway	Develop Foothills Park, Pearson-Arastradero Preserve, and Ester Clark Park Conservation Plan
	4.A.2	Continue to work with partnership organizations to remove invasive weeds and plant native plants and trees in riparian and natural open space areas.	Partnership on-going with Grass Roots Ecology, Save the Bay, and other organizations for restoration work in Open Space Preserves.	
4.B		Connect people to nature and the outdoors through education and recreation programming.		
	4.B.1	Expand access to nature through elements and interpretive features that explore ecological processes, historical context, adjacent waterways, specific plant/animal species that can be encountered onsite and elements tailored to be of interest to youth as well as	Refurbishment of the Baylands Boardwalk underway	
	4.B.2	Update or rebuild interpretive centers with modern interactive exhibits.	Capital Improvement Project approved for exhibit upgrades @ Baylands and Foothills park (2019?)	
	4.B.3	Improve and increase access to creeks for learning and stewardship experiences by designing access points that minimize impact on the waterway.	Foothills Park hydrology study recommendation to reestablish the creek bed	
	4.B.4	Expand programs such as Foothills camps to connect youth with parks year-round.		
	4.B.5	Partner with boys/girls scouting organizations for outdoor education programs and/or the Junior Rangers program.	Staff regularly partner with Scouts on Eagle Scout Projects in Open Space and Parks.	
	4.B.6	Expand and increase events that educate and promote native plants, species and wildlife.	Through partnerships with Save the Bay and Grassroots Ecology, there are numerous opportunities to participate in native plant restoration projects.	Staff plan on opening the 7.7 acres area, which will increase awareness of the Grassroots Ecology Native Plant Nursery.
	4.B.7	Provide shade for play areas using shade trees as the preferred solution.	On-going as aspect of current project planning; partnering with Canopy for volunteer tree planting events (Cubberley 2018). Adding a shade canopy at the Magical Bridge Playground.	Shade added over magical bridge playground. Shade trees weren't suitable.
4.C		Connect natural areas, open spaces, creeks and vegetated areas in parks and on public land to create wildlife, bird, pollinator and habitat corridors by planting with native oaks and other species that support pollinators or provide high habitat values.		
	4.C.1	Develop a map that identifies locations for habitat corridors including the appropriate plant palette for each corridor.	Through a contract with Grassroots Ecology over 500 oak saplings were caged and protected at the Pearson Arastradero Preserve. Mentioned in a prior goal, staff worked with a few passionate residents to transform areas with aesthetic turf into pollinator gardens: Primrose Pollinator Garden-Embarcadero Rd at Heather Lane/Primerose Way Arcadia Pollinator Garden- Newell Road at Arcadia Place Island Drive Pollinator Garden- On Island Drive between Edgwood Drive and Hamilton Ave. Guinda Pollinator Garden- Embarcadero Rd at Guinda Street	
	4.C.2	Work with local environmental groups to grow native plant species and utilize their network of volunteers to install and maintain planted areas.	Highway 101 Bridge Project working with Grass Roots to grow and maintain native plants on the Baylands side. Both the Save the Bay nursery at the Baylands and the Grassroots Ecology nursery at Foothills Park provides native plants for restoration projects in Palo Alto Open Space.	
	4.C.3	Establish low-impact buffer zones along creeks to enhance habitat value.		
4.D		Promote, expand and protect habitat and natural areas in parks and open space.		
	4.D.1	Identify and pursue strategies and opportunities to expand native trees and planting areas in urban parks.	On-going aspect of all new projects. JMZ will maintain and expand existing oak groove	Incorporating where feasible into all future park renovation projects
	4.D.2	Integrate and implement the Urban Forest Master Plan Policies and Programs as applicable to parkland in Palo Alto.	Planning collaboration between Public Works and Urban Forestry	
	4.D.3	Update the preferred planting palette and approved tree species list.	Underway as part of the updated Tree & Landscape Technical Manual	
	4.D.4	Collaborate with habitat restoration organizations such as Save the Bay, Canopy and Grass Roots Ecology	On-going contract with Grass Roots, Save the Bay and Canopy	
	4.D.5	Replace low-use turf areas with native shrubs and grasses, incorporating educational elements about native habitats.	On-going aspect of all new projects: Boulware Park	
	4.D.6	Support regional efforts that focus on enhancing and protecting significant natural resources.		
	4.D.7	Utilizing volunteers, expand programs to remove invasive species, and to plant native vegetation in open space, parks, and creek corridors.	On-going with Grass Roots Ecology and Save the Bay	
	4.D.8	Collaborate with regional partners to control the spread of invasive species and plant pathogens.	Utilizing the Santa Clara invasive plant list in update of Tree Technical Manual	

Goal 5: Develop innovative programs, services and strategies for expanding the park and recreation system.

