



## DEMOGRAPHIC ANALYSIS

### Introduction

Palo Alto's population trends will inform the development of policies, programs and goals in the Parks, Trails, Open Space and Recreation Master Plan (PTOSR Plan), ensuring that the Plan addresses community needs now and into the future. This document provides information about Palo Alto's demographic profile, key findings, and trends likely to influence community outreach and the master planning process.

This analysis was updated in April 2015 to reflect the Palo Alto School District's 2014-15 Enrollment Report. The most recent report is consistent overall with the School District's 2013-14 enrollment projections. However, the 2014-15 report shows slightly lower elementary school enrollment than the previous report projected.

### Population

#### *Palo Alto's Residential Population*

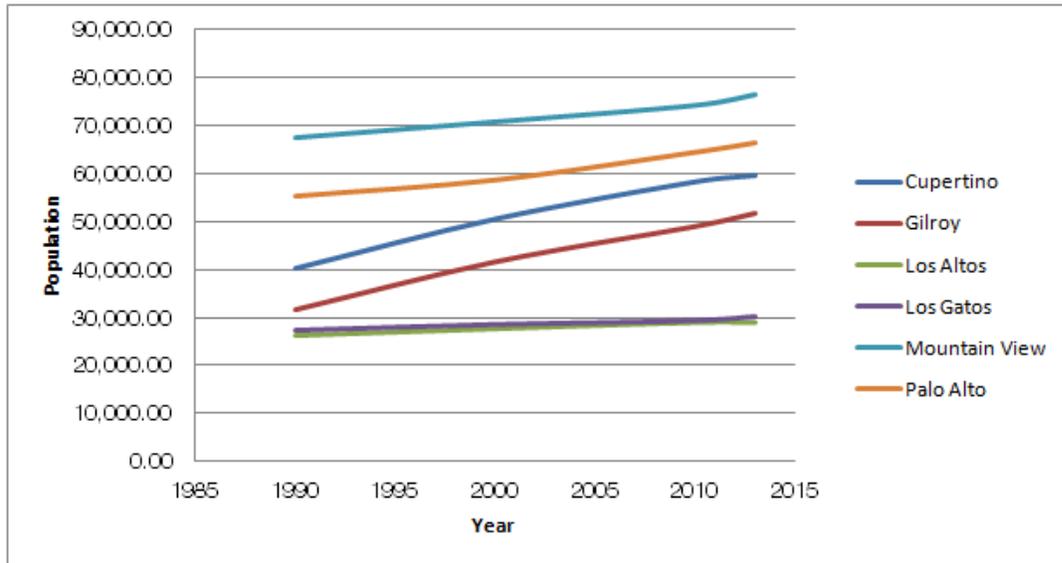
Palo Alto's resident population has been growing steadily since the 1970s. The city's steady growth is expected to continue. Projections show an increase of about 20,000 residents over the next 20 years (see Table 1). The 1.1% growth rate predicted by the ABAG is slightly slower than the average growth rate Palo Alto has experienced in the last five years (1.3% annually) (see Appendix III).

Palo Alto Unified School District's (PAUSD), 2013-14 and 2014-15 Enrollment Reports show Palo Alto's near-term growth concentrated in the west with a more immediate downward trend in enrollment in the city's northern and southern schools, especially in the elementary schools. Approximately 550 new residential units are projected to be occupied over the next 10 years (see Appendices I and II for specific developments). The largest developments are expected to be the Stanford Mayfield multi-family developments on California Avenue and El Camino Real, and two other multi-family developments on El Camino Real near Stanford University. These four projects account for 351 of the 550 new residential units projected by the School District (see Appendix I).

**Table 1:** City of Palo Alto current and projected population, California Department of Finance and Association of Bay Area Governments

|                            |        |
|----------------------------|--------|
| Population 2013            | 66,368 |
| Population projection 2035 | 84,000 |
| Percent Change             | 27%    |
| Average Annual Change      | 1.1%   |