Policy	Program	Description	FY2018 Accomplishments	Anticipated FY2019 Accomplishments
5.A		Identify and pursue strategies to activate underused parks and recreation facilities		
	5.A.1	Implement short-term placemaking improvements (flexible, small scale interventions such as seating, art, programming or planters that have minimal capital cost) to attract users and experiment with potential longer-term options.	Currently being done for all future CIP projects	Table tennis added to Lytton Plaza. Will evaluate success.
	5.A.2	Emphasize flexibility and layering uses (allowing for different uses at different times of day, week, etc.) in parks over installing fixed-use equipment and single-use facilities.	Providing pickleball lines to existing tennis courts	
	5.A.3	Expand Day Camp program opportunities, utilizing all preserves and more local park sites and additional topic areas, to meet excess demand.		
	5.A.4	Leverage social media and develop marketing materials to encourage "pop-up" recreational activities in rotating parks.	<ul style="list-style-type: none"> Mitchell Park Bowl Embrace The Sweat event in May promoted pop-up/drop in exercising in the park and was used to help publicize the BOOST! Fitness Program Two NEW BOOST! Fitness classes, Tone & Sculpt and Pilates Total Body incorporate outdoor fields at Cubberley into their training. 	
	5.A.5	Create small (10-12 people) and medium-sized (20-25 people) group picnic areas that can be used for both picnics and programming.	Rinconada Long Range plan propose several new picnic areas for different group sizes. Plan to be implemented over the next 20 years	
	5.A.6	Assess high-demand park features and identify those that can be added or relocated to low use parks.		
5.B		Support innovation in recreation programming and park features and amenities.		
	5.B.1	Review program data based on clearly communicated objectives for reach, impact, attendance and financial performance.		
	5.B.2	Retire, end or refresh programs that require staff, facility and financial resources but do not achieve program objectives, thereby freeing up resources for new programs.	Informal process of evaluating classes, camps and program successes based on attendance, revenue and consumer surveys. Classes that do not meet expectations established between program coordinator and program instructors within a specified time period are retired to allow room for new programs.	
	5.B.3	Actively develop a small number of pilot programs each year to test new ideas, locations and target audiences.	Free Preview Classes are offered for new programs within Special Interest Classes to give potential students an idea of the program offering, (i.e. Line Dancing, Communication Academy and BOOST!). Special Interest Coordinator provides a limited number of new programs every quarter to test current trends and determine if there is a community interest in new programs.	
	5.B.4	Build on partnership with Avenidas to expand intergenerational programming as well as additional older adult programming.		
	5.B.5	Expand BOOST!, the pay-per-use exercise class system to cover fees for any drop-in classes or facility use (lap swim, drop-in gym time, new programs in parks).		New fitness classes added for a total of 5 classes: Barre, Pilates Total Body, Tone and Sculpt, Zumba (night class) and Senior Low Impact Exercise
	5.B.6	Set a goal of 10% new program offerings each season; new programs should be offered based on needs assessment, industry trends, and/or class evaluation data.		Fall 2018 Recreation is offering new classes 1) Boys & Girls Ultimate Frisbee for youth 8-14 years. 2) Cooking Around the World for Youth 3) Gamble Gardens Workshops for Adults & Seniors
	5.B.7	Create a robust marketing and outreach program to highlight new and innovative programs to community.	Recreation currently utilizes Facebook, Twitter, Mitchell Bulletin, CSD Newsletter, flyers/information, marketing plans for specific demographics for new and existing programs.	
	5.B.8	Develop short-term recreation access strategies (such as temporary use agreements for vacant or park like property) and seek long-term or permanent park and recreation space in each park search area. Actively recruit property and facility owners to participate in the development of the short and long-term strategies.		
	5.B.9	Explore addition of intramural sports for middle and high school students through a partnership with Palo Alto Unified School District	ThinkFund is currently offering intramural basketball at Gunn and Palo Alto High Schools.	
	5.B.10	Provide opportunities for "pickup" or non-league sports activities at City parks and recreation facilities.		
5.C		Expand the overall parks and recreation system through repurposing public land, partnering with other organizations for shared land, incorporating public park spaces on parking decks and rooftops and other creative means to help address shortages of available land.		
	5.C.1	Explore a process to utilize and reserve select public and private lands for "park-like" functions that allows for more flexibility than formal park dedication.	Staff began exploring this with the City Attorney's Office.	
5.D		Explore alternative uses for newly acquired parkland to optimize for long-term community benefit.		
	5.D.1	Determine optimal usage for Foothill Park 7.7 acres of parkland.	Staff plan on opening the 7.7 acres Fall 2018, and then working with the community and the PRC to make a recommendation to Council.	Staff plan on opening the 7.7 acres in Fall 2018, and then working with the community and the PRC to make a recommendation to Council.
	5.D.2	Evaluate optimal usage, including open space, for 10.5 acre land bank created by golf course reconstruction.	Capital Improvement Project for the planning of the 10.5 acres 2019	Capital Improvement Project for the planning of the 10.5 acres 2019
	5.D.3	Evaluate feasible uses for the south end of El Camino Park.	Connection between El Camino and Bus Terminal improved 2017/2018	
5.E		Explore and experiment with parklets and other temporary park spaces for both long and short-term uses.		
5.F		Enhance partnerships and collaborations with Palo Alto Unified School District and Stanford University to support access and joint use of facilities, where appropriate for effective delivery of services and programs.		
	5.F.1	Partner with PAUSD to open middle and high schools recreation facilities for community use (basketball, badminton, indoor soccer, swimming pools, tennis courts) during the evening, weekend, and summer hours.		
	5.F.2	Develop a steering committee that consists of key officials from the City, PAUSD and Stanford to develop partnership agreements and connect facility managers and programmers.		
	5.F.3	Increase access to PAUSD public schools (outside of school hours) schools to increase the availability of recreation activity spaces. Target school sites that are within or adjacent to "park search areas".		
	5.F.4	Partner with Stanford to create or increase access to athletic facilities and other recreational facilities for Palo Alto residents.		
	5.F.5	Develop a common reservation system for community access to shared facilities.		
5.G		Pursue other/private funding sources for recreation programming, capital improvement projects and facility maintenance.		
	5.G.1	Encourage foundations to assist with soliciting sponsorships and grants.	FRIENDS OF JMZ begin remodel of facility in 2018. PRC invited FRIENDS of the Palo Alto Parks and Palo Alto Recreation Foundation to PRC meetings to begin conversations about partnerships and potential fundraising opportunities.	FRIENDS OF JMZ begin remodel of facility in 2018.
	5.G.2	Create a more formalized annual or one-time sponsorship program that provides the donor with marketing and promotional opportunities.		
	5.G.3	Contract or add job responsibilities for managing fundraising and developing donors for the park system to pursue funding opportunities and sponsorships.		
	5.G.4	Engage nonprofit friends groups to seek donor funding, including foundation grants, corporate giving and small and major philanthropic gifts by individuals, for priority projects and programs.	Partner with the Friends of the Palo Alto Parks to expand fund raising opportunities	
5.H		Partner with Mid-peninsula Regional Open Space District and other land conservation groups to expand access to open space through new acquisitions and improved connections.		