**Figure 1:** Population Growth in Palo Alto and surrounding communities 1980-2013



Source: California Department of Finance

**Table 2:** City of Palo Alto current and projected population, California Department of Finance and Association of Bay Area Governments

|                     | 1990             | 2000             | 2010             | 2013             | % Change 2000-2013 |
|---------------------|------------------|------------------|------------------|------------------|--------------------|
| Cupertino           | 40,263           | 50,546           | 58,302           | 59,620           | 18%                |
| Gilroy              | 31,487           | 41,464           | 48,821           | 51,544           | 24%                |
| Los Altos           | 26,303           | 27,693           | 28,976           | 29,792           | 8%                 |
| Los Gatos           | 27,357           | 28,592           | 29,413           | 30,247           | 6%                 |
| Mountain View       | 67,460           | 70,708           | 74,066           | 76,260           | 8%                 |
| Palo Alto           | 55,225           | 58,598           | 64,403           | 66,368           | 13%                |
| San Jose            | 782,248          | 894,943          | 945,942          | 984,299          | 10%                |
| Santa Clara         | 93,613           | 102,361          | 116,468          | 120,284          | 18%                |
| Sunnyvale           | 117,229          | 131,760          | 140,081          | 145,973          | 11%                |
| <b>Total County</b> | <b>1,497,557</b> | <b>1,682,585</b> | <b>1,781,642</b> | <b>1,842,254</b> | <b>9%</b>          |

Source: U.S. Census 1990, 2000, 2010 and California Department of Finance 2013

Most of California’s growth has been in its major metropolitan areas, the San Francisco Bay Area included. According to the California Outdoor Recreation Plan, San Francisco County was the most urbanized county in the state in 2008 and Santa Clara County was the 8<sup>th</sup> most urbanized county. The growth

occurring around Palo Alto will impact its parks systems, as people from surrounding areas seek open space and outdoor recreation opportunities.

### *Palo Alto's Daytime Population*

While Palo Alto's resident population has been steadily increasing, Palo Alto's total day population (which is a reflection of employment) has decreased from 140,000 in 2008 to 123,000 in 2013, according to Palo Alto's 2013 Comprehensive Annual Financial Report. Despite the decrease, the current daytime population still represents almost double Palo Alto's residential population. The roughly 60,000 commuters who come to Palo Alto during the day to work may also use Palo Alto's parks and recreational opportunities. Additionally, commuters who take public transit, walk, and bike may be users of Palo Alto's trail system.

**Table 3:** Top employers in Palo Alto, 2013 Comprehensive Annual Financial Report

| <b>Employer</b>                    | <b>Employees in Palo Alto</b> | <b>Percentage of Total City Employment</b> |
|------------------------------------|-------------------------------|--|
| Stanford                           | 10,223                        | 8%   |
| Stanford University Medical Center | 5,813                         | 5%   |
| Lucile Packard Children's Hospital | 3,549                         | 3%   |
| VA Palo Alto Health Care System    | 3,500                         | 3%   |
| Hewlett Packard                    | 2,001                         | 2%   |

## **Demographics**

### *Age Groups*

Palo Alto's residential population is expected to both increase and grow older. The current distribution of age groups (Table 4, below) shows both the large group of residents under 18 (23.3%) and the significant population of residents over retirement age (16.9% 65 and older). Table 5 depicts population increases by age breakdowns since 1970, showing trends over time. According to PAUSD's 2014-15 Enrollment Report, in the next five years elementary school enrollment will decline steadily while there's modest growth in middle school enrollment and more significant growth in high school enrollment. Following 2020, the Report projects a steady downward trend in enrollment at all grade levels through 2024 (see II).

**Table 4:** City of Palo Alto Key Age Groups

| <b>Age</b>                         | <b>Percentage</b> |
|------------------------------------|-------------------|
| Population                         | 64,234            |
| Persons under 5 years, percent     | 5.1%              |
| Persons under 18 years, percent    | 23.3%             |
| Persons 65 years and over, percent | 16.9%             |

*Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey*

**Table 5: Population Increase by Age in Palo Alto, 1970-2010**

| <b>Age</b>            | <b>1970</b>   | <b>1980</b>   | <b>1990</b>   | <b>2000</b>   | <b>2010</b>   | <b>Change (2000-2010)</b> |                   |
|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------------------|-------------------|
| <b>Group</b>          | <b>Number</b> | <b>Number</b> | <b>Number</b> | <b>Number</b> | <b>Number</b> | <b>Number</b>             | <b>Percentage</b> |
| Pre-School (under 5)  | 3,205         | 2,168         | 2,764         | 2,970         | 3,506         | 536                       | 18.05%            |
| School Age (5-17)     |               | 8,998         | 6,999         | 9,436         | 11,573        | 2,137                     | 22.65%            |
| Child Bearing (18-44) |               | 24,004        | 24,863        | 21,872        | 20,300        | -1,572                    | -7.19%            |
| Middle Age (45-64)    |               | 12,647        | 12,527        | 15,180        | 18,018        | 2,838                     | 18.70%            |
| Senior (65 and over)  | 5,789         | 7,408         | 8,747         | 9,140         | 11,006        | 1,866                     | 20.42%            |
| Median Age            | 31.6          | 35.2          | 38.2          | 40.2          | 41.9          | 1.7                       | 4.23%             |
| <b>TOTAL PERSONS</b>  | <b>55,966</b> | <b>55,225</b> | <b>55,900</b> | <b>58,598</b> | <b>64,403</b> | <b>5,805</b>              | <b>9.91%</b>      |

*Source: US Census 1970, 1980, 1990, 2000 and 2010*

Palo Alto’s aging population, illustrated by the relatively flat public school enrollment numbers, is not a new trend. The median age of Palo Alto residents in the past 40 years has increased from 32 years old in 1970 to 42 years old in 2010. More than two-thirds of Palo Alto households do not include school-age children (see Appendix IV). The City’s aging population is indicative of Palo Alto’s long-term residents who remain in their homes over many years. (See more details in the household characteristics section of this document).

### *Residents with Disabilities*

Palo Alto residents with disabilities may have unique needs for and interests in Palo Alto’s parks and recreation. The American Community Survey numbers show the majority of Palo Alto residents with disabilities are 65 years old and older (see Table 6). Palo Alto residents are demonstrating their awareness of and commitment to accessibility with the Magical Bridge Playground project, an inclusive playground for children of all abilities and a significant addition to the City’s parks and recreation system. PAUSD has an unusually high number of special needs students, partially due to Palo Alto’s high-quality public-school accommodations for a variety of impairments in disabilities. As of September 2014, there were almost 1,100 students enrolled at all levels identified as special needs.

### *Youth*

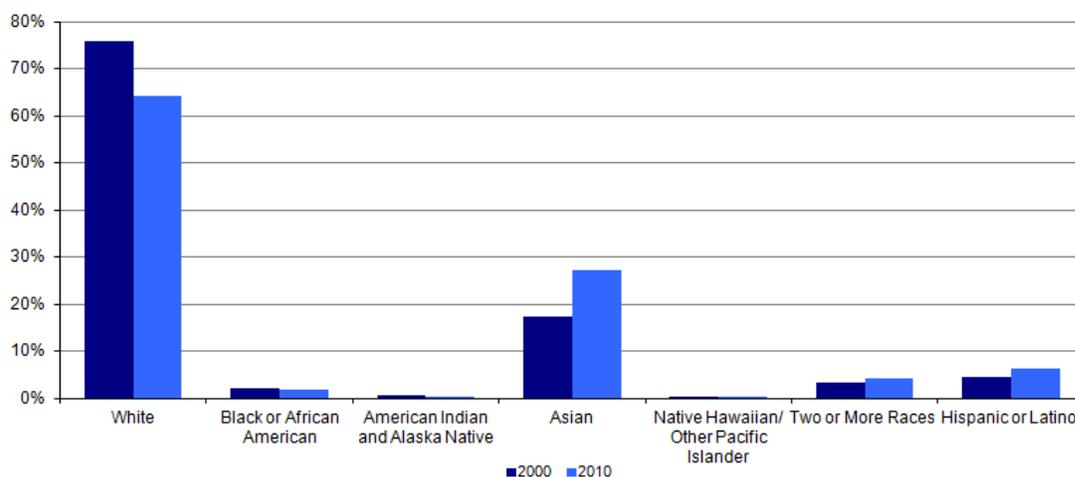
While the average age in Palo Alto is increasing, there is still a significant youth population (almost 25%). The city is home to two high schools, three middle

schools, twelve elementary schools and several private schools. After a devastating series of teen suicides in 2009 and 2010, there is a heightened awareness of the impact that youth programming, community-building activities and services can have on young people’s safety and health. The city has made youth mental health a priority with its flagship initiative, Project Safety Net. Palo Alto’s parks and recreation will need to continue to seek new opportunities to provide safe, relaxing and enjoyable spaces and activities for Palo Alto’s youth. (Find more about the health impacts of nature in the Parks and Recreation Trends section of this document.)