Goal 6: Manage Palo Alto's land and services effectively, efficiently and sustainably utilizing quantitative and qualitative measures.

Policy	Program	Description	FY2018 Accomplishments	Anticipated FY2019 Accomplishments
6.A		At least every five years actively review demographic trends and interests of city population by segment for critical drivers of facility usage including school children, teens, seniors, and ethnic groups and adjust programs and plans accordingly.		
	6.A.1	Create pilot recreation programs to test the public's interest in new types of classes, events and activities utilizing an evaluation process.	Free Preview Classes are offered for new programs within Special Interest Classes to give potential students an idea of the program offering. (i.e. Line Dancing, Communication Academy and BOOST!). Special Interest Coordinator provides a limited number of new programs every quarter to test current trends and determine if there is a community interest in new programs.	
	6.A.2	Initiate a community-wide focus group on an annual basis to provide feedback on programs, facilities and long-term roadmaps.		
	6.A.3	Create a streamlined and effective quarterly survey system that solicits feedback from customers, including program participants, facility renters, and the general community.		
6.B		Continue to implement the Cost Recovery Policy for recreation programs, refining the cost and fees using the most current information available.		
	6.B.1	Periodically benchmark the City's Cost Recovery Policy against other Cities' cost recovery models.		Planned for FY19
	6.B.2	Invest in and market city facilities to increase revenue for cost recovery.		Several improvements to Lucie Stern Community Center with the goal of increasing facility rentals for special events and classes. Brick pathway project, landscaping. CIP for interior improvements to Stern in FY19.
6.C		Limit the exclusive use of Palo Alto parks (booking an entire park site) for events by outside organizations that are closed to the general public.		
	6.C.1	Exclusive use of parks or athletic fields by a private party or corporation for events that are closed to the general public will be considered on a case-by-case basis, and will be assessed using the following criteria: No exclusive use by private parties is permitted on peak days; Private uses will be limited to a maximum of five consecutive days, including event set-up and break-down; For any multi-day private event notice the surrounding neighbors 14 days in advance; Cost recovery, including wear and tear on facility should be 100%; Explore establishing incremental deposits and fees for such use.		New cost added to Muni Fee Schedule for corporate events at parks.
	6.C.2	Use of parks for locally focused events, where more than 50% of participants are expected to be Palo Alto residents and that allow registration by the general public (e.g., events such as, races, obstacle course events, triathlons, etc.) may be considered by staff if consistent with this Master Plan;		
	6.C.3	Exclusive use of certain sites and facilities within parks, such as reservable picnic areas, is permitted in accordance with the City's Park and Open Space Regulations		
	6.C.4	Events that allow public access are permitted, in accordance with Special Event Permit procedures.		
6.D		Periodically review and update existing guidance for development, operations, and maintenance of Palo Alto's Parks, Trails, Natural Open Spaces, and Recreation system based on the best practices in the industry and this Master Plan, including: Park Rules and Regulations; City of Palo Alto Landscape Standards; City of Palo Alto design guidelines and standards; and Tree & Landscape Technical Manual.		
6.E		Incorporate sustainable best practices in the maintenance, management, and development of open spaces, parks, and recreation facilities where consistent with ecological best practices.		
	6.E.1	Increase energy efficiency in Palo Alto parks, including allocating funding to retrofit facilities for energy efficiency with increased insulation, green or reflective roofs and low-emissive window glass where applicable.		
	6.E.2	Conduct energy audits for all facilities, establish an energy baseline for operations, benchmark energy performance against comparable facilities, and implement energy tracking and management systems for all park facilities and operations;		
	6.E.3	Select Energy Star and equivalent energy-efficient products for Park equipment purchases; and	Parks purchased battery powered blowers	
	6.E.4	Expand the collection and use of solar power (parking lots, roofs) and other renewable energy sources at parks and facilities (e.g. pools).		
	6.E.5	Provide convenient and well-marked compost and recycling receptacles throughout the park system, in recreation facilities and at special events;		Adding new receptacles (trash, recycling, compost) at Rinconada Park with the goal of moving toward a zero waste system.
	6.E.6	Ensure that trash, recycling, and compost receptacles have covers to prevent wildlife access to human food sources.	All the trash enclosures in Open Space are covered. We added them at Ramos, Heritage, and Rinconada. (Many of our existing enclosures do not have lids that can be added)	Through park renovations (Boulevard Park), enclosures will be replaced with covered versions.
	6.E.7	Review purchasing policies and improve employee education to reduce overall consumption of materials throughout the system;		
	6.E.8	Procure environmentally preferable products (as required by the City's Environmentally Preferred Purchasing policy) as the "default" purchasing option;		
	6.E.9	Initiate composting of green waste within the park system.		
	6.E.10	Work with Public Works to replace the vehicle fleet with electric vehicles whenever practical;		
	6.E.11	Install electric vehicle (EV) charging stations at park facilities with parking lots;		
	6.E.12	Enforce a "No Idle" program with vehicles and other gas-powered equipment;	This is standard practice for Open Space, Parks, and Golf staff and contractors.	
	6.E.13	Conduct water audits for all parks and recreation facilities and park operations;		
	6.E.14	Install high-efficiency urinals, toilets, sinks and showers in all facilities;		
	6.E.15	Extend recycled water use to more park sites;		
	6.E.16	Explore water capture opportunities in parks for irrigation and recycling;		
	6.E.17	Ensure any irrigation systems on public landscapes are run by a smart controller and/or sensors and that staff are trained in programming them		As irrigation systems are renovated, they will be replaced with smart controllers.
	6.E.18	Link all park facilities to a centralized irrigation management system to maximize water use efficiency.		
	6.E.19	Promote urban greening by integrating storm water design into planting beds, reducing irrigation and providing interpretive information about park contributions to city water quality.		
	6.E.20	Train City maintenance staff and include specific standards and expectations in maintenance contracts for the care of low-water, naturalized landscapes, natural play environments and other new types of features in the system.	City staff and contractors attend trainings on irrigation and landscaping practices for various vegetation types (including low water-use, and native plants)	
	6.E.21	Ensure project designs for new facilities and retrofits will be consistent with sustainable design principles and practices. This includes evaluating all projects for opportunities to implement Green Stormwater Infrastructure such as bioswales, stormwater planters, rain gardens, permeable pavers and porous concrete and asphalt.		
	6.E.22	Identify locations and develop swales, detention basins and rain gardens to retain and treat storm water.	Rain garden added to Hoover Park	There are plans for a rain garden at Bol Park.
6.F		Strengthen the Integrated Pest Management ("IPM") policy as written. While some parks may be managed as "pesticide free" on a demonstration basis, IPM should continue to be Palo Alto's approach, grounded in the best available science on pest prevention and management.		
	6.F.1	Periodically review and update the IPM policy based on best available data and technology.		
6.G		Strategically reduce maintenance requirements at parks, open spaces, natural preserves and community centers while maintaining Palo Alto's high quality standards.		
	6.G.1	Locate garbage and recycling receptacles in a single-location that is easily accessible by maintenance staff and vehicles.		Pilot project at Rinconada Park.
	6.G.2	Explore high capacity, compacting and smart garbage and recycling receptacles that can reduce the frequency of regular collection; and		
	6.G.3	Select standardized furnishing palettes for durability, vandal-resistance and ease of repair.		
6.H		Coordinate with and/or use other relevant City plans to ensure consistency, including: Baylands Master Plan; Urban Forest Master Plan; Urban Water Master Plan; Long-term electric acquisition plan (LEAP); Water Reclamation Master Plan; Recycled Water Project; Bicycle and Pedestrian Transportation Plan Comprehensive Plan; and Others adopted in the future.		
	6.I	Continue to engage other relevant City departments and divisions in planning, design and programming, drawing on the unique and specialized skills and perspectives of: The Palo Alto Art Center; Library, including Children's Library; Junior Museum and Zoo; Children's Theatre; Public Art; Transportation; Urban Forestry; Planning; Public Works, and Palo Alto Youth and Teen Leadership.		
6.7		Participate in and support implementation of regional plans related to parks, recreation, natural open space and trails, such as: 2014 Midpeninsula Regional Open Space District Vision; Clean Bay Pollution Prevention Plan; and Land Use near Streams in Santa Clara County.		