### *Race and Ethnicity*

Palo Alto is a linguistically, ethnically and racially diverse community, due in part to its proximity to Stanford University, Silicon Valley and other excellent educational and employment opportunities that attract people from around the world. Palo Alto’s population includes a significant number of residents who are foreign-born (31%) and thirty-eight percent (38%) of residents speak a language other than English at home.

**Figure 2: Palo Alto Race and Ethnicity**



Source: US Census 2000 and 2010

In 2010, 64% of Palo Alto residents identified as White, 27% as Asian, 6% as Hispanic or Latino and, 2% as Black or African American (see Table 2). A comparison of 2000 and 2010 census data shows a growing Asian population in Palo Alto with a 10% increase in the city’s Asian residents over the past decade. The share of the city’s population identifying as White alone decreased from 76% in 2000 to 64% in 2010 (see Graph 2). The school district data reveals that Palo Alto’s minority population is young, with a higher rate of Hispanic / Latino and Asians in the public school system than are in Palo Alto’s general population (11% Hispanic and Latino and 39% Asian) (see Appendices I and IV).

## Household Characteristics

Palo Alto has a significant community of long-term residents, with 37% living in the city for more than 20 years. Another 32% have lived in Palo Alto between six and 20 years. More than half of Palo Alto residents live in detached single family homes. The following table shows characteristics of the total population of Palo Alto compared to Santa Clara County.

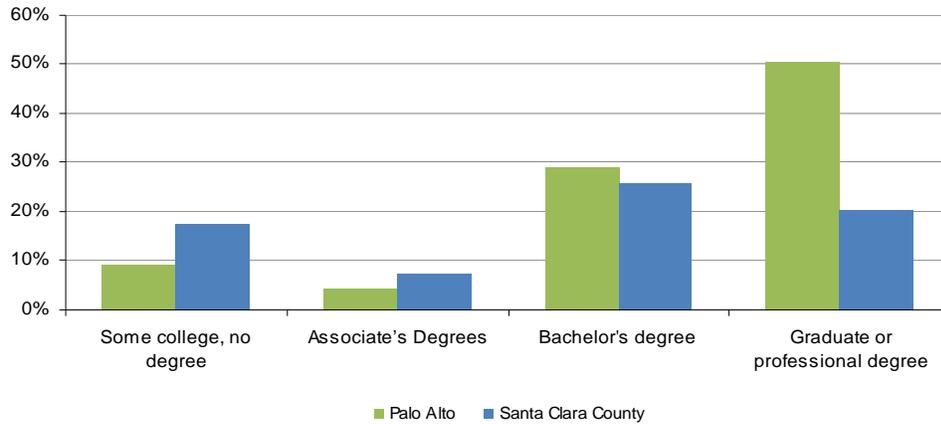
**Table 6:** City of Palo Alto and Santa Clara County race, country of origin, education, and disability status, U.S. Census Bureau, 2009-2013 5-Year American Community Survey and 2010 U.S. Census

|  | Palo Alto     | Santa Clara County |
|--|---------------|--------------------|
| <b>Population</b>                          | <b>66,368</b> | <b>1,842,254</b>   |
| Foreign-born persons, percent, 2008-2012   | 31%           | 39.3%              |
| Language other than English spoken at home | 38.0%         | 50.8%              |
| Some college, no degree                    | 9.2%          | 17.5%              |
| Associate's degree                         | 4.2%          | 7.3%               |
| Bachelor's degree                          | 28.8%         | 25.8%              |
| Graduate or professional degree            | 50.6%         | 20.2%              |
| <b>Disability Status</b>                   |               |                    |
| Under 18 years                             | 2%            | 2.2%               |
| 65 years and over                          | 26.5%         | 33.7%              |
| <b>Household characteristics</b>           |               |                    |
| Persons per household                      | 2.44          | 2.9                |
| Housing units, 2010                        | 28,216        | 631,920            |
| Homeownership rate                         | 57.5%         | 57.6%              |
| Housing units in multi-unit structures     | 37.6%         | 32%                |
| <b>Income</b>                              |               |                    |
| Median household income                    | \$164,857     | \$90,747           |
| Persons below poverty level                | 4.9%          | 9.7%               |

### *Education and Income*

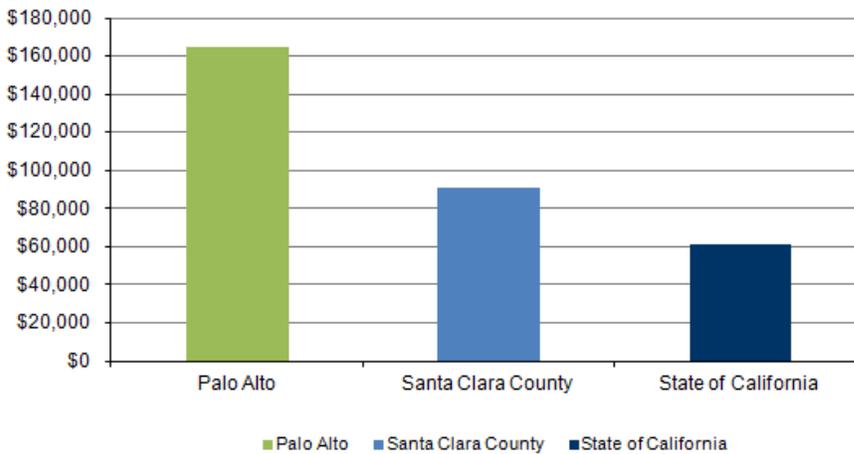
City residents are highly educated, as Graph 3 indicates. In comparison, in the County of Santa Clara, 46% of residents have a bachelor's degree or higher and 20% of residents has a graduate or professional degree, and statewide 31% of Californians hold a bachelor's degree. Palo Alto is an affluent community with a median household income of \$164,857, almost twice as much as the median income in Santa Clara County— \$90,747— and more than double California's median income of \$61,400. Palo Alto is a city of small families with an average household size of 2.4.

**Figure 3: Educational Attainment in Palo Alto Compared to Santa Clara County**



Source: US Census 2010

**Figure 4: Median Household Income in Palo Alto Compared to Santa Clara County**



Source: US Census 2010

Palo Alto’s highly educated population will impact the PTOSR Plan’s programming recommendations. This population may have high expectations for involvement and quality in the system. Palo Alto’s educated population may be seeking especially sophisticated recreation and cultural programming. According to the California Outdoor Recreation Plan 2008 (CORP), studies have shown that those with higher incomes have common interests: nature, saving time, willing to pay to avoid waiting. They also value interpretation that adds value to outdoor recreation experiences.

Less is known about the needs of those with low incomes. It is suspected that outdoor recreation needs of low-income people are different, mostly due to the

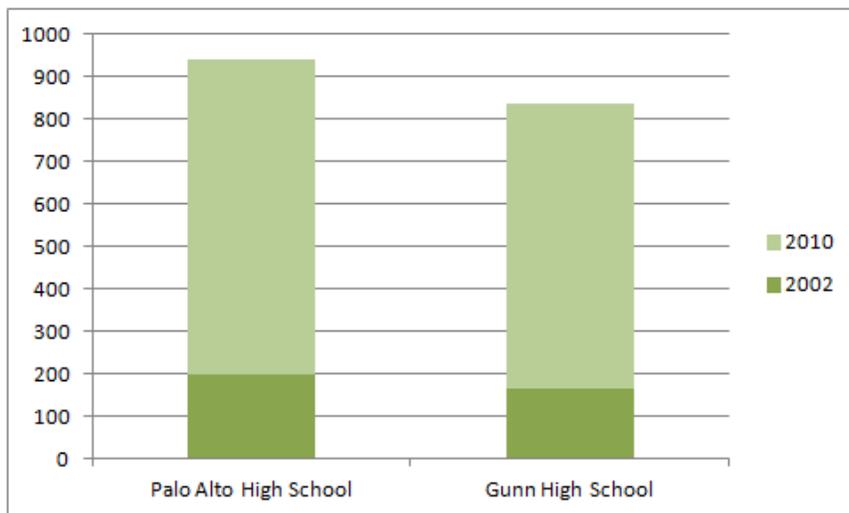
lack of discretionary income, time and transportation options for outdoor recreation. The CORP discusses California's increasing income inequality as a significant issue for the state's parks and recreation planning. Recreation is a crucial quality of life issue and people with lower income rely more heavily on public recreation facilities. Because Palo Alto's median household income is exceptionally high, even middle income residents may have significantly different needs than their wealthier neighbors, in terms of recreation programming costs and type of programming.