Priority Projects

Long Term Projects		FY2018 Accomplishments	Anticipated Accomplishments
	Enhance existing sports fields	Cubberley restroom Design (2018), New maintenance contract includ	Replace Cubberley field with new (2019), Field Management Study (CIP 2020)
	Plan and design 10.5 Acres	Capital Improvement Project for the planning of the 10.5 acres 2019	Capital Improvement Project for the planning of the 10.5 acres 2019
	Plan, design and redevelop Cubberley Community Center		Cubberley master planning process (2019)
	Plan, design and construct a new gymnasium		Cubberley master planning process (2019)
	Improve the Rinconada Park pool facility		
	Incorporate the 7.7 acre site in Foothills Park	Foothills Park Hydrology Study completed. Area open in fall of 2018	Staff plan on opening the 7.7 acres in Fall 2018, and then working with the community and the PRC to make a recommendation to Council.
	Acquire new park land	36.5 Acre ITT Site, Discussion with AT&T potential site	North Vetura coordinated area plan
	Golf course facility improves	Golf Course reopened	Club house improvements (TBD)
Short Term Projects			
	Develop conservation plans for open space preserves	Baylands Conservation Plan(2018-2019)	Foothills Park, Arastadero preserve & Esther Clark Park Conservation Plans (2019)
	Develop new dog parks in underrepresented areas	Peers Park Dog Park completion	New dog park design and install
	Construct new restrooms in Parks	Cubberley restroom Design (2018)	New restroom design and install (2020 & 2022)
	Incorporate sustainable practices in maintenance and management of parks, open space and facilities	Sustainable landscape maintenance training	Smart irrigaiton controller training
	Exceed Americans with disabilities act requirements in parks		Applied for County grant for Rinconada and Boulware playgrounds
	Improve trail connections and access	New Mitchell Park Adobe Creek Bridge	
	Develop adult fitness areas in parks		Incorporating where feasible into all future park renovation projects
	Integrate nature into Urban parks		Incorporating where feasible into all future park renovation projects
	Develop new community gardens in underserved areas	Parks staff are in discussions with the Palo Alto Christian Reformed Church to enter into an agreement to have the City manage a community garden on an undeveloped portion of the Church property. More details in the Fall of 2018.	Incorporating where feasible into all future park renovation projects
	Enhance seating areas in parks	A number of new park benches have been added at Byxbee Park	Incorporating where feasible into all future park renovation projects
	Create way find signage showing safe routes to parks	Greer Park wayfinding project	Engage transportation to add to current bike and pedestrian maps
	Establish and grow partnerships and identify and cultivate potential park and recreation donors	Initial conversations with Friends of the PA Parks	
	Expand recruitment and training of coaches and instructors		
	Expand aquatic programs	Contracted vendor to increase programming at pool	
	Collaborate with School District to increase access to school facilities		
	Expand programs for seniors	Palo Alto was designated as an Age Friendly community in 2018.	Addition of striped and new pickleball courts
	Expand non-academic programs for teens		
	Provide intramural sports program for middle and high school students	ThinkFund is currently offering intramural basketball at Gunn and Palo Alto High Schools.	Fall 2018 Recreation is offering new classes 1) Boys & Girls Ultimate Frisbee for youth 8-14 years. 2) Cooking Around the World for Youth 3) Gamble Gardens Workshops for Adults & Seniors
	Invest in staff training to enhance therapeutic and inclusive program development		
	Increase the variety of actives available in parks		Incorporating where feasible into all future park renovation projects
	Encourage unstructured play at parks and community centers		Incorporating where feasible into all future park renovation projects
	Connect youth, teens and families with nature	Volunteer programs supported by City for Canopy and Grassroot Ecology	Baylands Boardwalk reconstruction completed (2019)
	Expand programs related to health and wellness	Health and wellness initiative	New fitness classes added for a total of 5 classes: Barre, Pilates Total Body, Tone and Sculpt, Zumba (night class) and Senior Low Impact Exercise
	Pilot temporary/pop-up programming in parks		
	Expand community-focused special events		
	Offer cultural enrichment programs		

Another aspect of the Master Plan providing guidance for future park and recreation projects and programs is the prioritized projects and programs list. These prioritized projects and programs, pulled from the Goal and policies represent the items that were most important to the community in future improvements and enhancements to the overall parks and recreation system. These priorities projects and programs are broken into two groups: 1. **Long Term** projects and programs that will last multiple years to complete and require longer initial design and study, 2. **Short Term** projects and programs that can be implemented into current and future projects.

Long Term projects include:

Enhance existing sports fields
Plan and design 10.5 Acres
Plan, design and redevelop Cubberley Community Center
Plan, design and construct a new gymnasium
Improve the Rinconada Park pool facility
Incorporate the 7.7 acre site in Foothills Park
Acquire new park land
Golf course facility improves

Short Term projects include:

Develop conservation plans for open space preserves
Develop new dog parks in underrepresented areas
Construct new restrooms in Parks
Incorporate sustainable practices in maintenance and management of parks, open space and facilities
Exceed Americans with disabilities act requirements in parks
Improve trail connections and access
Develop adult fitness areas in parks
Develop adult fitness areas in parks
Develop new community gardens in underserved areas
Enhance seating areas in parks
Create way find signage showing safe routes to parks
Establish and grow partnerships and identify and cultivate potential park and recreation donors
Expand recruitment and training of coaches and instructors
Expand aquatic programs
Collaborate with School District to increase access to school facilities
Expand programs for seniors
Expand non-academic programs for teens
Provide intramural sports program for middle and high school students
Invest in staff training to enhance therapeutic and inclusive program development
Increase the variety of actives available in parks
Encourage unstructured play at parks and community centers
Connect youth, teens and families with nature
Expand programs related to health and wellness
Pilot temporary/pop-up programming in parks
Expand community-focused special events
Offer cultural enrichment programs