## **Transportation Behavior**

Fifty-five percent (55%) of Palo Alto residents commute alone in a car. Palo Alto enjoys an exceptionally high rate of bicycle use, with 11% of residents commuting by bike. The City's 2013 Transportation Survey revealed that 93% of residents have at least one bicycle within their household, and 53% have four or more bicycles in their household. The Transportation Survey also reported that while solo driving is still the main travel mode for residents who commute to work outside of Palo Alto, bicycling and walking were preferred modes when not driving. Fifty percent (50%) of residents who participated in the survey live within one mile of a Caltrain station. Forty-four percent (44%) of residents noted working outside of the City. Twenty-five percent (25%) of those people work in Mountain View and San Jose and more work in other places that also have Caltrain stops. Most Palo Alto residents drive to their local shopping trips, however almost 20% walk or bicycle, according to the Transportation Survey.

The Transportation Survey also collected responses from people who live outside of Palo Alto and commute into town for work. More than 50% of these people drive alone, about 20% take Caltrain and roughly 10% ride their bicycles. Survey respondents commented on what facilities in Palo Alto would help commuters. While many of the responses included improvements or expansion to transit service, several comments suggested improvements to the trail and on-street bicycle network would help with their commutes. One comment in particular captured the desire for a better connected network within Palo Alto, "Convert Palo Alto creeks into bicycle highways to connect to school, work, etc." Some more generally stated the need for better bike routes and more bike lanes (see Appendix V).

**Figure 5:** School Bicycle Counts, 2002-2010



Source: *Safe Routes to School*

The Transportation Survey identified bicycles as the travel mode of choice for Palo Alto’s school-aged family members. Bike counts at schools have been steadily climbing since 2002. According to Safe Routes to School bicycle counts, the number of students riding their bikes to school has increased from 166 (10%) in 2002 to 671 (36%) in 2010 at Gunn High School and from 200 (12%) in 2002 to 741 (40%) in 2010 at Palo Alto High School. The City adopted a Bicycle and Pedestrian Master Plan in 2012, which recognizes the currently high levels of bicycle travel and establishes aggressive goals for the future, including doubling the rate of bicycle commute trips to both school and work.

## TREND ANALYSIS

### Introduction

The role of parks and recreation in American cities and towns is evolving as trends in health, sports, socializing, recreation, family and urban form change. These trends, especially as they relate to Palo Alto’s population, will inform the PTOSR Plan. This analysis will help ensure that that the PTOSR Plan addresses the community’s evolving needs. (Note: Additional trends that affect facility planning will be addressed in more detail in a subsequent work product.)

### *Income Inequality*

As California’s population increases, the number of people at the lower end of the income scales is increasing at a disproportionately higher rate. This statewide trend may be especially pronounced in Palo Alto, one of the wealthiest communities in California. Palo Alto’s exceptionally high income levels mean there may be more disparity in the city than in other places, and that those with income levels that would be considered high elsewhere in Santa Clara County are lower income in Palo Alto. The City should use caution when

relying on statewide or regional data to determine income-based trends or demand, and ensure that its outreach and programming are tied to local economic conditions.

### *Aging*

One of the strongest trends throughout the United States, and Palo Alto is no exception, is the aging of our population. This trend requires that recreation providers consider and develop facilities and programs that will serve older adults who possess diverse interests and are in multiple life stages. The older adult population includes a variety of needs: seniors interested in developing new skills and learning new activities; those seeking to stay active and physically fit; those with some health issues and access concerns; seniors desiring passive and more contemplative activities; seniors looking for intergenerational interactions; and those who want more quiet environments.

Because Palo Alto's population of older adults is larger than typical, and because many long-term residents are likely to stay in their homes in Palo Alto as they age, it will be especially important to recognize the diverse sub-groups of older adults and provide a spectrum of recreation opportunities. Since older adults today stay healthier and live longer, the population of seniors is actually comprised of multiple generations with different lifestyles, preferences and behaviors.

Moreover, many older adults do not consider themselves "seniors" and will not participate in programs run by or taking place at a senior center. Many adults over 65 – the traditional retirement age – continue to work part time outside the home. These and other factors should be taken into consideration when considering recreation program needs of older Palo Alto adults.

### *Health*

Our nation is facing a health and wellness crisis on many levels. With high levels of obesity and diseases such as diabetes and heart disease, our citizens are becoming more sedentary and at the same time are struggling with ever-increasing health care costs. The health care sector itself has begun to look at prevention as a way to increase health and reduce costs. More study is being done on the built environment and its impact on activity levels, and low cost opportunities to get exercise are receiving attention and funding. Programs that can demonstrate health and wellness benefits, especially those that can quantify the benefit, have a competitive advantage in garnering outside funding.

Both physical and mental health are relevant to the PTOSR Plan, and the City has shown leadership in these areas by addressing mental as well as physical health through projects including Project Safety Net and Safe Routes to School. Palo Alto also adopted a progressive smoking ban in 2013 banning smoking in

the City's parks, open spaces and on the municipal golf course to help protect public health.

While Palo Alto residents overall enjoy a generally higher level of health than residents of many other California cities, opportunities exist to further health through this planning process. The City should evaluate opportunities to improve safety, nutrition, physical activity, and mental health for all Palo Alto residents.

### *Connecting Kids with Nature*

Across the country there has been a movement to connect kids with nature and the outdoors. This movement is in response to data about the decreased time kids are spending in the outdoors compared to previous generations. According to the California Outdoor Recreation Plan (CORP), by 2008 children between the age of 8 and 18 years were spending an average of nearly 6.5 hours per day with electronic media. That average is likely higher now. A growing body of research confirms that spending time in nature benefits children. Children who directly experience the natural world are intellectually, emotionally, socially, spiritually and physically healthier.

There is a need to create the opportunity to enjoy and experience nature and the outdoors, as well as provide safe streets and accessible schools. Palo Alto has made safe streets a priority with its Bicycle and Pedestrian Plan and Safe Routes to School Program. It is important that Palo Alto's parks are an integral part of this system. Each age group presents particular demands that need to be weighed in the programming of the parks and open space system.

Teenagers and young adults are perhaps the most challenging group. In Palo Alto, supporting the physical and mental health of teenagers is an ongoing priority. Parks and Recreation programs can be a central component in the goal improving physical and mental health for children, including teenagers. A National Wildlife Federation report cites the positive influences of parks on children include:

- Children's stress levels fall within minutes of seeing green spaces.
- Play protects children's emotional development whereas loss of free time and a hurried lifestyle can contribute to anxiety and depression.

Palo Alto is home to, or a partner in, many sports organizations and leagues. Increasingly these groups provide year-round opportunities to play sports such as baseball and soccer that were traditionally only played during certain seasons.

There is a need to understand how Palo Alto's youth, and especially the city's teenagers are using open spaces and parks and plan for parks that are

appropriate parks for child development – including physical, social and cognitive development.

### *The Outdoor Lifestyle*

According to the Outdoor Industry Association, in 2013, a record number of Americans – 142.6 million – participated in at least one outdoor activity and collectively, went on 12.1 billion outdoor outings. These activities promote wellness, social interaction, and a connection to the outdoors. The need for flexibility in recreation programs, as adults find less and less time to participate in recreation, as well as the need to provide opportunities for stress release are two critical factors that need to be considered in the provision of outdoor recreation.

Baby Boomer generation (people aged 50-68) and the millennial generation (ages 27 and younger) are the largest segments driving this new outdoor lifestyle trend.

Today, the active outdoor lifestyle has gone mainstream, and is characterized by an emphasis on wellness and quality time with family and friends. To meet this new and changing demand, people are looking for ways to be outdoors in an urban area. Due to time demands of family and jobs, convenience and accessibility are critical. The opportunity and challenge before parks and recreation professionals is to provide meaningful outdoor activity in urbanized environments. Recreation Oriented Development is the new term for the aligning of parks, recreation and open space to drive new investment in both urban and suburban communities and focus development in established communities. Palo Alto already provides exceptional access to the outdoors, with one-third of its land area dedicated to open space and 45 miles of hiking trails.

### *Technology*

Technology is offering parks and recreation providers new opportunities as well as new challenges. Technology can simultaneously provide a mass communication tool while improving affordability, accessibility, and efficiency of community facilities and services. Opportunities for tech-aided recreation are growing while a conflicting trend for techno-free parks and environments also is emerging. Technology is adopted and embraced differently by different population groups. For example, Baby Boomers tend to be more educated and more technology dependent, and therefore, desire more high tech and “amenity” rich experiences. Finding the right balance and appropriate use for technology in parks, recreation facilities and programs will be an evolving effort.

## *Universal Design*

Universal design is an approach to creating built environments that exceed ADA standards and are inherently accessible to all people, including older adults and people with (and without) disabilities. Playgrounds and recreation systems based on universal design encourage access, independence, safety and comfort for all persons. This universal design approach should be considered for parks and recreation elements beyond play spaces to infrastructure throughout the system that can meet the needs of Palo Alto's disability community.

## CONCLUSIONS AND KEY POLICY QUESTIONS

Given the trends discussed above, MIG highlights a series of policy conclusions and questions to be considered during the PTOSR planning process. These issues will be integrated into discussions and/or exercises with Palo Alto residents, the Parks and Recreation Commission and City staff as the project advances.

### *Policy Conclusions*

**Higher Design and Maintenance Standards:** Population growth within the constraints of Palo Alto's built-out city limits means that each acre of park land and each facility will be absorbing more use. The PTOSR Plan will call for durable finishes, fixtures and facilities as well as intensified maintenance to preserve the quality of experience Palo Alto residents expect

**Park Program and Design for Flexible and Multiple Uses:** Given the current and projected population profile for Palo Alto, each park must serve multiple population sub-groups and several uses within a limited space. The program and design for each property needs to support these goals. The concepts for each site prepared as part of the PTOSR Plan will prioritize this concept.

**Walkable and Bikeable Park System:** Palo Alto's path and trail network should provide adequate safe routes for residents biking and walking to reach City parks and facilities. Safety improvements will encourage more residents to choose non-motorized modes of travel to parks. Additionally, there may be opportunities to better connect after-school sports and other recreational activities with bike routes as well as opportunities to align safe routes to school and parks with routes to Caltrain stations and other commuter hubs so that families can coordinate their trips without needing to rely on cars.

**Daytime Population:** It will be important to understand how the employment population is using Palo Alto's parks and recreation facilities and what the associated impacts are. For example, are they jogging in the parks at lunch; playing in a recreation league after work; or taking classes in the evening? The City's non-resident daytime population may prove to be a significant percentage of Palo Alto parks users.

**Growing Regional Population:** In addition to population growth within Palo Alto’s municipal borders, the region is growing significantly more rapidly than Palo Alto. Palo Alto will want to consider its parks and recreation system in the context of the larger region, and consider its role in providing amenities and services to non-residents and visitors.

**Unique Household Characteristics:** Several demographic patterns in Palo Alto should be considered in the development of the PTOSR plan. Almost 40% of residents live in apartment or condominium buildings and may have different parks and recreation needs than those in single family detached homes. Palo Alto’s small families may look for more social opportunities outside of their homes, especially for children without siblings or empty nesters. The majority of Palo Alto’s population is wealthy and highly-educated, but it is not a homogenous community. The voices and needs of some residents may dominate those of the city’s less affluent and low-income residents. As the City continues to develop programming for its high income population it will need to consider the accessibility of that programming for various income groups and the types of programming that are appropriate for residents of different education and income levels.

### *Policy Questions*

- Should fees, charges and use policies provide “resident first” preferences?
- How does the City want to serve Palo Alto’s non-resident populations, including regional neighbors and daytime employees?
- Should level of service standards for parks vary by neighborhood depending on density and land use?
- How should fees and charges policies be set to provide premium experiences for wealthier park users, while ensuring access for lower income residents?
- What is the desired balance between tax payer and participant cost sharing?
- What maintenance commitment will be needed for the city to maintain high-quality facilities given increasing growth, demand and more uses in a fixed amount of space?
- What is the appropriate role for the parks and recreation system in building a healthy community?
- What level of accessibility and accommodation should parks and recreation facilities provide to the disabled community?